

## REQUEST FOR PROPOSALS for

**JOBS-PLUS (an employment-services program for residents of public housing) in**

**New York, NY; San Antonio, TX; Tulsa, OK**

This program and research study is part of the federal Social Innovation Fund

*Proposals will be reviewed by a committee representing the Mayor's Fund to Advance New York City, the Center for Economic Opportunity, MDRC, and local partners.*

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**Notice Regarding Public Disclosure:** Please note that all information submitted in this procurement process may be made public if directed by the Corporation for National and Community Service (CNCS) or required by law. This may include the names of organizations that submitted proposals, contact information, summaries of proposals and budgets, reviewer ratings and comments, and other information.

**Jobs-Plus Program  
Responses to Questions #1  
Part of the Federal Social Innovation Fund  
Updated November 4, 2010**

*Note: As stated in the Jobs-Plus Request for Proposals (RFP), responses to questions, update notices, and addenda posted on the website are official updates to the RFP. It is the responsibility of the applicant to read and adhere to the responses to questions, update notices, and addenda posted on the website when responding to the RFP.*

**Q1. Is there a form that I could fill in electronically for Attachment 3 Background and Capacity Form?**

**A1.** A link to a downloadable active PDF form is now posted at:  
[http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**Q2. Do the recruited residents have to be “official” residents of the targeted housing development? What if they are not on the lease or they are family members of official residents who are staying indefinitely?**

**A2.** Jobs-Plus participants must be on the lease to receive the full menu of Jobs-Plus employment services and rent-based work incentives. If a participant is not on the lease in the target development(s), then he/she will not be eligible for the rent-based work incentives but may receive other program services.

**Q3. The RFP states that in New York City the office must be within ¼ mile of the nearest building in the development. Is it acceptable that an organization has office space for recruitment enrollment, etc. within the ¼ mile radius and our training locations are at other sites within a mile radius of the recruitment office?**

**A3.** Yes, this is acceptable.

**Q4. The “objectives” section of the RFP reads that “The selected CEO SIF Jobs-Plus program providers should reach 100% of working age (18-59) residents in its target development(s) through its marketing and outreach efforts. At least 35% of working age residents reached through these efforts should register for the program by completing an employment plan and working with staff over time.” We fear that the 35% registration objective is unrealistic (based upon our existing outreach vs enrollment experience) and that we would have to increase the target area to reach the annual 600-700 (in NYC) client load. Can we target a higher number of public housing developments in our marketing and outreach efforts in order to meet the number of clients (600-700) enrolled?**

**A4.** Yes. There is no maximum number for targeting and outreach.

**Q5. Should “community coaches” be reflected in the budget as formal part-time employees or should they be regarded as volunteers who receive a stipend?**

**A5.** Providers may approach the Community Support for Work component of the Jobs-Plus model with different strategies. In some previous sites community coaches have

been formal part-time program employees, in others they have been stipended volunteers. It is up to the provider to determine the implementation strategy.

**Q6. Should applicants obtain a letter of commitment from the targeted housing development and/or tenants' association? Also, it states on p.7 that "applicants are expected to make referrals to a wide range of service partners—these providers are not considered formal partners." Is it correct that we do not need to include letters of commitment from referral providers?**

**A6.** Proposers should describe in the narrative and/or with supporting materials (such as a letter or examples of previous collaborations) current or planned working relationships with the targeted housing development management office and/or tenants' association. Such relationships will be important to the Jobs-Plus program. However, a letter of support is not a required proposal attachment.

Likewise, letters of support are not required of referral partners if they are not formal co-applicants (i.e., if they will not receive sub-grant funds to deliver core program services).

**Q7. Can you provide demographic data for eligible NYCHA developments?**

**A7.** Please see demographic data for eligible NYCHA developments now posted at [http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**Q8. In reading the required support services for this proposal it lists services for formerly incarcerated. Why would this be a support services working with NYC Housing Authority residents when current NYCHA rules does not allow anyone with a record to be able to reside there?**

**A8.** This RFP applies to New York, Tulsa, and San Antonio. Policies in Tulsa and San Antonio may differ from New York's policies. Providers in each locality are encouraged to refer to the appropriate local regulations.

In New York, not all who have been formerly incarcerated are excluded from NYCHA housing. See below for language excerpted from NYCHA's lease agreement and see a link to the table referenced below (from NYCHA Standards for Admission) at: [http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

Tenancy & Criminal Offenses

As a condition of the lease agreement, tenants agree "to assure that the Tenant, any member of the household, a guest, or another person under the Tenant's control, shall not engage in:

- (i) Any criminal activity that threatens the health, safety, or right to peaceful enjoyment of the Development by other residents or by the Landlord's employees, or
- (ii) Any violent or drug-related criminal activity on or off the Leased Premises or the Development, or
- (iii) Any activity, on or off the Leased Premises or the Development, that results in a felony conviction..."

If a tenant is found to violate this term, NYCHA may take tenancy administration action which may result in exclusion for a period of time depending on the offense ([see table](#)). For current tenants, criminal background checks are run for transfers and for requests to permanently add a person to the household.

*(A8 continues on next page)*

*(A8 continued from previous page)*

In addition, applicants in all cities should note that the RFP cites (on p16) “services for the formerly incarcerated” as an example, not required, referral service that would be provided either by formal partners or through the program’s referral network.

The Jobs-Plus model is community oriented and staff will be able to provide some services to family members of residents participating in the program. For example, a resident program participant may refer her son to the program to obtain a referral for services for the formerly incarcerated at another organization, even if he is not a resident. The son would not be eligible for Jobs-Plus services associated with residency (i.e., rent-based work incentives) but he may receive other services while his mother is a program participant and a resident.

**Q9. Your RFP states that each proposal must designate a public housing development in which to embed programming and provides a map of acceptable developments. Astoria, Queens, is on the map provided by the Mayor’s Office.**

**However, the RFP also states that each development must have at minimum 1,500 apartments. Astoria has 1,100 apartments. Does this mean that our organization would have to propose working with two developments or would Astoria, a very high need and isolated public housing community, be acceptable even though the number of apartments, at 1,100, is below the stated requirement?**

**A9.** The RFP states for NYC (on p17): “Applicants should propose to serve a cluster or group of developments with at least 1,500 housing units for the purpose of marketing the program, in order to build an active case load of approximately 600-700 working age residents annually.”

The CEO SIF Jobs-Plus program in NYC is budgeted at up to approximately \$1,000,000 to operate on a scale large enough that at least 600 new entrants are served per year for the full SIF period (envisioned to be 4-5 years). Most NYCHA developments have less than the required 1,500 units, and therefore proposers are asked to identify a cluster of developments that would be eligible for program services. The program office may be physically located within or closer to one development, but the proposal should describe how it will market the program and serve residents of additional developments to reach the minimum target area. Note that the office must be located within walking distance (approximately ¼ mile) of the closest building it will serve. There is no requirement regarding office distance from the farthest development.

## SECTION I – TIMETABLE

- A. Release Date of this RFP:** October 21, 2010
- B. Deadline for Submission of Questions:**  
**Due Date:** November 8, 2010  
**Location:** E-mail inquiries to:  
[SIF@cityhall.nyc.gov](mailto:SIF@cityhall.nyc.gov)  
Subject: SIF – Jobs-Plus RFP  
Include questioner’s name, organization, and contact information in the body of the email.
- C. Manner of Answering Questions:**  
**Date:** November 12, 2010  
**Posted to:** [www.nyc.gov/ceo/sif](http://www.nyc.gov/ceo/sif)  
Substantive information and/or responses to questions will be posted on the CEO website under Social Innovation Fund (<http://www.nyc.gov/ceo>). Please visit this website regularly for additional information and any addenda to this application. The responses to submitted questions, update notices, and addenda posted on the website are official updates to this RFP. It is the responsibility of the applicant to read and adhere to the responses to questions, update notices, and addenda posted on the website when responding to this RFP.
- D. Proposal Due Date, Time, and Location of Submission:**  
**Date:** November 22, 2010  
**Time:** 3:00 pm EST  
**Location:** Mail proposals:  
Mayor’s Fund to Advance NYC  
Attention: SIF – Jobs-Plus/[*name of city*]  
253 Broadway, 8<sup>th</sup> Floor  
New York, NY 10007  
E-Mail proposals:  
[SIF@cityhall.nyc.gov](mailto:SIF@cityhall.nyc.gov)  
Subject: SIF – Jobs-Plus RFP  
Please submit one original and eight hard copies, **and** an electronic version of your entire application including all attachments. ***Hard copies must be submitted by U.S. Postal Service or express mail service. Hand delivered proposals will not be accepted. Hard copies and electronic versions must be received by November 22, 2010 at 3:00 EST.***
- E. Anticipated Start Date of Sub-grant**  
Sub-grants are expected to start in early 2011.
- F. Anticipated Date of Program Start-up**  
The program is expected to begin serving residents of public housing within sixty days of award.

## SECTION II – SUMMARY OF THE REQUEST FOR PROPOSALS

### *Summary*

The Mayor's Fund to Advance New York City is seeking appropriately qualified sub-grantees to establish and operate the Jobs-Plus program in New York, NY; San Antonio, TX; and Tulsa, OK. This program and research study helps residents of public housing increase their earnings through on-site employment-related services, financial incentives, and community support for work activities. The sub-grant award from this RFP will be for up to five years. Under this RFP, partners will be expected to begin planning program implementation by approximately February 1, 2011 and operate the program throughout the SIF period.

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

#### *Background on the Corporation for National and Community Service and the Social Innovation Fund*

The Social Innovation Fund (SIF), an initiative enacted under the Edward M. Kennedy Serve America Act, targets millions in public-private funds to expand effective solutions across three issue areas: economic opportunity, healthy futures, and youth development and school support. The SIF aims to impact thousands of low-income families and create a catalog of proven approaches that can be replicated in communities across the country. Additional information on the SIF can be obtained from the website of the Corporation for National and Community Service (CNCS) (<http://www.nationalservice.gov/about/serveamerica/innovation.asp>).

The Mayor's Fund to Advance New York City (Mayor's Fund) and the NYC Center for Economic Opportunity (CEO) received an initial one-year \$5.7 million SIF award in August 2010 to build national evidence for anti-poverty programs serving public housing residents, disconnected young adults, and low-income workers and job seekers. The CEO SIF aims to replicate, improve, and continue testing five programs that incorporate strategies that have demonstrated success in New York City, other cities and states, and Latin America. Each program will be replicated in two or more of the following eight urban areas: Kansas City, MO; Memphis, TN; New York, NY; Newark, NJ; Northeastern Ohio; San Antonio, TX; Savannah, GA; and Tulsa, OK. The federal grant requires matching funds to be raised by the intermediary (Mayor's Fund), local and national funders, and program providers. The SIF is an annual fund subject to appropriation and funding for these projects is subject to availability. The SIF is envisioned as a five year project that began in August 2010.

The Mayor's Fund is seeking qualified organizations in selected cities to deliver SIF program services and participate in evaluation activities (the project is hereafter referred to as the CEO SIF). Organizations eligible to apply include not-for-profit organizations, states, local governments (and other political subdivisions), public schools, tribes, as well as certain faith-based organizations and other educational institutions. For-profit entities are not eligible to apply as sub-grantees for the SIF; they are eligible to participate as vendors to selected sub-grantees, as appropriate and in accordance with federal regulations.

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Sub-grantee proposals will be reviewed and scored by a committee that may include representatives from the Mayor's Fund, CEO, MDRC, and local partners in each city.

*SIF Intermediary: The Mayor's Fund, CEO, and MDRC*

The Mayor's Fund, a not-for-profit organization that facilitates public-private partnerships, will serve as intermediary for this SIF collaboration to manage provider sub-grants and work with stakeholders to raise the required matching funds over five years. The programs will build on innovative strategies piloted by CEO and also tested in other initiatives around the country. Founded by Mayor Bloomberg in 2006, CEO has operated and evaluated dozens of innovative anti-poverty programs in New York in support of the working poor, disconnected youth, and families with young children. These programs were developed in partnership with leading experts, City agencies, and more than 100 non-profits.

The Mayor's Fund, CEO, and MDRC, a non-profit education and social research organization, will assist sub-grantees in partner cities with implementation and MDRC will lead the evaluations of the new programs. Building a national evidence base is a key element of the SIF and all programs (with the exception of Jobs-Plus) will undergo a random assignment evaluation.

This collaboration of the Mayor's Fund, Center for Economic Opportunity and MDRC is hereafter referred to as the "Mayor's Fund Collaborative" and the project as the "CEO SIF."

For more information on each of the partners please visit the following websites:

Mayor's Fund at [www.nyc.gov/fund](http://www.nyc.gov/fund)

Center for Economic Opportunity at [www.nyc.gov/ceo](http://www.nyc.gov/ceo)

MDRC at [www.mdrc.org](http://www.mdrc.org)

*The CEO SIF Programs*

This RFP pertains specifically to the SIF Jobs-Plus program, but applicants may find it helpful to understand the broader portfolio of which Jobs-Plus is a part.

The program models included in the CEO SIF incorporate strategies that have promising evaluation findings and some have strong impacts measured by random assignment evaluations. The SIF, with its emphasis on scaling up, embedding the programs within existing systems, and deeper evidence-building, offers an opportunity to pilot these innovations in multiple cities.

