

FACTOR 1: CAPACITY

A. Team Make-up, Roles and Responsibilities:

1. RRHA's **PROGRAM STAFF** will be led and supervised by the *Jobs Plus Program Manager*. This individual will oversee day to day program operations including but not limited to staff supervision, monitoring case management, service provision, budget management, partner engagement, and data collection. He/She will monitor all aspects of JPEID, and will communicate regularly with site management concerning JPEID participation and program enrollment. The Program Manager will monitor Jobs Plus data and submit monthly and quarterly detailing progress. RRHA will hire an *Administrative Assistant* to support the Program Manager with administrative needs including but not limited to data entry, answering the phone, typing, filing, and generating flyers, calendars, and other outreach materials.

RRHA will hire four *Case Managers*. These individuals will facilitate program enrollment including interviews and assessments. They will work with participants to develop an individualized service plan. They will also actively link clients with supportive services that help clients to obtain and maintain employment. These individuals will monitor individual participant progress and serve as the main point of contact when participants need help.

A *Career Coach* position will be partially funded by the WIB in order to expedite and streamline participant enrollment in Workforce Innovation and Opportunity Act (WIOA) funded programs. Jobs Plus participants who are interested in this option can attend a WIOA orientation and enroll onsite. WIOA funds job skill training, apprenticeships, on-the job training, and work experience opportunities. This position will provide our targeted low-income population with onsite, direct access to WIOA opportunities, facilitate consistent client communication, and stretch both Jobs Plus and WIOA grant funding, a win-win for both programs.

RRHA will hire an *Employment Specialist* to work with both residents and employers. He/She will help participants determine career options, set goals, and explore possibilities related to the current job market. He/She will also network with local employers and facilitate placement opportunities for program participants. The Employment Specialist will network with the WIB, the Virginia Employment Commission, program staff, and participants to communicate hiring events, Job Fairs, and trainings needed to fill available jobs.

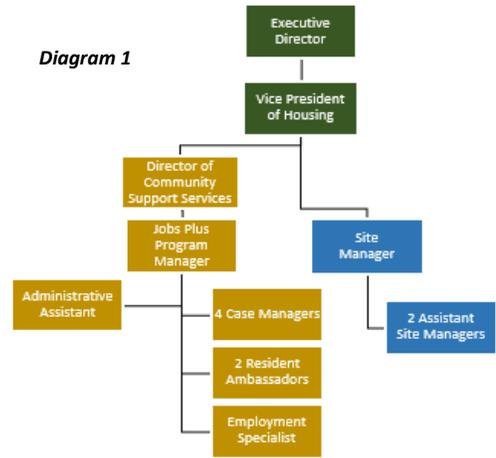
RRHA will employ two motivated residents who are ready to make their community a better place to live by serving as *Jobs Plus Ambassadors* (Community Coaches). These individuals will provide outreach to residents in order to create buy-in for the program. They will meet regularly with the Program Manager for training, input, feedback and instruction. The Ambassadors will be trained on the various components of the program so they will be prepared to promote the program and answer related questions. They will provide door-to-door outreach and assist in developing monthly community-building activities.

RRHA's *Section 3 Coordinator* will collaborate with staff to facilitate employment and opportunities for project participants. He will reach out to contractors doing business with RRHA to identify workforce needs and communicate these to the Program Manager and Employment Specialist in order to connect job seekers with these Section 3 opportunities.

The property *Site Manager* and *Assistant Site Managers* will support program promotion and aid in JPEID enrollment. They would also provide direct referrals to Jobs Plus staff to help facilitate program enrollment. Site maintenance staff will be educated on Jobs Plus so they can promote the program as opportunities arise.

The Case Managers, Employment Specialist, Ambassadors, and Administrative Assistant will report directly to the Program Manager (See *Diagram 1*). He/She will conduct weekly staff