The CEO SIF project is innovative in the way it brings together local governments, non-profits, and funders with national evaluators to develop programs with broad policy potential and strong local support. The involvement of local government helps to align the programs with local context and priorities, strengthening the models and better ensuring their long-term relevance, influence on other related programming and policy, and sustainability. Each participating city has made a mayoral and local private funding commitment. In addition, partners in every city have worked with the Mayor's Fund in

the design of all SIF programs to ensure that each will be applicable to and effective in every location. Local representatives will participate in the selection process.

Selected providers (also referred to as “sub-grantees”) in each partner city will implement one or more of the following economic opportunity initiatives and participate in a national evaluation and learning network:

- **Jobs-Plus.** The place-based Jobs-Plus program addresses entrenched poverty among public housing residents by saturating developments with job and career support, community building, and rent-based work incentives. In previous experimental pilots, residents’ earnings increased relative to a control group for at least seven years after the program’s full implementation, including at least three years after the end of program service delivery. Providers will be selected to offer the Jobs-Plus model at public housing developments in New York City, San Antonio, and Tulsa.
- **Family Rewards.** Modeled on the success of conditional cash transfer programs in more than 20 countries worldwide, NYC’s Family Rewards program provides cash incentives to families for achieving milestones that lead to better health, education, and employment outcomes, while improving human capital. Building on preliminary results from that pilot, the SIF-supported program will focus on the most promising incentives. Providers will be selected to implement the program in Memphis and New York City.
- **\$aveUSA.** \$aveUSA will offer a matched savings account to low-income tax filers, building on the savings opportunity presented by EITC refunds. A similar program piloted in NYC resulted in over 80 percent of participants saving for at least one year to receive the match and 75 percent continue to save today. Providers will be selected to offer the matched savings account to tax filers in New York City, Newark, San Antonio, Savannah, and Tulsa.
- **Young Adult Program.** Several CEO programs have successfully reengaged young adults who have dropped out of school or work by offering short-term paid internships as a hook for returning to school or work. Providers will be selected to provide paid internships, educational opportunities, and support for disconnected 18-24 year olds in Kansas City, New York City, Newark.
- **WorkAdvance.** This sector-based employment and advancement program combines several promising New York City programs and builds on recent evaluations by MDRC, Public/Private Ventures, and Westat. Providers will be selected to offer the program in New York City, Northeast Ohio, and Tulsa.

**This RFP is to select providers for Jobs-Plus.** For additional information and RFP information on other programs please visit the CEO website: [www.nyc.gov/ceo](http://www.nyc.gov/ceo).

#### *Program Evaluation Requirements*

An essential element of the CEO SIF is rigorous evaluation of the program models’ implementation and effectiveness. Providers in most sites for all CEO SIF programs *except* Jobs-Plus will be required to participate in a randomized control trial (RCT), whereby eligible individuals or families are randomly assigned to either a program group that is offered the CEO SIF program model being tested, or a control group that is not eligible for SIF services but remains eligible for other services in the community. Although the CEO SIF Jobs-Plus is not an RCT, an extensive implementation analysis

will be conducted to understand replication dynamics, the quality of service provision, participant outcomes, and costs. In addition, subject to data availability, evaluators will compare the employment and earnings trajectories of *all* residents in targeted buildings with those in comparable developments. Both the Jobs-Plus learning agenda and requirements of providers and partners are described in more detail in the following sections.

## **B. Jobs-Plus Program Overview**

### *Project Overview*

The Mayor's Fund to Advance New York City is seeking appropriately qualified sub-grantees to establish and operate the Jobs-Plus program in New York, NY; San Antonio, TX; and Tulsa, OK. This program and research study helps residents of public housing increase their earnings through on-site employment-related services, financial incentives, and community support for work activities. The sub-grant award from this RFP will be for up to five years. Under this RFP, partners will be expected to operate the program from February 1, 2011 throughout the SIF period.

### *Program Services*

The Jobs-Plus program will consist of the following three core components:

#### **1. Employment-Related Services**

A range of employment and employment-related services and activities will be provided to help public housing residents secure and retain employment. The majority of employment services should be provided on site, though some services can be made available through facilitated referrals or other brokered relationships with local partner organizations.

Employment services should include but not be limited to job search instruction, soft skills training, education programs (e.g., GED, ESL), vocational training, career advancement coaching and rapid re-employment services in the event of job loss. Support services and work supports, such as child care referrals and transportation assistance, must also be provided.

#### **2. Financial Incentives**

Providers will offer rent-based financial work incentives aimed at increasing resident awareness of public housing rent rules that help "make work pay." Incentives should include a plan to implement the US Department of Housing and Urban Development (HUD) Earned Income Disallowance (EID), which prevents rent payments from increasing if residents experience an increase in earned income. Additional incentives that support work should also be provided that can serve as an alternative to the EID or be used in conjunction with the EID. In addition, these incentives may be supplemented with other financial assistance to reduce the costs of working, such as transportation assistance (transit tickets/cards), funds for uniform purchases or other work-related equipment or services.

### **3. Community Support for Work**

This component involves developing strategies to strengthen the social ties among residents to help support their job preparation and work efforts. The community support for work strategy should focus on recruiting a small group of residents, called “Community Coaches,” who will encourage their neighbors to take advantage of Jobs-Plus services and work incentives, share information about job opportunities, and more generally try to encourage and support their neighbors in improving their employment situations. Residents selected for this position are to be supported through a program-paid stipend.

#### *The CEO SIF Jobs-Plus*

A non-profit organization or state or local government agency will be selected through this RFP process to directly serve as the Jobs-Plus provider and fiduciary agent in each city. The sub-grantee will operate the complete Jobs-Plus model (all 3 components) within or in close proximity to specified public housing development sites. Program providers will be selected in January 2011 and will have approximately 60 days before the program begins for program planning, securing and outfitting office space, and hiring and training staff. The Mayor’s Fund Collaborative will assist providers with program implementation and technical assistance on the program model. Providers will be expected to offer the program for up to five years. Funding for the project is contingent on funding availability. In addition, on an annual basis, the Mayor’s Fund will assess the performance of sub-grantees in each of the cities to determine its interest in continuing the sub-grants.

If two or more non-profit or state or local government entities plan to partner to deliver core program services, then the organizations may apply as a partnership. The proposal must name a lead applicant (fiduciary agent) and fully describe each core partner, its role and responsibilities, and its qualifications. A partnership may be newly formed or one already in operation. (For-profit entities are not eligible to receive federal funds as a sub-grantee or partner. If for-profits are expected to receive program funds in exchange for goods or services they must be separately procured as a vendor through a competitive process.)

Note that applicants are expected to make referrals to a wide range of local service providers – these providers are not considered formal partners.

#### *Established Evidence for Jobs-Plus*

The CEO SIF Jobs-Plus represents an evolution of the program. In 1996, MDRC launched the Jobs-Plus Community Revitalization Initiative for Public Housing families in six public housing developments across the country. The initiative was designed by the HUD, the Rockefeller Foundation and MDRC.<sup>1</sup> Jobs-Plus was subject to a rigorous

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<sup>1</sup> The Jobs-Plus funding consortium, which was led by HUD and the Rockefeller Foundation, also included the US Department of Health and Human Services; the US Department of Labor; The Joyce

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evaluation and concluded in 2004. The program produced positive impacts on residents' earnings for four years during the operation of the program and these impacts persisted over an additional three years of follow-up.

Research results show that when all three components of the model were implemented properly, Jobs-Plus made a substantial difference in residents' earnings outcomes. The large positive earnings effects that were generated in the demonstration were observed for housing developments in very different cities and for diverse racial and ethnic groups.

Beyond its three components, what makes the Jobs-Plus model distinctive is its goal to implement services at "saturation" levels.<sup>2</sup> Services are targeted to all working-age residents who live in the development rather than developing strict eligibility criteria that would screen out residents.

See Appendix A for Jobs-Plus publications by MDRC.

Based on evidence from the demonstration, in 2009 New York City established the first replication of Jobs-Plus in the nation. CEO led a collaborative of City agencies (including the NYC Housing Authority, NYC Human Resources Administration, the City University of New York, and the NYC Department of Small Business Services) to open Job-Plus at one public housing development in East Harlem. The program demonstrated early success, and performance outcomes have exceeded targets in Year 1. MDRC is supporting the replication by providing technical assistance.

The CEO SIF Jobs-Plus programs will support a second site in New York City and establish new programs in San Antonio and Tulsa.

For further information on the structure, operation, and lessons of the original Jobs-Plus program, applicants are referred to MDRC's research reports and how-to guide on that project, which are available on MDRC's website at: [http://www.mdrc.org/project\\_publications\\_15\\_13.html](http://www.mdrc.org/project_publications_15_13.html). That information may be helpful for preparing a proposal.

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Foundation; The Annie E. Casey Foundation; The James Irvine Foundation; Surdna Foundation, Inc.; Northwest Area Foundation; The Stuart Foundation; BP; and Washington Mutual Foundation.

<sup>2</sup> Riccio, James, *Mobilizing Public Housing Communities for Work: Origins and Early Accomplishments of the Jobs-Plus Demonstration*, MDRC, 1999.

## **Section III – Scope of Services and Requirements**

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

#### **1. Goals**

The CEO SIF Jobs-Plus aims to raise the level of employment and earnings of residents of the targeted housing development(s) through the provision of employment-related services, financial incentives, and activities that promote neighbor-to-neighbor support for work.

Another goal of the CEO SIF Jobs-Plus is to share innovations and best practices across geographies locally and nationally. The Mayor's Fund Collaborative, in cooperation with local partners, will establish a learning network to provide a conduit for information sharing on an on-going basis. These learning networks will provide opportunities to collaborate on program improvements, offer a venue for program providers and researchers to share best practices with the public, and engage a range of additional stakeholders, including policymakers and other national experts to promote broader program replication and/or sustainability.

#### **2. Objectives**

In Year 1, the selected CEO SIF Jobs-Plus program providers should reach 100% of working age (18-59) residents in its target development(s) through its marketing and outreach efforts. At least 35% of working age residents reached through these efforts should register for the program by completing an employment plan and working with staff over time.<sup>3</sup> Outcome targets will be based on percentages of this target population. Applicants will be asked to propose appropriate target outcomes for their sites.

As an example, the table on the next page lists sample Year 1 performance targets, based on a hypothetical service area of 2,000 public housing units.

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<sup>3</sup> The provider will be required to develop marketing and outreach strategies that deliver messages and instructions to all residents of the development(s) about how they can take advantage of the Earned Income Disallowance even if they *do not* register for the Jobs-Plus program, complete an employment plan, and work with program staff.

<b>Description</b>	<b>Number</b>	<b>Percentage of Specified Category</b>
Total Number of Housing Units in Development (s) Served	2,000	
<b>Minimum Target Numbers Served</b>		
Working Age (WA) residents	1,900	100%
WA residents reached through outreach	1,900	100%
Of reached through outreach, register and complete employment plan	665	35%
<b>Minimum Target Outcomes</b>		
WA residents register and complete employment plan	665	100%
Of those registered and completed employment plan, placed or advance in job	150	23%
Of placed or advance, employed after 3 months	113	75%
Of employed 3 months, employed after 9 months	79	70%
Of those registered and completed employment plan, achieve one outcome other than placed or advance in job, such as enrollment in work supports, enrollment in and/or completion of an educational or training program	410	62%

In Year 2, the Jobs-Plus program is expected to increase outcomes above those of Year 1, having progressed past the start-up phase and begun to achieve appropriate levels of saturation. In addition, Year 2 target outcomes will be adjusted to reflect an increased focus on advancement for employed residents who gained employment in Year 1. Year 2 targets will be developed by the Mayor's Fund Collaborative based on Year 1 performance and experience.

## **B. Assumptions Regarding Relevant Experience and Expertise**

### **1. Preferred Experience of the Selected Provider (and Partners Where Applicable)**

Applicants should have a track record of successful experience in the following:

- Conducting program marketing and outreach strategies to attract, maintain and improve client engagement.
- Community organizing.
- Working with residents living in public housing.
- Providing employment services, including job development, job placement, career advancement coaching, re-employment.
- Providing intensive case management.
- Referring participants to education and training programs.
- Assisting individuals to obtain or enroll in work support programs, public assistance, public health coverage.
- Tracking data such as participant enrollment, use of services, and program outcomes.

Past experience should include work with government agencies and should be similar to the work requested through this solicitation.

## **2. Preferred Qualifications and Expertise of Key Staff**

Applicants will develop a staffing plan that would adequately provide all of the required Jobs-Plus services. (See page 14 for a list of recommended staff positions.) The provider could choose to staff Jobs-Plus exclusively with its own employees or with some combination of its own employees and employees from one or more of its partners. Each provider will ensure that all staff have the appropriate skills and knowledge to launch and maintain the operations of Jobs-Plus and that all staff have clearly defined roles and responsibilities. Furthermore, each provider will already have staff or will hire new staff that have expertise in working with residents of public housing.

The Program Director must have a minimum of five years of successful, similar experience.

## **C. Assumptions Regarding Organizational Capacity**

1. The Mayor's Fund anticipates that the selected provider would have the following qualifications:
  - Fiscally sound and capable of managing the proposed program.
  - Experience managing government grants or contracts.
  - Experience using performance data to manage and continuously improve program operations.
  - The capability to successfully perform the administrative responsibilities related to the delivery of the proposed services, including efficient, accurate, and timely fiscal management, records management, reporting.
  - The availability of executives at the organization to play an effective role in developing, implementing, and overseeing the program.
  - The requisite financial strength and resources to handle the cash flow implications of a federal sub-grant and a sub-grant that may include a performance-based payment structure.
  
2. If proposing a partnership:
  - Applicant expresses compelling rationale for each named partner.
  - Applicant has strong relationship with each partner indicated by providing a letter signed by the participating entity.
  - Applicant effectively delineates the roles and responsibilities of each partner to carry out the program successfully.
  - Applicant describes an effective decision-making mechanism to govern the project and key decisions.
  - Applicant has a history of effective collaboration.
  - Each partner has strong experience and capacity to perform the roles and responsibilities assigned to it.

## **D. Program Approach**

### *Program Services*

The Jobs-Plus program is designed to raise and sustain the level of employment among residents of public housing developments. Jobs-Plus program services are tailored to residents' individual needs and draw from a menu of on-site and referral services. For unemployed residents, Jobs-Plus staff helps residents identify their short and long-term employment goals and assists them in accomplishing their stated ambitions. Employed individuals are also able to work with employment counselors to take the necessary steps to advance in the labor market.

Jobs-Plus staff will be supervised by a Program Director and also include additional qualified professionals with relevant experience (see page 14 for a list of recommended staff positions). Program staff will work intensively with residents over time according to a flexible program flow that incorporates the following activities:

#### **1. Employment-Related Services**

##### **Overview**

The provider will offer a comprehensive menu of employment-related services for residents with a range of employment needs, including: residents who have been jobless for a long period of time and will require assistance preparing to re-enter the labor market; residents who are working intermittently and are looking for regular employment; residents who have recently left employment and are looking to find a new job quickly; and, residents who are currently employed but are looking for better jobs (e.g., jobs with more hours or higher wages).

Staff will include job developers (see page 14 for a list of recommended staff positions) who identify employment opportunities and liaise with local employment agencies such as One-Stop Career Centers. In addition, program resource coordinators (i.e., case managers) and training staff will work one-on-one with participants to guide them through the employment process and help participants achieve other identified goals.

##### **Client Flow**

Following orientation and enrollment into the program, residents will be assigned to a resource coordinator who will evaluate their preparation for employment, assess their skills, and develop an individualized service strategy for each resident. Providers will develop a template of an employment plan that will be used to record residents' employment goals and service strategies, and track residents' progress at working toward and accomplishing their goals.

Once registered, participants will have access to all program services. Program services provided on site should include but not be limited to the following:

- Career exploration/job readiness workshops
- Job search and job placement assistance
- Facilitated connections to education and training opportunities
- Rapid re-employment assistance in the event of job loss
- Proactive post-placement career advancement coaching and support

- Access to computers, phones, fax, and copy machines, as well as letter and postage supplies, for participants' employment-related uses

Adult Basic Education, GED and ESL classes should be provided on-site or in collaboration with an educational organization within the community. The provider will also develop agreements with local institutions for the purpose of offering vocational training and other education opportunities (including college).

After placing participants in jobs, program staff will proactively follow up to support retention and to provide career advancement coaching.

Program staff will also assess participants' needs in order to recommend referrals to off-site services related to child care and any social service needs (e.g., domestic violence, mental health), and establish appropriate organizational partnerships to ensure that residents can take advantage of these services as part of their Jobs-Plus experience. The provider will also establish referral networks necessary to connect residents to agencies and/or community organizations for the purpose of enrolling residents in work supports programs (e.g., EITC, Food Stamps, Medicaid). Staff will also proactively follow up with their counterparts at partner organizations to confirm residents' receipt of services, particularly those related to employment.

Providers will be required to track residents' participation in program services (see page 10 for sample Year 1 program benchmarks). Providers will provide individual and aggregate reports to the Mayor's Fund Collaborative and evaluators.

## **2. Financial Incentives**

Program staff will make arrangements with housing authority staff to provide residents with rent counseling services, as well as a plan for working collaboratively to implement and offer the Earned Income Disallowance to qualifying residents. The Mayor's Fund Collaborative will work with local authorities and the provider to facilitate the implementation of this program component. The provider will be required to develop marketing and outreach strategies that deliver messages and instructions to all residents of the development(s) about how they can take advantage of the Earned Income Disallowance even if they *do not* register for the Jobs-Plus program.

The provider will also develop plans to make additional financial supports available to residents that "make work pay," such as transportation assistance (transit tickets/cards), funds for uniform purchases, and/or other work-related equipment or services. Where possible, the provider should provide access to financial literacy/counseling and budgeting services.

## **3. Community Support for Work**

To implement the community support for work component, the provider will identify residents to work as Community Coaches under the direction of the Community Engagement Coordinator (see page 14 for a list of recommend staff positions) to perform a variety of activities, including: marketing the Jobs-Plus services and rent and other financial incentives; getting information about job opportunities into the informal

flow of information among resident social networks in the development(s); helping to shape program offerings and outreach efforts; coordinating community events and conveying the Jobs-Plus employment message at every opportunity. The provider will develop carefully crafted marketing and outreach messages to attract residents to the Jobs-Plus program office. Program messages should speak to residents seeking both employment and advancement services while also appealing to different audiences within the development(s). Approaches to the community support for work component other than Community Coaches as described here are also welcomed.

### *Staffing and Staff Training*

The Program team may include the following types of staff positions, to be adjusted in each city as needed:

- Project Director: lead, hire staff, and assess team; responsible for performance outcomes, program development, community engagement; manage the budget
- Assistant Director: manage day-to-day operations; supervise staff; design and oversee outreach strategy; report on program performance (Project Director may perform these functions in smaller sites)
- Resource Coordinator(s) (i.e., Case Managers): assess resident employment and training needs; arrange for support services; provide access to incentive programs, develop employment plan with residents
- Job Developer(s): contact prospective employers and develop employment opportunities; conduct job readiness workshops; work closely with One-Stop Career Centers
- Community Engagement Coordinator: plans and executes all program outreach; helps Program Director to build “Community Support for Work” component of Program
- Training Coordinator: plans and facilitates job readiness workshops; plans and facilitates training workshops on employment-related topics
- Intake Specialist: welcomes participants; verifies eligibility; collects all necessary data for participant tracking and reporting
- Community Coaches: residents who serve as liaisons and motivators (envisioned as several part-time positions)

The selected providers will employ approximately 5-6 full-time staff members each in Tulsa and San Antonio, and approximately 10 full-time staff members in New York City.

Resources for technical assistance/training are included in the program budget. The Mayor’s Fund Collaborative will provide additional technical assistance that will not be part of the proposer’s operating budget. Applicants may include technical assistance costs related to activities such as staff development (e.g., customer service, job readiness coaching), data collection systems, participating in learning networks, and attending Mayor’s Fund Collaborative events/trainings in the proposed program budget. The Mayor’s Fund Collaborative may also direct providers on how to allocate some of these resources based on program performance and any issues that emerge in implementation.

The Mayor's Fund Collaborative will provide an implementation manual and lead a number of learning networks to share best practices and implementation challenges. Training will be provided for site staff during the planning, start up and early implementation phases by a combination of technical assistance providers, including MDRC staff and consultants. This expense will be covered by the Mayor's Fund Collaborative and will not be part of the proposer's operating budget. Among the topics featured in training sessions during the planning and start-up phase are:

- Jobs-Plus philosophy and program model
- Workforce development policy evolution
- Marketing and outreach, customer engagement and re-engagement
- Employment services
- Housing authority-specific rent rules and policies

Ongoing technical assistance and training sessions on the Jobs-Plus model will be provided to each site by CEO, MDRC, and/or consultants.

#### *Collaboration with Local Agencies*

The comprehensive nature of the Jobs-Plus model requires that the provider work in cooperation with key government agencies, especially the local housing authority. At minimum, Jobs-Plus staff must collaborate with the housing authority to create a process for offering rent incentives to participants and share certain information for outreach and evaluation purposes. In addition, for the program to be effective over the long term, it is important that the housing authority be an active partner through the design, start-up, and ongoing operational phases of Jobs-Plus. In selecting target cities for Jobs-Plus, the Mayor's Fund Collaborative secured commitments from local government and the housing authority to support the program. Collaboration with these, the welfare and workforce agencies, and other community agencies and institutions was important to the success of the demonstration and replication Jobs-Plus programs and will be important in the CEO SIF Jobs-Plus programs. As sub-grants are awarded, the Mayor's Fund Collaborative will work with local government partners to further engage these key stakeholders.

In addition to strengthening program planning and oversight, cooperation among these entities will also help to minimize "red tape" for residents seeking various services. This RFP makes a distinction and asks proposers to clarify between formal partners that will assist in the delivery of core services and be paid for their services under this grant and formal and informal referral/linkage relationships with other local providers and government agencies.

Examples of the types of services that would be provided by either formal partners or the program's referral network include:

- Education and employment services
  - Workforce development agency
  - Welfare agency
  - Housing authority resident employment services
  - Employment and training organizations

- Vocational training providers
- ABE, GED, ESL providers
- Community colleges and four-year institutions
- Local (small) businesses/merchant organizations
- Larger businesses
- Support services
  - Work supports (EITC, Medicaid, Food Stamps)
  - Child care
  - Transportation
  - Financial literacy workshops
  - Legal services
  - Mental health services
  - Domestic violence prevention services
  - After-school programs
  - Emergency food
  - Services for formerly incarcerated

Applicants will be asked to demonstrate how they currently engage or would engage with the local housing authority and other important local entities to the benefit of CEO SIF Jobs-Plus participants.

### Implementation Requirements and Considerations

#### 1. Population Served

Selected applicants will agree to provide CEO SIF Jobs-Plus services to only residents of designated public housing developments.

Depending on the city, applicants may propose to work with a single housing development site, or with a “cluster” or group of different development sites.

To ensure that the program model’s income improvement and advancement goals are achieved, applicants in each city must select target public housing developments with high rates of unemployment. In addition, among employed households at a given development, the majority must be low-wage workers.

To adhere to the model’s “saturation” goals, Jobs-Plus will market program services to all working-age residents living within the specified development(s).

#### 2. Office Space

The Jobs-Plus model requires that the program office be physically located within or in close proximity to the development(s) the program is serving. If the program office is not located on-site, the office must be within walking distance (approximately ¼ mile) of the closest building in the development(s) it will serve.

The Jobs-Plus program must be operated out of a professional space that is outfitted with standard office equipment, furniture and supplies. The program office must have adequate technology upgrades for reliable and secure internet access and telephone

service, staff work stations, and common areas where classes or group meetings can be conducted. A suitable space for private consultations between staff and residents must also be provided.

### 3. City-Specific Requirements

#### **New York City**

The selected program provider must serve residents in New York City Housing Authority (NYCHA) developments located within one of the four New York City Community Districts (CD) listed below. The selected districts have the highest density of NYCHA households within the respective borough.<sup>4</sup>

- Bronx: CD 01
- Brooklyn: CD 16
- Queens: CD 01
- Staten Island: CD 01

The attached maps (see Appendix B) identify the NYCHA developments located within each CD; information on the total numbers of households located at each development is also provided on these maps. Applicants should propose to serve a cluster or group of developments with at least 1,500 housing units for the purpose of marketing the program, in order to build an active case load of approximately 600-700 working age residents annually.

The selected provider will operate the program out of a site in New York City that meets **one** of the following criteria:

- *within a NYCHA-designated facility:* Applicants may choose to operate out of an available community center space in either the Adams (1,909 sq. ft.) or Monroe (2,200 sq. ft.) developments within Bronx CD 01. If either of these spaces is selected by the provider, NYCHA will charge the provider rent for the space (current annual rate is \$13/sq. ft.). On-site office space is not available at development sites in any of the other listed CDs.

*or*

- *within close proximity to the NYCHA developments the program will serve:* Applicants may propose to operate out of an office space of its choosing. The office must be located within walking distance (approximately ¼ mile) of the closest building in the developments it will serve.

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<sup>4</sup> New York City currently operates a Jobs-Plus program at the Jefferson Houses development in Manhattan's highest public housing density Community District (CD11), therefore the SIF-funded Jobs-Plus program will be targeted to one of the other four boroughs.

### **San Antonio, TX**

Public housing communities managed by the San Antonio Housing Authority (see Appendix B for map) range in size from 100 – 741 units.<sup>5</sup> Applicants should propose to serve a cluster or group of development sites totaling 600 – 1,200 housing units for the purposes of marketing the program, in order to build an active case load of approximately 300 working age residents annually.

Given the relatively low density of public housing developments throughout the city of San Antonio, the applicant should propose how it would adapt the place-based Jobs-Plus model to serve a widely dispersed population. For example, applicants might propose to align the Jobs-Plus service location(s) with public transportation routes, or recommend a service delivery strategy featuring flexible staff hours, and staff traveling to multiple locations to ensure that residents living farthest from the program office have easy access to services.

### **Tulsa, OK**

Public housing communities managed by the Housing Authority of the City of Tulsa (see Appendix B for map) range in size from 90 – 250 housing units.<sup>6</sup> Applicants should propose to serve a cluster or group of development sites totaling 600 – 1,200 housing units for the purposes of marketing the program, in order to build an active case load of approximately 300 working age residents annually.

Given the relatively low density of public housing developments throughout the city of Tulsa, the applicant should propose how it would adapt the place-based Jobs-Plus model to serve a widely dispersed population. For example, applicants might propose to align the Jobs-Plus service location(s) with public transportation routes, or recommend a service delivery strategy featuring flexible staff hours, and staff traveling to multiple locations to ensure that residents living farthest from the program office have easy access to services.

#### **4. Management Information System (MIS)**

It is expected that selected applicants will modify existing systems for use as the Jobs-Plus MIS and that the applicants will work with the Mayor's Fund Collaborative to test their systems before the program is launched. The MIS will need to be able to track *at a minimum*:

- Jobs-Plus registrations
- Participant background information

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<sup>5</sup> For information about the size of specific developments and demographic information for these developments, visit the HUD website to access the Resident Characteristics Report for developments within the San Antonio, Texas Housing Authority:  
<http://www.hud.gov/offices/pih/systems/pic/50058/rcr/index.cfm>.

<sup>6</sup> For information about the size of specific developments and demographic information for these developments, visit the HUD website to access the Resident Characteristics Report for developments within the Tulsa, Oklahoma Housing Authority:  
<http://www.hud.gov/offices/pih/systems/pic/50058/rcr/index.cfm>.

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- Referrals to services (dates, service type, provider names, referral outcomes)
- Ongoing service use (start and end dates and completion status)
- Employment outcomes (start and end dates, wages, and job characteristics)
- Use of Jobs-Plus rent incentives
- Jobs-Plus status (registered, active, inactive)

Ideally, the MIS will also include:

- Text fields for recording case notes and appointments
- Applications for generating required monitoring reports

The MIS will need to be maintained in a network environment with limited (password protected) access rights and installation of up-to-date network security applications. The selected applicant will also need to have written appropriate data entry manuals and provide training for system use by Jobs-Plus supervisors and staff.

### *Reporting and Evaluation Expectations*

The learning agenda for the CEO SIF Jobs-Plus is informed by the broad goals of the SIF, and its mission to promote proven and innovative projects and develop new knowledge about them. While the Jobs-Plus model has been proven to be effective through a rigorous evaluation with impact data covering seven years of follow-up, implementation research for the SIF will examine several questions related to its replication, and how CEO SIF Jobs-Plus sites respond to challenges and opportunities in the current economic, service, and policy environments. Implementation research will examine the success of local efforts to develop the Jobs-Plus model, how providers innovate as they adapt to local conditions, and costs of implementation.

Active involvement in the learning agenda will be required of CEO SIF Jobs-Plus sub-grantees. Providers will track resident participation, services, and outcomes, and report monthly and/or quarterly on program performance metrics and program expenses in a format determined by the Mayor's Fund Collaborative. Sub-grantees will also provide evaluators access to these systems. Providers will be available for periodic interviews; observations; and focus groups; and, where appropriate, facilitate researchers' contact with residents for interviews and focus groups. Providers will also assist in describing the research to residents and in obtaining informed consent (when necessary) to participate in research. Finally, by providing information about the cost of program operations, sub-grantees will support research to analyze and describe how Jobs-Plus may present a return on public and private investments.

In addition, if feasible, evaluators will conduct confirmatory impact analyses of Jobs-Plus effects by comparing the employment and earnings trajectories of residents in targeted buildings with those in comparable developments.<sup>7</sup> Housing authorities who are partners in Jobs-Plus will be asked to provide information to evaluators to allow these comparisons of resident employment and earnings to occur, and for

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<sup>7</sup> As a saturation initiative, providers should note that the effectiveness of Jobs-Plus replication is measured by the economic trajectories of the entire development.

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implementation research purposes. This may include data provided directly by the housing authority and/or housing authority assistance accessing state Unemployment Insurance wage records for this analysis, if feasible to attain.

### **E. Budget**

Below please find the approximate budget for one year of program operations. In addition, the Mayor's Fund Collaborative and its partners will dedicate significant resources to evaluation and technical assistance on the program model that are not included in the proposer's operations budget.

#### **New York, NY**

The annual budget for program operations is approximately \$1,000,000.

#### **San Antonio, TX**

The annual budget for program operations is approximately \$500,000.

#### **Tulsa, OK**

The annual budget for program operations is approximately \$500,000.

The Mayor's Fund reserves the right to award sub-grants less than the amount requested in the applicant's budget based on proposals received. Funding for program operators will include federal funds and matching funds from other sources. Providers selected will be expected to assist in raising matching funds.

## **Section IV – Format and Content of Proposal**

### **A. Proposal Instructions and Format**

#### **Instructions**

Please submit one original document, 8 hard-copies, and an electronic version of your entire application including all attachments.

Applicants should provide all information required in the format below. The Program Proposal should be typed with 1 in. margins and standard 12 pt. font, single-spaced, on both sides of 8 ½" X 11" paper and should not exceed 25 numbered pages in length, not including exhibits, forms, budget materials, resumes, attachments, and other required documentation. The Mayor's Fund 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. Applicants should use the structure provided below and include the questions as the section headers in their responses.

#### **Proposal Format**

##### **1. Proposal Summary**

The Proposal Summary (Attachment 2) transmits the applicant's Proposal Package to the Mayor's Fund and should be completed, signed and dated by an authorized representative of the applicant.

##### **2. Program Proposal**

The Program Proposal should be a clear, concise narrative that addresses each of the items detailed below in Sections IV.B-D. Provide all requested attachments. Note that Section IV.E requests the proposed budget and narrative. These materials do not count towards the 25-page Proposal limit.

### **B. Demonstrated Experience and Expertise**

#### **1. Experience of Lead Applicant (and Partners Where Applicable)**

The applicant should describe the relevant experience of its organization and, if applicable, that of partner organizations. Please provide:

- i. The organization's mission statement and a brief description of its organizational goals.
- ii. A summary of the range of program services the organization offers, including the percentage of its overall budget attributable to each program area and the number of participants served in each program area in the most recent year.

- iii. The organization's successful experience managing programs of a similar scale and scope as described in Section III Scope of Services.
- iv. If relevant, describe the lead applicant's successful experience working in a leadership role to establish and lead effective partnerships.

## **2. Qualifications and Experience of Key Staff**

Describe the lead organization's structure. Please provide:

- i. An organizational chart showing current staff positions.
- ii. The total staff size of the applicant's organization.
- iii. A description of the expertise current staff have relevant to the Jobs-Plus program. Include detail on how long key staff have been with the organization. Describe the expertise of any staff that will be provided by partner organizations.

-- Attach organizational chart of lead applicant

-- Attach resumes and/or description of qualifications for key staff positions for Jobs-Plus

## **3. References**

Please provide three references that are familiar with the applicant's work in connection with programs of the type for which the organization will be seeking SIF funding. For each person, include: his or her name and organizational affiliation, contact information (mailing address, telephone number, and email address), and the basis for the person's knowledge of the organization's work.

## **4. Work Samples/Evaluations**

Please attach up to three work samples or evaluations that demonstrate the quality and relevance of the organization and staff's recent work to the Jobs-Plus program.

## **C. Organizational Capability**

Demonstrate the lead applicant's organizational (i.e., programmatic, financial, managerial) capability to provide the work described in Section III – Scope of Services.

### **1. Program Management Capability**

- i. Describe and demonstrate the effectiveness of how the applicant currently uses data to support decision-making in existing programs.
- ii. Describe how the applicant has effectively used data to make significant programmatic changes in operations.
- iii. Describe in a narrative and demonstrate (by providing the attachments named below) the applicant's capability to successfully perform administrative responsibilities associated with managing a program of this scale/scope, including efficient, accurate, and timely fiscal management, records management, and reporting.

--Attach the applicant's most recent Form 990 (cover and signature sheets) or equivalent, annual report, chart of accounts, and responses to Attachment 3 Background/Capacity Form

- iv. Provide the attachments named below. Describe how executives at the applicant's organization will play an effective role in developing, implementing, and overseeing the Jobs-Plus program.

--Attach list of officers and Board of Directors, with contact information (work address, phone number, and email if available)

## **2. Fiscal Capability**

- i. Describe the findings of the organization's most recent audits. Demonstrate that the lead applicant has the requisite financial strength and resources to handle a project of this scale and scope, and the ability to comply with federal requirements.
- ii. If the applicant has received federal awards in the past, has it ever had any expenses or costs disallowed?

## **3. Leveraged Funding**

- i. Funding for program operators will include federal funds and matching funds from other sources. Providers selected will be expected to assist in raising matching funds. Describe how the applicant will help leverage additional public or private funding sources for the program.

## **4. Partnership Management (where applicable)**

If relevant, describe and demonstrate the effectiveness of the Partnership structure the applicant has developed for Jobs-Plus, and specifically address the following:

- i. Name each partner, its roles and responsibilities, and state whether the partner is providing services for which it will be paid under this sub-grant.
- ii. Demonstrate the strength of the rationale for selecting each partner to be a part of the Jobs-Plus Partnership.
- iii. Demonstrate the strength of the relationship established between the applicant and each partner, providing a signed letter from each partner.
- iv. Describe and demonstrate the effectiveness of how the applicant will delineate the roles and responsibilities of each partner to carry out the Jobs Plus program successfully.
- v. Describe and demonstrate the effectiveness of the decision-making mechanism that the applicant will use to make key project decisions with some or all of the partners.
- vi. Describe and demonstrate the history of effective collaboration between any of the partners and describe any significant outcomes that resulted from that collaboration.

--Attach an organizational chart for the Jobs-Plus Partnership Structure

--Attach signed partner letters

#### **D. Proposed Program Approach**

Describe in detail how the applicant will provide the services described in Section III - Scope of Services and demonstrate that the proposed approach will fulfill the Mayor's Fund's goals and objectives. Specifically address:

##### **1. Target Housing Development(s)**

Name and describe the specific public housing development the program will serve. Where possible, provide background (baseline) economic, demographic, etc. data to describe the target population, and estimate the numbers of potentially eligible working-age housing residents.

##### **2. Implementation Strategy**

- i. Describe how the program will implement the three core components of Jobs-Plus. Include details about the flow of participants from intake to service provision to follow-up and the various staff that will interact with participants. Include discussion of any adaptations to the model that you are proposing in order to respond to local conditions.
- ii. Describe any formal or informal partnerships, collaborations, linkages that will support the program. Identify the extent to which these relationships already exist, and/or your plans to establish new linkages and for which services.

##### **3. Program Work Plan**

Describe the program work plan, including detail on start-up activities and dates.

##### **4. Facility**

Describe the program facility, and demonstrate that it will be appropriate in size, location, and design to accommodate all program activities and ready for program operations in Spring 2011. Be explicit about the proximity and accessibility of the office space to the target development(s).

##### **5. Staffing Plan**

Describe and demonstrate the adequacy and appropriateness of the staffing plan that the applicant will use to launch and maintain program operations. The plan should include the following:

- i. An organizational chart showing all proposed staff positions for Jobs-Plus.
- ii. The FTE (full-time equivalency, or percentage of time devoted to the Jobs-Plus program) of each proposed staff.
- iii. An indication of which partner, including the applicant, will provide the staff person.
- iv. A clear enumeration of all staff responsibilities in a detailed, bulleted format.
- v. A description of the expertise needed to implement Jobs-Plus that either existing staff already have or that staff to be hired will have.
- vi. A resume and/or description of the qualifications that will be required for each managerial staff person who will be involved in developing, implementing, and/or executing the Jobs-Plus.

**6. Compliance with Performance Monitoring and Research Requirements**

Providers applying to this RFP should indicate their understanding that they will be required (if selected) to participate in SIF research, will allow researchers access to their program staff and participants, and will help provide data on program activities.

- i. Please describe the activities you will undertake to support evaluation activities (including hiring staff, enhancing data collection systems, etc.). The activities described should align with the evaluation requirements described in Section III- Scope of Services.
- ii. Describe how the program will monitor and track all performance measures named in Section III - Scope of Services. Propose target program outcomes.

**7. Potential Challenges**

Identify the key challenges, if any, to implementing Jobs-Plus and how you plan to deal with these.

**F. Budget and Budget Narrative** (These materials can be outside of the 25-page limit program proposal)

1. Complete Attachment 4 (SIF Budget Template Form - MS Excel document) to present a line-item budget for each year of program operations.
2. Present a budget narrative in a MS Word document accompanying Attachment 4 demonstrating cost-effectiveness and the relationship between the cost and the program components; provide sufficient justification of costs to indicate reasonability of the costs relative to the proposed Jobs-Plus program approach.

## Section V – Proposal Evaluation and Sub-Grant Award Procedures

### A. Evaluation Procedures

All proposals accepted by the Mayor's Fund will be reviewed to determine whether they are responsive or non-responsive to the requisites of the RFP. Proposals that are determined to be non-responsive will be rejected. A Selection Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. The Selection Committee may include representatives from CEO, Mayor's Fund, MDRC, and local partners in each city. In addition, the Mayor's Fund Collaborative reserves the right to conduct site visits and/or interviews as deemed applicable and appropriate. Although discussions may be conducted with applicants submitting acceptable proposals, the Mayor's Fund reserves the right to award contracts on the basis of the initial proposals received, without discussions; therefore, the applicant's initial proposal should contain its best programmatic, technical, and budget terms.

### B. Evaluation Criteria

Reviewers will score proposals according to the following system:

	Maximum Points
Demonstrated quantity and quality of relevant experience	30
Demonstrated level of organizational capacity	20
Quality of proposed approach to operate all components of Jobs-Plus at the scale required by the SIF	40
Relevance and completeness of proposed budget	10
<i>Total</i>	<i>100</i>

### C. Basis for Sub-Grant Award

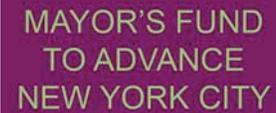
Award selection will be based on the best technically rated proposal(s) whose budget does not exceed the maximum funding set forth in the RFP. The Mayor's Fund reserves the right to award sub-grants to the responsible proposers whose proposals are determined to be the most advantageous taking into consideration factors or criteria which are set forth in this RFP, including geographic areas, program diversity, and the target population to be served. The Mayor's Fund reserves the right to also base selection on consideration of these same factors or criteria across all programs in the Mayor's Fund SIF portfolio.

Sub-grant award shall be subject to:

- Demonstration that the proposer has, or will have by the conclusion of negotiations, site control of an appropriate program facility.
- Timely completion of sub-grant negotiations between The Mayor's Fund and the selected proposer.

## ATTACHMENT 1

### PROPOSAL CHECKLIST

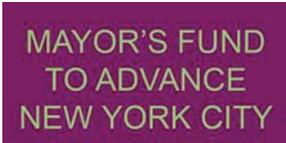


- Proposal Summary (Attachment 2)
- Program Proposal Narrative (Response to Section IV.B-D, limit 25 pages)
- Program Proposal Attachments
  - Organizational chart for lead applicant
  - Resumes and/or description of qualifications for key staff positions for Jobs-Plus
  - List of references for the applicant
  - Work samples/program evaluations (if applicable)
  - Cover and signature Sheets - Return of Organization Exempt From Income Tax - IRS Form 990
  - Annual Report, if available
  - Copy of chart of accounts
  - List of officers and Board of Directors
  - Organizational chart for partnership (if applicable)
  - Signed letters from partner organizations (if applicable)
  - Organizational chart for Jobs-Plus
  - Background Form and Organizational Capacity (Attachment 3)
    - IRS Determination Letter
    - Two most recent Audit Reports and Management Letters and/or Certified Financial Statements
    - Three Operating Budgets (Prior Year's, This Year's, Next Year's)
    - Most recent A-133 Audit (if applicable)
    - Indirect Cost Rate Agreement (if applicable)
- Project Budget and Budget Narrative (Attachment 4)
- Acknowledgment of Addenda (Attachment 5)
- Doing Business Data Form (Attachment 6)

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**ATTACHMENT 2**

**PROPOSAL SUMMARY**



**PUBLIC SUMMARY OF APPLICANT PROPOSAL  
For Jobs-Plus**

CNCS requires that SIF intermediaries (Mayor's Fund/Center for Economic Opportunity) publicly disclose information on applicant names, contact information and summaries of applications/proposals. This document is intended to fulfill this obligation and may be posted on CNCS and CEO websites and otherwise made widely available to the public. Please note that other information included in your application may also be made public.

**Name of Organization:** \_\_\_\_\_

**Name of Executive Director:** \_\_\_\_\_

**Address of Organization:** \_\_\_\_\_

**City, State, ZIP:** \_\_\_\_\_

**Contact Name:** \_\_\_\_\_ **Contact Title:** \_\_\_\_\_

**Contact Email:** \_\_\_\_\_

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

***Attach Executive Summary of RFP Response (Maximum 400 words)***

\_\_\_\_\_  
**Name of Chief Executive Officer**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

### ATTACHMENT 3

#### BACKGROUND FORM/CAPACITY STATEMENT



*Applicants may attach a MS Word document if space is needed for written responses.*

#### **I. Background Information (provide for all partnering or coalition members, and clearly indicate the lead)**

1. Legal name of organization:
2. Mailing address of organization:
3. Date organization was established:
4. Date of IRS approval as a tax exempt organization (attach IRS determination letter):
5. Tax ID Number:
6. Organization's website:
7. Name and title of chief executive officer:
8. Chief executive officer's telephone number and email:
9. Name and title of chief financial officer (or the senior official responsible for overseeing the organization's finances):
10. Chief financial officer's telephone number and email:

#### **II. Demonstrated Level of Organizational Capacity**

1. Fiscal year end date:
2. Total organizational budget for:
  - a) The current fiscal year: (Please attach a copy of the current fiscal year's budget, showing a breakdown between capital and operating costs.)
  - b) The last fiscal year:
  - c) The next fiscal year (projected):
3. List the three largest sources of revenue for the current fiscal year:

<u>Source</u>	<u>Amount</u>	<u>Award Period (Beginning/End Date)</u>
---------------	---------------	--

4. List the three largest awards (if any) from a U.S. government agency received in the in the past five years:

<u>Agency</u>	<u>Amount</u>	<u>Award Period (Beginning/End Date)</u>
---------------	---------------	--

5. Is your organization knowledgeable about U.S. government regulations concerning costs that can be charged to federally funded grants (OMB Circular A-122 or OMB Circular A-21)?  
Yes \_\_\_ No \_\_\_\_
6. Has your organization been the subject of an A-133 audit in the past five years?  
Yes \_\_\_ No \_\_\_\_  
If yes, attach a copy of the A-133 audit.
7. Who conducts the regular audits of your financial statements and how often are the audits conducted? (Attach a copy of the two most recent audit reports.)
8. Provide a brief description of your organization's accounting system, including the name of the software used.
9. Does your organization have written accounting policies?  
Yes \_\_\_ No \_\_\_\_
10. Is a timesheet system in place that requires staff to submit timesheets to report actual time worked for each project or grant?  
Yes \_\_\_ No \_\_\_\_  
If yes, how frequently are time sheets submitted for approval?
11. Does your organization have experience with keeping track of match funding requirements for federal contracts or other grants?  
Yes \_\_\_ No \_\_\_\_  
If yes, provide an example and describe how matching funds are identified and tracked in the general ledger.
12. Are monthly reports prepared and reviewed to compare budgeted vs. actual income and expenditures for grants?  
Yes \_\_\_ No \_\_\_\_
13. Does your organization have a negotiated indirect cost rate agreement approved by the federal government?  
Yes \_\_\_ No \_\_\_\_  
If yes, please provide a copy. If no, please describe how indirect costs are handled.
14. Where will grant funds be maintained? If not in a separate bank account, describe systems in place to track receipts and expenditures by grant or funding source.
15. Who in your organization is responsible for determining cost allowability under federal cost principle and sub-grant provisions?

16. Does your organization have check signing procedures with signing limits and dual signing requirements? Please describe.
17. Does your organization have written policies that conform to OMB Circular A-110?
18. Are bank reconciliations performed and approved monthly for each account?
19. Does your organization have written travel policies?
20. Are approvals for purchases formally documented?
21. Total number of full-time ( ) and part-time ( ) staff. (Attach an organizational chart.)
22. Explain any substantial increase or decrease in the number or composition of the staff over past three years.
23. For each of the following three positions, briefly summarize the qualifications (or attach a bio or resume) of the person holding the position, including how long he or she has been in the position as well as his or her relevant previous experience:
  - i. Chief Executive Officer
  - ii. Chief Financial Officer (or senior person responsible for the organization's financial accounts)
  - iii. Senior member of the program staff in the area for which SIF funding would be sought
24. Describe any other applications that you are planning to submit for funding under the Social Innovation Fund, the U.S. Department of Education's Investing in Innovation (i3) Fund, or other major initiatives.

### III. Certification and Signatures

I certify that the information provided in this proposal is accurate to the best of my knowledge:

\_\_\_\_\_  
[Chief Executive Officer]

\_\_\_\_\_  
[Chief Financial Officer]

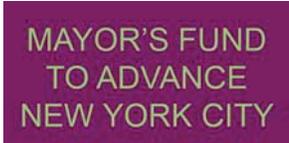
\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

10/21/2010

**ATTACHMENT 5**

**ACKNOWLEDGEMENT OF ADDENDA**



**Re: Request for Proposals for Jobs-Plus, Part of the federal Social Innovation Fund**

Applicant: \_\_\_\_\_

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List below the dates of issuance for **each addendum received** in connection with this Request for Proposals:

ADDENDUM #1 DATED: \_\_\_\_\_, 2010

ADDENDUM #2 DATED: \_\_\_\_\_, 2010

ADDENDUM #3 DATED: \_\_\_\_\_, 2010

ADDENDUM #4 DATED: \_\_\_\_\_, 2010

ADDENDUM #5 DATED: \_\_\_\_\_, 2010

ADDENDUM #6 DATED: \_\_\_\_\_, 2010

ADDENDUM #7 DATED: \_\_\_\_\_, 2010

ADDENDUM #8 DATED: \_\_\_\_\_, 2010

\_\_\_\_\_  
**Name of Chief Executive Officer**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**Jobs-Plus Program  
Responses to Questions #1  
Part of the Federal Social Innovation Fund  
Updated November 4, 2010**

*Note: As stated in the Jobs-Plus Request for Proposals (RFP), responses to questions, update notices, and addenda posted on the website are official updates to the RFP. It is the responsibility of the applicant to read and adhere to the responses to questions, update notices, and addenda posted on the website when responding to the RFP.*

**Q1. Is there a form that I could fill in electronically for Attachment 3 Background and Capacity Form?**

**A1.** A link to a downloadable active PDF form is now posted at:  
[http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**Q2. Do the recruited residents have to be “official” residents of the targeted housing development? What if they are not on the lease or they are family members of official residents who are staying indefinitely?**

**A2.** Jobs-Plus participants must be on the lease to receive the full menu of Jobs-Plus employment services and rent-based work incentives. If a participant is not on the lease in the target development(s), then he/she will not be eligible for the rent-based work incentives but may receive other program services.

**Q3. The RFP states that in New York City the office must be within ¼ mile of the nearest building in the development. Is it acceptable that an organization has office space for recruitment enrollment, etc. within the ¼ mile radius and our training locations are at other sites within a mile radius of the recruitment office?**

**A3.** Yes, this is acceptable.

**Q4. The “objectives” section of the RFP reads that “The selected CEO SIF Jobs-Plus program providers should reach 100% of working age (18-59) residents in its target development(s) through its marketing and outreach efforts. At least 35% of working age residents reached through these efforts should register for the program by completing an employment plan and working with staff over time.” We fear that the 35% registration objective is unrealistic (based upon our existing outreach vs enrollment experience) and that we would have to increase the target area to reach the annual 600-700 (in NYC) client load. Can we target a higher number of public housing developments in our marketing and outreach efforts in order to meet the number of clients (600-700) enrolled?**

**A4.** Yes. There is no maximum number for targeting and outreach.

**Q5. Should “community coaches” be reflected in the budget as formal part-time employees or should they be regarded as volunteers who receive a stipend?**

**A5.** Providers may approach the Community Support for Work component of the Jobs-Plus model with different strategies. In some previous sites community coaches have

been formal part-time program employees, in others they have been stipended volunteers. It is up to the provider to determine the implementation strategy.

**Q6. Should applicants obtain a letter of commitment from the targeted housing development and/or tenants' association? Also, it states on p.7 that "applicants are expected to make referrals to a wide range of service partners—these providers are not considered formal partners." Is it correct that we do not need to include letters of commitment from referral providers?**

**A6.** Proposers should describe in the narrative and/or with supporting materials (such as a letter or examples of previous collaborations) current or planned working relationships with the targeted housing development management office and/or tenants' association. Such relationships will be important to the Jobs-Plus program. However, a letter of support is not a required proposal attachment.

Likewise, letters of support are not required of referral partners if they are not formal co-applicants (i.e., if they will not receive sub-grant funds to deliver core program services).

**Q7. Can you provide demographic data for eligible NYCHA developments?**

**A7.** Please see demographic data for eligible NYCHA developments now posted at [http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**Q8. In reading the required support services for this proposal it lists services for formerly incarcerated. Why would this be a support services working with NYC Housing Authority residents when current NYCHA rules does not allow anyone with a record to be able to reside there?**

**A8.** This RFP applies to New York, Tulsa, and San Antonio. Policies in Tulsa and San Antonio may differ from New York's policies. Providers in each locality are encouraged to refer to the appropriate local regulations.

In New York, not all who have been formerly incarcerated are excluded from NYCHA housing. See below for language excerpted from NYCHA's lease agreement and see a link to the table referenced below (from NYCHA Standards for Admission) at: [http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

Tenancy & Criminal Offenses

As a condition of the lease agreement, tenants agree "to assure that the Tenant, any member of the household, a guest, or another person under the Tenant's control, shall not engage in:

- (i) Any criminal activity that threatens the health, safety, or right to peaceful enjoyment of the Development by other residents or by the Landlord's employees, or
- (ii) Any violent or drug-related criminal activity on or off the Leased Premises or the Development, or
- (iii) Any activity, on or off the Leased Premises or the Development, that results in a felony conviction..."

If a tenant is found to violate this term, NYCHA may take tenancy administration action which may result in exclusion for a period of time depending on the offense ([see table](#)). For current tenants, criminal background checks are run for transfers and for requests to permanently add a person to the household.

*(A8 continues on next page)*

*(A8 continued from previous page)*

In addition, applicants in all cities should note that the RFP cites (on p16) “services for the formerly incarcerated” as an example, not required, referral service that would be provided either by formal partners or through the program’s referral network.

The Jobs-Plus model is community oriented and staff will be able to provide some services to family members of residents participating in the program. For example, a resident program participant may refer her son to the program to obtain a referral for services for the formerly incarcerated at another organization, even if he is not a resident. The son would not be eligible for Jobs-Plus services associated with residency (i.e., rent-based work incentives) but he may receive other services while his mother is a program participant and a resident.

**Q9. Your RFP states that each proposal must designate a public housing development in which to embed programming and provides a map of acceptable developments. Astoria, Queens, is on the map provided by the Mayor’s Office.**

**However, the RFP also states that each development must have at minimum 1,500 apartments. Astoria has 1,100 apartments. Does this mean that our organization would have to propose working with two developments or would Astoria, a very high need and isolated public housing community, be acceptable even though the number of apartments, at 1,100, is below the stated requirement?**

**A9.** The RFP states for NYC (on p17): “Applicants should propose to serve a cluster or group of developments with at least 1,500 housing units for the purpose of marketing the program, in order to build an active case load of approximately 600-700 working age residents annually.”

The CEO SIF Jobs-Plus program in NYC is budgeted at up to approximately \$1,000,000 to operate on a scale large enough that at least 600 new entrants are served per year for the full SIF period (envisioned to be 4-5 years). Most NYCHA developments have less than the required 1,500 units, and therefore proposers are asked to identify a cluster of developments that would be eligible for program services. The program office may be physically located within or closer to one development, but the proposal should describe how it will market the program and serve residents of additional developments to reach the minimum target area. Note that the office must be located within walking distance (approximately ¼ mile) of the closest building it will serve. There is no requirement regarding office distance from the farthest development.

November 12, 2010

**ADDENDUM #1**

**Re: Request for Proposals for Jobs-Plus, Part of the Federal Social Innovation Fund**

Dear Prospective Proposer:

The Mayor's Fund to Advance New York City and the Center for Economic Opportunity are issuing **Addendum #1** to the **Request for Proposals for Jobs-Plus**, an employment services program for residents of public housing in New York, NY; San Antonio, TX; and Tulsa, OK. There is one item in this addendum.

Applicants should acknowledge receipt of Addendum #1 by using the Acknowledgement of Addenda form, which is Attachment 5 in the Jobs-Plus RFP.

Addendum Item

**Item #1:** The following portion of Section III: Scope of Services, D:

Applicants may choose to operate out of an available community center space in either the Adams (1,909 sq. ft.) or Monroe (2,200 sq. ft.) developments within Bronx CD 01.

is deleted and replaced with the following:

Applicants may choose to operate out of an available community center space in the Adams (1,909 sq. ft.) development within Bronx CD 01.

**Jobs-Plus Program  
Frequently Asked Questions  
Part of the Federal Social Innovation Fund  
Updated November 12, 2010**

*Note: As stated in the Jobs-Plus Request for Proposals (RFP), the Frequently Asked Questions (FAQs), update notices, and addenda posted on the website are official updates to the RFP. It is the responsibility of the applicant to read and adhere to the FAQ, update notices, and addenda posted on the website when responding to the RFP.*

The CEO SIF Jobs-Plus question and answer period is now closed. This document incorporates all questions that were asked as of 11/9/10. Questions that had been asked and responded to in the November 5<sup>th</sup> FAQ are included here and noted.

***Proposal Forms and Attachments***

**(Posted 11/5) Is there an active form that I could fill in electronically for Attachment 3 Background and Capacity Form?**

A link to a downloadable active PDF form is now posted at:  
[http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**Can you provide more detail about what a work sample would consist of?**

A work sample could be an internal or external evaluation of a program operated by your agency, a guide/manual developed for your clients or staff, or other document that highlights the quality of your work.

**Are Vendex reviews considered acceptable form of program evaluation as requested on pg. 22, item 4?**

No. The work samples or evaluations provided should describe and demonstrate the scope and performance of the organization's previous work as it relates to the CEO SIF Jobs-Plus proposal.

**We are asked to provide "three references that are familiar with the applicant's work in connection with programs of the type for which the organization will be seeking SIF funding." Do we need letters of support or just listed references? Can we list references who might be involved in the program (e.g., officials at city agencies such as NYCHA and NYC SBS) and can comment on our ability to provide the services?**

The only information required is that which is listed in Question IV.B.3. It is recommended that the references are familiar with the organization's work. The only individuals who may not serve as a reference are those serving on any CEO SIF selection committee.

**Could you connect me to the staff of the current NYC Jobs-Plus program at NYCHA's Jefferson Houses so I can learn about their staffing approach?**

The program approach at any particular location incorporates adaptations to local conditions that may not be applicable to every site. It is therefore not recommended that proposers contact staff from the existing NYC replication site. Proposers are expected to incorporate the core elements of the model and develop local adaptations as appropriate. The components of the Jobs-Plus model that should be incorporated into all CEO SIF Jobs-Plus proposals are described in the RFP. For additional background

information on sites from the demonstration, applicants are encouraged to refer to the MDRC materials attached to the RFP and those provided on MDRC's website at: [http://www.mdrc.org/project\\_publications\\_15\\_13.html](http://www.mdrc.org/project_publications_15_13.html).

### ***Target Areas, Facility, and Population Served***

**(Posted 11/5) Do the recruited residents have to be “official” residents of the targeted housing development? What if they are not on the lease or they are family members of official residents who are staying indefinitely?**

Jobs-Plus participants must be on the lease to receive the full menu of Jobs-Plus employment services and rent-based work incentives. If a participant is not on the lease in the target development(s), then he/she will not be eligible for the rent-based work incentives but may receive other program services.

**Is participation in the program completely voluntary?**

Yes, public housing authority residents are not required to participate in the Jobs-Plus program.

**(Posted 11/5) Can you provide demographic data for eligible NYCHA developments?**

Please see demographic data for eligible NYCHA developments now posted at [http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

**In the Jobs-Plus RFP, it states that “Applicants may choose to operate out of an available community center space in either the Adams (1,909 sq. ft.) or Monroe (2,200 sq. ft.) developments within Bronx CD 01.” We do not see “Monroe” as one of the eligible developments in Bronx CD1.**

A correction to the RFP has been issued as Addendum #1 to the Jobs-Plus RFP. The only available community space is Adams in Bronx CD01.

**If we chose to make use of office space available through NYCHA, would we be able to arrange evening and weekend access for services?**

Yes, the sub-grantee would be expected to enter into a temporary license agreement with NYCHA for use and leasing of the space which will stipulate access as needed.

**(Posted 11/5) The RFP states that in NYC the office must be within ¼ mile of the nearest building in the development. Is it acceptable that an organization has office space for recruitment enrollment, etc. within the ¼ mile radius and our training locations are at other sites within a mile radius of the recruitment office?**

Yes, this is acceptable.

**(Posted 11/5) Your RFP states that each proposal must designate a public housing development in which to embed programming and provides a map of acceptable developments. Astoria, Queens, is on the map provided by the Mayor’s Office. However, the RFP also states that each development must have at minimum 1,500 apartments. Astoria has 1,100 apartments. Does this mean that our organization would have to propose working with two developments or would Astoria, a very high need and isolated public housing community, be acceptable even though the number of apartments, at 1100, is below the stated requirement?**

The RFP states for NYC (on p17): “Applicants should propose to serve a cluster or group of developments with at least 1,500 housing units for the purpose of marketing the program, in order to build an active case load of approximately 600-700 working age residents annually.”

The CEO SIF Jobs-Plus program in NYC is budgeted at up to approximately \$1,000,000 to operate on a scale large enough that at least 600 new entrants are served per year for the full SIF period (envisioned to be 4-5 years). Most NYCHA developments have less than the required 1,500 units, and therefore proposers are asked to identify a cluster of developments that would be eligible for program services. The program office may be physically located within or closer to one development, but the proposal should describe how it will market the program and serve residents of additional developments to reach the minimum target area. Note that the office must be located within walking distance (approximately ¼ mile) of the closest building it will serve. There is no requirement regarding office distance from the farthest development.

**Are there performance goals or performance-based payments? Will there be bonuses for meeting targets?**

There are performance goals. Page 9 of the RFP lists Year 1 target percentages for outreach and numbers to be served. Please see pages 17 and 18 for city-specific minimum numbers in each target area.

The specific terms of award (such as whether there will be any payments tied to performance) will be governed by the agreement signed with the Mayor's Fund and the sub-grantee. The CEO SIF Jobs-Plus Program Grant Award should be booked as a program restricted use grant by the sub-grantees.

The payment structure will be based on line-item budget reimbursement. The Mayor's Fund may advance up to 25% of the total sub-grantee award. Subsequent sub-grantee requests for payment based on actual allowable costs incurred, may be submitted on a quarterly basis.

**(Posted 11/5) The "objectives" section of the RFP reads that "The selected CEO SIF Jobs-Plus program providers should reach 100% of working age (18-59) residents in its target development(s) through its marketing and outreach efforts. At least 35% of working age residents reached through these efforts should register for the program by completing an employment plan and working with staff over time." We fear that the 35% registration objective is unrealistic (based upon our existing outreach vs. enrollment experience) and that we would have to increase the target area to reach the annual 600-700 (in NYC) client load. Can we target a higher number of public housing developments in our marketing and outreach efforts in order to meet the number of clients (600-700) enrolled?**

Yes. There is no maximum number for targeting and outreach. Update 11/12: See response below for further information.

**Is it more important to enroll 35% of all working age adults or between 600 and 700 working age adults in the Jobs-Plus program? At the cluster of developments that we are proposing to serve 35% of working age adults comes out to over 1,000 people.**

To ensure that Jobs-Plus services and resources are not spread too thin and that the program's saturation strategy can be implemented effectively, it is more important for providers in the first year to enroll a minimum of 35% of working-age adults, with expectation that this proportion will increase in subsequent years. The total number of housing developments and units targeted should thus not exceed the 1,500 minimum by an amount that will make it difficult to fund and operate the program in a way that eventually allows it to engage a large proportion of residents in any given development. In addition, the program must be able to extend rent-based work incentives to all working-age adult residents in the targeted development, operate a meaningful

Community Support for Work component, and aim to reach all residents with information about the program's services, its work incentives, and employment opportunities.

**How many participants are sub-grantees expected to serve (numbers/average) per week or month?**

Page 9 of the RFP lists Year 1 target percentages for outreach and numbers to be served, although providers will be expected to reach all residents in the targeted developments with information and messages about the Jobs-Plus employment services, employment opportunities, and rent-based work incentives through program marketing efforts and the Community Support for Work component of the model. Please see pages 17 and 18 for city-specific minimum numbers of residents that must be formally enrolled in the program in each target area while the program continues to try to reach and engage in other ways the entire resident population of the targeted developments. Because Year 1 includes start-up time it is anticipated that weekly and monthly numbers enrolled may be low initially but will increase substantially over time. Applicants should propose appropriate outreach and service projections as part of the proposal's work plan.

**(Posted 11/5) In reading the required support services for this proposal it lists services for formerly incarcerated. Why would this be a support services working with NYC Housing Authority residents when current NYCHA rules does not allow anyone with a record to be able to reside there?**

This RFP applies to New York, Tulsa, and San Antonio. Policies in Tulsa and San Antonio may differ from New York's policies. Providers in each locality are encouraged to refer to the appropriate local regulations.

In New York, not all who have been formerly incarcerated are excluded from NYCHA housing. See below for language excerpted from NYCHA's lease agreement and see a link to the table referenced below (from NYCHA Standards for Admission) at:

[http://www.nyc.gov/html/ceo/html/sif/jobs\\_plus.shtml](http://www.nyc.gov/html/ceo/html/sif/jobs_plus.shtml).

Tenancy & Criminal Offenses

As a condition of the lease agreement, tenants agree "to assure that the Tenant, any member of the household, a guest, or another person under the Tenant's control, shall not engage in:

- (i) Any criminal activity that threatens the health, safety, or right to peaceful enjoyment of the Development by other residents or by the Landlord's employees, or
- (ii) Any violent or drug-related criminal activity on or off the Leased Premises or the Development, or
- (iii) Any activity, on or off the Leased Premises or the Development, that results in a felony conviction..."

If a tenant is found to violate this term, NYCHA may take tenancy administration action which may result in exclusion for a period of time depending on the offense (see table). For current tenants, criminal background checks are run for transfers and for requests to permanently add a person to the household.

In addition, applicants in all cities should note that the RFP cites (on p16) "services for the formerly incarcerated" as an example, not required, referral service that would be provided either by formal partners or through the program's referral network.

The Jobs-Plus model is community oriented and staff will be able to provide some services to family members of residents participating in the program. For example, a

resident program participant may refer her son to the program to obtain a referral for services for the formerly incarcerated at another organization, even if he is not a resident. The son would not be eligible for Jobs-Plus services associated with residency (i.e., rent-based work incentives) but he may receive other services while his mother is a program participant and a resident.

### ***Program Approach and Budget***

#### **To what extent will sponsor organizations (Mayor's Fund, CEO, MDRC) "assist sub-grantees in partner cities with implementation" as stated in the RFP?**

Please see pages 14 and 15 of the RFP for an explanation of, and the distinction between, technical assistance that will be provided by the Mayor's Fund Collaborative (which includes implementation support) and technical assistance/capacity building that the proposer may include in the operations budget.

#### **To what extent do funders want replication of the pilot model? Or are they looking for creativity in proposed approach?**

The purpose of the SIF is to replicate and scale up rigorously proven models. Applicants should incorporate into their proposals all components of the Jobs-Plus model that are required in the RFP. Applicants are encouraged to show creativity in adapting these core components to local needs and circumstances. But the proposed approach should remain fundamentally focused on improving employment outcomes for residents.

#### **(Posted 11/5) Should "community coaches" be reflected in the budget as formal part-time employees or should they be regarded as volunteers who receive a stipend?**

Providers may approach the Community Support for Work component of the Jobs-Plus model with different strategies. In some previous sites community coaches have been formal part-time program employees, in others they have been stipended volunteers. It is up to the provider to determine the implementation strategy.

#### **How should the proposal's budget incorporate financial incentives? Would sub-grantees be expected to pay out financial incentives? Should these costs (such as metro cards, uniforms, etc.) be included in operating budget?**

The main work incentives are to be tied to the rent and particularly to the existing, HUD-funded Earned Income Disallowance. Sub-grantees are expected to market and facilitate take-up of this federal benefit.

For residents who are not eligible for the federal benefit (if, for example, they have already used and exhausted the time-limited federal EID), sub-grantees will be expected to develop a plan for offering alternative rent-based work-incentives. Such a plan would be developed after program implementation has begun by the sub-grantee in cooperation with the local housing authority, facilitated by the Mayor's Fund Collaborative. The plan will be determined by and based on assessment of participants' needs and the program's experience in the first year. While the first-year budget does not need to include funds for this alternative to the EID, the proposal should include approximate projections (suggested 5-10% of the budget) for rent-based work incentives in subsequent years. The Mayor's Fund Collaborative will work with the sub-grantee after selection to further develop this program component.

Other non rent-based financial incentives for meeting stated program benchmarks (e.g., gift card rewards upon verification of three-month job retention) and/or financial assistance for work-related expenses (e.g., barrier reduction transportation assistance, uniform or professional clothing assistance) can be proposed by the applicant as

additional means for supporting residents' work efforts. If these additional incentives and work expenses are to be provided by the sub-grantee they should be part of the proposer's budget. The applicant should propose the scope and scale of this component as part of the implementation plan.

**To what extent will sub-grantees be expected to provide qualified evaluation staff?**

The proposer's budget should not include staff that are specifically and exclusively dedicated to evaluation. However, sub-grantees will be expected to accurately track, monitor, and report program data to the Mayor's Fund Collaborative. In addition, sub-grantees will be expected to cooperate with MDRC on evaluation activities. Please see page 19 of the RFP for a description of evaluation activities.

**Will subsidized jobs continue to be available?**

Subsidized jobs are not a core component of the Jobs-Plus model, but applicants, if they wish, may propose ways to refer residents to existing subsidized jobs programs or to seek other local funding in order to incorporate such a feature into their Jobs-Plus program.

***Partnerships and Collaboration with Housing Authorities and Other Entities***

**On page 23, there is a series of questions about program partners. For the purpose of this series of questions are all partners (paid and non-paid) to be included, or only those who are paid partners?**

Question IV.C.4. applies only to proposers applying as part of a formal partnership arrangement as it is defined on page 7 of the RFP.

**Will Jobs-Plus integrate or complement existing Housing Authority Resident Employment Services?**

In New York City, NYCHA Resident Employment Services is currently an active Jobs-Plus collaborator and will work together with the sub-grantee so that services are complementary and provided in a collaborative manner. Providers in San Antonio and Tulsa will also be expected to collaborate with existing Housing Authority-sponsored employment and training programs targeted to residents.

**(Posted 11/5) Should applicants obtain a letter of commitment from the targeted housing development and/or tenants' association? Also, it states on p.7 that "applicants are expected to make referrals to a wide range of service partners—these providers are not considered formal partners." Is it correct that we do not need to include letters of commitment from referral providers?**

Proposers should describe in the narrative and/or with supporting materials (such as a letter or examples of previous collaborations) current or planned working relationships with the targeted housing development management office and/or tenants' association. Such relationships will be important to the Jobs-Plus program. However, a letter of support is not a required proposal attachment.

Likewise, letters of support are not required of referral partners if they are not formal co-applicants (i.e., if they will not receive sub-grant funds to deliver core program services).

**For residents already registered in a mandated welfare to work program, will NYC HRA allow credit for participants registered in Jobs-Plus? How has the Jobs-Plus program at Jefferson Houses in NYC approached working with public assistance and food stamp recipients that have federally mandated time commitments?**

NYC Human Resources Administration and Jobs-Plus/Jefferson Houses (an existing Jobs-Plus replication effort) are currently piloting an option for cash assistance participants to participate in Jobs-Plus in fulfillment of their cash assistance work requirements. Based on the experience from the Jefferson Houses pilot, HRA and CEO will determine whether to expand the pilot to other locations upon consideration of the following factors: the number of residents in the selected housing development who are subject to cash assistance work requirements; the sub-grantee's capacity to provide two days per week of structured job search/training; and the sub-grantee's capacity to meet HRA's administrative and technical requirements. A decision about whether to expand the pilot will be made before the SIF Jobs-Plus project is launched. Should the pilot be expanded, the Mayor's Fund Collaborative will facilitate coordination between HRA and the provider.

**Will the funding collaborators be available to coordinate policies among agencies and clarify what impact participating in Jobs-Plus will have on participants of other government employment programs such as WF1CC, EarnFair and Back to Work?**

In New York, the Mayor's Fund Collaborative and local government partners will facilitate the coordination of policies among the appropriate government agencies. In other cities, the Mayor's Fund Collaborative will assist the sub-grantee and local partners with inter-agency policy coordination as feasible and appropriate.

***Funding***

**Regarding item 3 on page 3, "Leveraged Funding": What amount or percentage of program costs are providers expected to raise? Can in-kind donations be counted towards this?**

The SIF stipulates an overall 3 to 1 fundraising match for the federal grant. The Mayor's Fund Collaborative will take the lead on all fundraising activities. Providers will be expected to participate in and support fundraising activities for the full program period, including the research period. The SIF is envisioned as a five-year project and began in August 2010.

All funds used for the match must be in cash. Although in-kind donations cannot be used as part of the local match, in-kind contributions to the program are encouraged.

**Will one overall grant be awarded per city or will NYC receive one award in each target borough?**

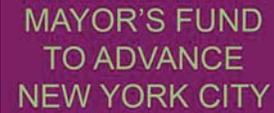
One grant will be awarded in one of the four eligible boroughs in New York. One grant will be awarded in the City of San Antonio. One grant will be awarded in the City of Tulsa.

**Can matching funds be used to support the additional services to be provided under the grant?**

Yes, matching funds must be used to support the SIF-specific program operations of the proposing entity.

## ATTACHMENT 3

## BACKGROUND FORM/CAPACITY STATEMENT



*Applicants may attach one separate sheet. Be sure answers are clearly marked.*

**I. Background Information (provide for all partnering or coalition members, and clearly indicate the lead)**

Legal name of organization: \_\_\_\_\_

Mailing address of organization: \_\_\_\_\_

Date organization was established: \_\_\_\_\_

Date of IRS approval as a tax exempt organization (attach IRS determination letter): \_\_\_\_\_

Tax ID Number: \_\_\_\_ - \_\_\_\_

Organization's website: \_\_\_\_\_

Name and title of chief executive officer:  
\_\_\_\_\_

Chief executive officer's telephone number \_\_\_\_\_ and email: \_\_\_\_\_

Name and title of chief financial officer (or the senior official responsible for overseeing the organization's finances): \_\_\_\_\_

Chief financial officer's telephone number: \_\_\_\_\_ and email: \_\_\_\_\_

**II. Demonstrated Level of Organizational Capacity**

1. Fiscal year end date: \_\_\_\_\_

2. Total organizational budget for:

(a) The current fiscal year: \_\_\_\_\_ (Please attach a copy of the current fiscal year's budget, showing a breakdown between capital and operating costs.)

(b) The last fiscal year: \_\_\_\_\_

(c) The next fiscal year (projected): \_\_\_\_\_

3. List the three largest sources of revenue for the current fiscal year:

	Source	Amount	Award Period (Beginning/End Date)
1			
2			
3			

4. List the three largest awards (if any) from a U.S. government agency received in the in the past five years:

	Agency	Amount	Award Period (Beginning/End Date)
1			
2			
3			

5. Is your organization knowledgeable about U.S. government regulations concerning costs that can be charged to federally funded grants (OMB Circular A-122 or OMB Circular A-21)?  
 Yes  No

6. Has your organization been the subject of an A-133 audit in the past five years?  
 Yes  No   
 If yes, attach a copy of the A-133 audit.

7. Who conducts the regular audits of your financial statements and how often are the audits conducted? (Attach a copy of the two most recent audit reports.)

8. Provide a brief description of your organization’s accounting system, including the name of the software used.

9. Does your organization have written accounting policies? Yes  No

10. Is a timesheet system in place that requires staff to submit timesheets to report actual time worked for each project or grant? Yes  No   
 If yes, how frequently are time sheets submitted for approval?

11. Does your organization have experience with keeping track of match funding requirements for federal contracts or other grants? Yes  No

If yes, provide an example and describe how matching funds are identified and tracked in the general ledger.

12. Are monthly reports prepared and reviewed to compare budgeted vs. actual income and expenditures for grants? Yes  No

13. Does your organization have a negotiated indirect cost rate agreement approved by the federal government? Yes  No

If yes, please provide a copy. If no, please describe how indirect costs are handled.

14. Where will grant funds be maintained? If not in a separate bank account, describe systems in place to track receipts and expenditures by grant or funding source.

15. Who in your organization is responsible for determining cost allowability under federal cost principle and sub-grant provisions?

16. Does your organization have check signing procedures with signing limits and dual signing requirements? Please describe.

17. Does your organization have written policies that conform to OMB Circular A-110? Yes  No

18. Are bank reconciliations performed and approved monthly for each account? Yes  No

19. Does your organization have written travel policies? Yes  No

20. Are approvals for purchases formally documented? Yes  No

21. Total number of full-time (\_\_\_\_) and part-time (\_\_\_\_) staff. (Attach an organizational chart.)

22. Explain any substantial increase or decrease in the number or composition of the staff over past three years.

23. For each of the following three positions attach a bio or resume of the person holding the position, including how long he or she has been in the position as well as his or her relevant previous experience:

- i. Chief Executive Officer
- ii. Chief Financial Officer (or senior person responsible for the organization's financial accounts)
- iii. Senior member of the program staff in the area for which SIF funding would be sought

24. Describe any other applications that you are planning to submit for funding under the Social Innovation Fund, the U.S. Department of Education's Investing in Innovation (i3) Fund, or other major initiatives.

### III. Certification and Signatures

I certify that the information provided in this proposal is accurate to the best of my knowledge:

\_\_\_\_\_  
[Chief Financial Officer]

\_\_\_\_\_  
[Chief Executive Officer]

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Highest Density Community District (Total Households) per Borough, sorted by %Employed, Non-Disabled Working Age Residents										
BOROUGH	COMMUNITY DISTRICT	DEVELOPMENT	TYPE	TOTAL HOUSEHOLDS	TOTAL POPULATION	NON-DISABLED WORKING AGE RESIDENTS			ALL HOUSEHOLDS BELOW POVERTY	
						TOTAL RESIDENTS	CURRENTLY WORKING	%WORKING	NUMBER OF HOUSEHOLDS HEADED BY NON-DISABLED PERSON AGE 18 to 62	PERCENT OF NON-DISABLED HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62
BRONX	01	ADAMS	FAMILY	925	2,324	1,009	487	48.3%	514	55.6%
BRONX	01	BETANCES I	MIXED	306	706	275	153	55.6%	161	52.6%
BRONX	01	BETANCES II	FAMILY	174	488	212	103	48.6%	91	52.3%
BRONX	01	BETANCES III	FAMILY	49	124	52	27	51.9%	25	51.0%
BRONX	01	BETANCES IV	FAMILY	170	399	180	96	53.3%	83	48.8%
BRONX	01	BETANCES V	FAMILY	83	260	112	48	42.9%	43	51.8%
BRONX	01	BETANCES VI	FAMILY	154	371	182	99	54.4%	87	56.5%
BRONX	01	BRONXCHESTER	FAMILY	205	598	246	121	49.2%	117	57.1%
BRONX	01	EAST 152ND STREET-COURTLANDT AVENUE	MIXED	219	403	138	66	47.8%	125	57.1%
BRONX	01	JACKSON	FAMILY	865	2,329	1,026	501	48.8%	472	54.6%
BRONX	01	MELROSE	FAMILY	1,014	2,486	1,070	528	49.3%	530	52.3%
BRONX	01	MILL BROOK	FAMILY	1,244	2,968	1,303	602	46.2%	692	55.6%
BRONX	01	MILL BROOK EXTENSION	FAMILY	124	317	148	61	41.2%	69	55.6%
BRONX	01	MITCHEL	MIXED	1,719	4,030	1,636	888	54.3%	904	52.6%
BRONX	01	MOORE	FAMILY	460	1,137	550	234	42.5%	260	56.5%
BRONX	01	MOTT HAVEN	FAMILY	984	2,477	1,063	559	52.6%	502	51.0%
BRONX	01	PATTERSON	FAMILY	1,778	4,339	1,915	984	51.4%	873	49.1%
BRONX	01	SAINT MARY'S PARK	FAMILY	994	2,331	974	497	51.0%	454	45.7%
BRONX	01	SOUTH BRONX AREA (SITE 402)	FAMILY	111	403	197	108	54.8%	45	40.5%
<b>Bronx</b>	<b>CD 01</b>	<b>19 Developments</b>		<b>11,578</b>	<b>28,490</b>	<b>12,288</b>	<b>6,162</b>	<b>50.1%</b>	<b>6,047</b>	<b>52.2%</b>
BROOKLYN	16	104-14 TAPSCOTT STREET	FAMILY	30	67	32	20	62.5%	12	40.0%
BROOKLYN	16	BROWNSVILLE	FAMILY	1,317	3,343	1,552	764	49.2%	695	52.8%
BROOKLYN	16	GARVEY (GROUP A)	MIXED	319	838	341	138	40.5%	170	53.3%
BROOKLYN	16	GLENMORE PLAZA	FAMILY	439	805	325	202	62.2%	197	44.9%
BROOKLYN	16	HOWARD	FAMILY	803	1,896	859	448	52.2%	425	52.9%
BROOKLYN	16	HOWARD AVENUE	FAMILY	145	396	190	107	56.3%	62	42.8%
BROOKLYN	16	HOWARD AVENUE-PARK PLACE	FAMILY	154	470	241	132	54.8%	64	41.6%
BROOKLYN	16	HUGHES APARTMENTS	FAMILY	503	1,367	598	302	50.5%	267	53.1%
BROOKLYN	16	KINGSBOROUGH	FAMILY	95	362	166	80	48.2%	33	34.7%
BROOKLYN	16	LOW HOUSES	FAMILY	533	1,402	624	315	50.5%	269	50.5%

Highest Density Community District (Total Households) per Borough, sorted by %Employed, Non-Disabled Working Age Residents										
BOROUGH	COMMUNITY DISTRICT	DEVELOPMENT	TYPE	TOTAL HOUSEHOLDS	TOTAL POPULATION	NON-DISABLED WORKING AGE RESIDENTS			ALL HOUSEHOLDS BELOW POVERTY	
						TOTAL RESIDENTS	CURRENTLY WORKING	%WORKING	NUMBER OF HOUSEHOLDS HEADED BY NON-DISABLED PERSON AGE 18 to 62	PERCENT OF NON-DISABLED HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62
BROOKLYN	16	OCEAN HILL	FAMILY	235	596	284	152	53.5%	55	23.4%
BROOKLYN	16	OCEAN HILL-BROWNSVILLE	FAMILY	122	308	149	87	58.4%	64	52.5%
BROOKLYN	16	RALPH AVENUE REHAB	FAMILY	118	291	153	96	62.7%	45	38.1%
BROOKLYN	16	SARATOGA VILLAGE	FAMILY	125	289	127	73	57.5%	51	40.8%
BROOKLYN	16	SUTTER AVENUE-UNION STREET	FAMILY	100	254	139	79	56.8%	41	41.0%
BROOKLYN	16	TAPSCOTT STREET REHAB	FAMILY	155	360	197	117	59.4%	77	49.7%
BROOKLYN	16	TILDEN	FAMILY	988	2,583	1,164	509	43.7%	553	56.0%
BROOKLYN	16	VAN DYKE I	FAMILY	1,591	4,101	1,891	944	49.9%	832	52.3%
<b>Brooklyn</b>	<b>CD 16</b>	<b>18 Developments</b>		<b>7,772</b>	<b>19,728</b>	<b>9,032</b>	<b>4,565</b>	<b>50.5%</b>	<b>3,912</b>	<b>50.3%</b>
QUEENS	01	QUEENSBRIDGE SOUTH	FAMILY	1,577	3,428	1,584	848	53.5%	793	50.3%
QUEENS	01	ASTORIA	FAMILY	1,097	3,220	1,478	802	54.3%	481	43.8%
QUEENS	01	WOODSIDE	FAMILY	1,350	3,084	1,479	869	58.8%	521	38.6%
QUEENS	01	RAVENSWOOD	FAMILY	2,154	4,438	2,046	1,234	60.3%	858	39.8%
QUEENS	01	QUEENSBRIDGE NORTH	FAMILY	1,525	3,324	1,577	991	62.8%	658	43.1%
<b>Queens</b>	<b>CD 01</b>	<b>5 Developments</b>		<b>7,703</b>	<b>17,494</b>	<b>8,164</b>	<b>4,744</b>	<b>58.1%</b>	<b>3,311</b>	<b>43.0%</b>
STATEN ISLAND	01	STAPLETON	FAMILY	555	1,626	692	310	44.8%	288	51.9%
STATEN ISLAND	01	RICHMOND TERRACE	FAMILY	486	1,314	559	283	50.6%	250	51.4%
STATEN ISLAND	01	WEST BRIGHTON I	FAMILY	480	1,321	547	281	51.4%	237	49.4%
STATEN ISLAND	01	MARINER'S HARBOR	FAMILY	599	1,593	788	417	52.9%	267	44.6%
<b>Staten Island</b>	<b>CD 01</b>	<b>4 Developments</b>		<b>2,120</b>	<b>5,854</b>	<b>2,586</b>	<b>1,291</b>	<b>49.9%</b>	<b>1,042</b>	<b>49.2%</b>

**\*Does not include Elderly, FHA Repossessed Developments**  
**Only includes portion of Kingsborough in CD #16**

Highest Density Community District (Total Households) Per Borough, With Focus on Disabled Headed (Age 18 to 62) Households and Disabled Individuals Age 18 to 62											
BOROUGH	COMMUNITY DISTRICT	DEVELOPMENT	TYPE	TOTAL HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62	TOTAL POPULATION AGE 18 TO 62	DISABLED WORKING AGE RESIDENTS				ALL HOUSEHOLDS BELOW POVERTY	
						TOTAL DISABLED HEADED HOUSEHOLDS AGE 18 TO 62	TOTAL DISABLED RESIDENTS AGE 18 TO 62	CURRENTLY WORKING	% DISABLED RESIDENTS WORKING	NUMBER OF HOUSEHOLDS HEADED BY DISABLED PERSON AGE 18 to 62	PERCENT OF DISABLED HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62
BRONX	01	ADAMS	FAMILY	647	1,203	138	194	2	1.0%	108	78.3%
BRONX	01	BETANCES I	MIXED	158	327	30	52	2	3.8%	19	63.3%
BRONX	01	BETANCES II	FAMILY	129	257	23	45	0	0.0%	16	69.6%
BRONX	01	BETANCES III	FAMILY	29	58	4	5	1	20.0%	3	75.0%
BRONX	01	BETANCES IV	FAMILY	90	214	21	34	2	5.9%	13	61.9%
BRONX	01	BETANCES V	FAMILY	69	143	23	31	0	0.0%	17	73.9%
BRONX	01	BETANCES VI	FAMILY	120	215	24	33	0	0.0%	20	83.3%
BRONX	01	BRONXCHESTER	FAMILY	150	300	36	54	1	1.9%	24	66.7%
BRONX	01	EAST 152ND STREET-COURTLANDT AVE	MIXED	70	164	17	26	1	3.8%	11	64.7%
BRONX	01	JACKSON	FAMILY	649	1,260	140	233	7	3.0%	102	72.9%
BRONX	01	MELROSE	FAMILY	715	1,333	177	262	3	1.1%	137	77.4%
BRONX	01	MILL BROOK	FAMILY	879	1,598	206	296	8	2.7%	156	75.7%
BRONX	01	MILL BROOK EXTENSION	FAMILY	88	179	23	31	2	6.5%	17	73.9%
BRONX	01	MITCHEL	MIXED	1,148	2,002	268	367	9	2.5%	197	73.5%
BRONX	01	MOORE	FAMILY	319	653	72	103	2	1.9%	59	81.9%
BRONX	01	MOTT HAVEN	FAMILY	719	1,304	159	241	6	2.5%	106	66.7%
BRONX	01	PATTERSON	FAMILY	1,251	2,334	288	419	4	1.0%	193	67.0%
BRONX	01	SAINT MARY'S PARK	FAMILY	696	1,166	137	193	5	2.6%	104	75.9%
BRONX	01	SOUTH BRONX AREA (SITE 402)	FAMILY	102	231	20	33	0	0.0%	12	60.0%
<b>Bronx</b>	<b>CD 01</b>	<b>19 Developments</b>		<b>8,028</b>	<b>14,941</b>	<b>1,806</b>	<b>2,652</b>	<b>55</b>	<b>2.1%</b>	<b>1,314</b>	<b>72.8%</b>
BROOKLYN	16	104-14 TAPSCOTT STREET	FAMILY	25	41	7	9	0	0.0%	4	57.1%
BROOKLYN	16	BROWNSVILLE	FAMILY	1,006	1,873	219	319	7	2.2%	156	71.2%
BROOKLYN	16	GARVEY (GROUP A)	MIXED	178	404	34	63	3	4.8%	23	67.6%
BROOKLYN	16	GLENMORE PLAZA	FAMILY	285	412	68	87	5	5.7%	56	82.4%
BROOKLYN	16	HOWARD	FAMILY	124	1,079	145	218	11	5.0%	107	73.8%
BROOKLYN	16	HOWARD AVENUE	FAMILY	138	223	24	33	0	0.0%	15	62.5%
BROOKLYN	16	HOWARD AVENUE-PARK PLACE	FAMILY	138	284	28	43	0	0.0%	16	57.1%

Highest Density Community District (Total Households) Per Borough, With Focus on Disabled Headed (Age 18 to 62) Households and Disabled Individuals Age 18 to 62											
BOROUGH	COMMUNITY DISTRICT	DEVELOPMENT	TYPE	TOTAL HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62	TOTAL POPULATION AGE 18 TO 62	DISABLED WORKING AGE RESIDENTS				ALL HOUSEHOLDS BELOW POVERTY	
						TOTAL DISABLED HEADED HOUSEHOLDS AGE 18 TO 62	TOTAL DISABLED RESIDENTS AGE 18 TO 62	CURRENTLY WORKING	% DISABLED RESIDENTS WORKING	NUMBER OF HOUSEHOLDS HEADED BY DISABLED PERSON AGE 18 to 62	PERCENT OF DISABLED HOUSEHOLDS HEADED BY PERSON AGE 18 TO 62
BROOKLYN	16	HUGHES APARTMENTS	FAMILY	382	720	89	122	3	2.5%	68	76.4%
BROOKLYN	16	KINGSBOROUGH	FAMILY	85	190	14	24	1	4.2%	10	71.4%
BROOKLYN	16	LOW HOUSES	FAMILY	422	773	101	149	3	2.0%	72	71.3%
BROOKLYN	16	OCEAN HILL	FAMILY	172	328	32	44	0	0.0%	25	78.1%
BROOKLYN	16	OCEAN HILL-BROWNSVILLE	FAMILY	115	169	19	20	2	10.0%	11	57.9%
BROOKLYN	16	RALPH AVENUE REHAB	FAMILY	104	183	20	30	0	0.0%	12	60.0%
BROOKLYN	16	SARATOGA VILLAGE	FAMILY	90	159	22	32	2	6.3%	17	77.3%
BROOKLYN	16	SUTTER AVENUE-UNION STREET	FAMILY	88	160	15	21	3	14.3%	10	66.7%
BROOKLYN	16	TAPSCOTT STREET REHAB	FAMILY	143	231	27	33	0	0.0%	18	66.7%
BROOKLYN	16	TILDEN	FAMILY	744	1,398	149	231	7	3.0%	125	83.9%
BROOKLYN	16	VAN DYKE I	FAMILY	1,291	2,257	250	365	15	4.1%	187	74.8%
<b>Brooklyn</b>	<b>CD 16</b>	<b>18 Developments</b>		<b>5,530</b>	<b>10,884</b>	<b>1,263</b>	<b>1,843</b>	<b>62</b>	<b>3.4%</b>	<b>932</b>	<b>73.8%</b>
QUEENS	01	ASTORIA	FAMILY	808	1,762	189	283	23	8.1%	103	54.5%
QUEENS	01	QUEENSBRIDGE NORTH	FAMILY	1,124	1,867	219	288	16	5.6%	138	63.0%
QUEENS	01	QUEENSBRIDGE SOUTH	FAMILY	1,151	1,938	271	352	26	7.4%	180	66.4%
QUEENS	01	RAVENSWOOD	FAMILY	1,474	2,535	358	486	48	9.9%	224	62.6%
QUEENS	01	WOODSIDE	FAMILY	880	1,762	187	283	20	7.1%	114	61.0%
<b>Queens</b>	<b>CD 01</b>	<b>5 Developments</b>		<b>5,437</b>	<b>9,864</b>	<b>1,224</b>	<b>1,692</b>	<b>133</b>	<b>7.9%</b>	<b>759</b>	<b>62.0%</b>
STATEN ISLAND	01	MARINER'S HARBOR	FAMILY	528	937	102	149	13	8.7%	65	63.7%
STATEN ISLAND	01	RICHMOND TERRACE	FAMILY	434	706	119	147	5	3.4%	91	76.5%
STATEN ISLAND	01	STAPLETON	FAMILY	490	883	145	190	8	4.2%	100	69.0%
STATEN ISLAND	01	WEST BRIGHTON I	FAMILY	410	690	109	143	4	2.8%	70	64.2%
<b>Staten Island</b>	<b>CD 01</b>	<b>4 Developments</b>		<b>1,862</b>	<b>3,216</b>	<b>475</b>	<b>629</b>	<b>30</b>	<b>4.8%</b>	<b>326</b>	<b>68.6%</b>

**\*Does not include Elderly, FHA Repossessed Developments**  
**Only includes portion of Kingsborough in CD #16**