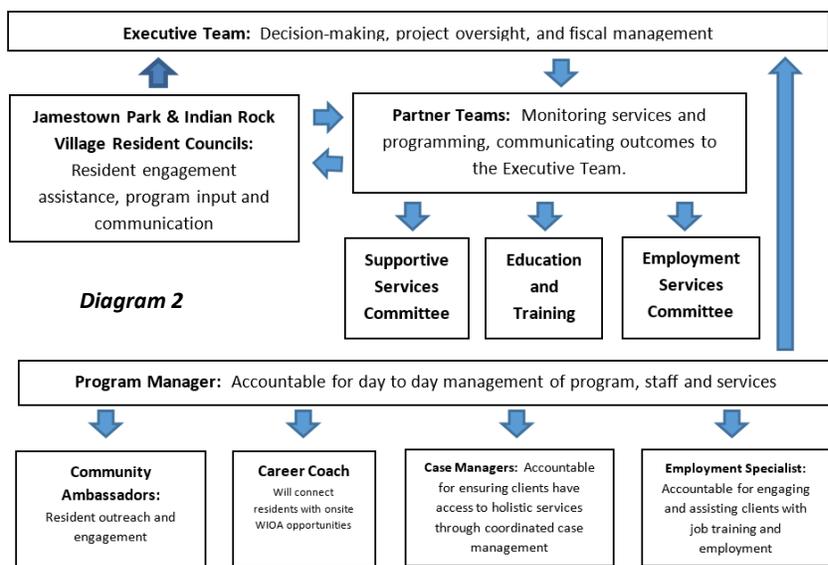
meetings and regular individual supervisory sessions with each employee in order to monitor staff effectiveness, determine training needs, and identify potential challenges in the program structure. Staff will have daily access to the Program Manager in person, via email, and via phone in order to express concerns, ask questions, or seek input.



The Program Manager will report to the *Director of Community Support Services* and together they will update the Executive Team on progress and/or any challenges that indicate the need for adjustments to the program. The Director of Community Support Services will keep the *Vice President of Housing* and the *Executive Director* apprised of the program, and will convey any input or concerns back to the Executive Team and Program Manager. Monthly program outcomes will be submitted to RRHA’s Executive leadership and its Board of Commissioners and an annual presentation on the program will be provided to them annually.

2. RRHA’s Jobs Plus program will be a collaborative effort and will be organized in a way which optimizes performance

and accountability. *Diagram 2* depicts this structure. Jobs Plus provides the perfect framework for RRHA to work alongside local organizations to connect, collaborate, and overcome territorialism in order to



maximize funding and streamline essential services.

The **EXECUTIVE TEAM** will provide program oversight and will be comprised of RRHA's Director of Community Support Services, the Jamestown Place/Indian Rock Village Site Manager, Resident Council representatives, the Executive Director of the Western Virginia Workforce Development Board (or designee), and the Executive Director of the Council of Community Services (or designee). This group will meet monthly to review progress and provide guidance.

Three **PARTNER TEAMS** will be made up of resident community representatives and community/non-profit agencies which provide services relevant to the focus of each respective team. The *Supportive Services Committee* will include agencies that provide a variety of services that aid and support those who wish to find and/or maintain employment, such as financial literacy or health and wellness services. Programming for children/youth would be included as part of the services offered to support parents. The *Education and Training Services Committee* will analyze resident needs and facilitate opportunities to address both education gaps and job skill training requirements for in-demand occupations in the Roanoke Valley. Resident community representatives would be joined by the local community college, Workforce Investment Board (WIB), adult education department, and non-profit agencies that assist with adult education, GED prep, ESL, and job training. The *Employment Services Committee*, comprised of a WIB representative, resident community representatives, non-profit agencies that provide employment services, and employers, will seek to actively engage local businesses and connect participants with employment, apprenticeship, on-the-job training, and work experience opportunities.

The proposed management framework allows the subject matter experts in each Partner

team to examine available services as well as service gaps associated with the team's area of focus and determine strategies and goals to meet known resident needs. A work plan will be constructed and distributed among partners which outlines these goals and associated outcomes for each area of focus. Staff will work alongside Partner Teams to organize and facilitate activities and services that will support these individual goals and foster positive outcomes. As part of a Partner Team, participating agencies will participate in both the planning and accountability aspects of the program. Relevant data will be collected from all partnering agencies in order to track partner engagement and outcomes.

3. Each time they meet, a Partner Team will receive a summary report of recent services delivered by each participating agency. This report can be compared to ongoing resident needs assessment figures in order to determine service gaps. If/When a gap is found and an underperforming partner is identified, that agency will be asked to work alongside the Partner Team to strategize a plan to provide the necessary services. If the partner continues to underperform due to lack of effort or skill, they may be removed from the team and/or other partners who provide the same service will be sought out and recruited to assist. If the gap exists because there are no current partners to address the need, the Partner Team will brainstorm potential agencies and they will be contacted.

Clear communication between partnering agencies will be encouraged through regular meetings and will be supplemented by follow up emails and phone calls. Meeting agendas and meeting minutes will be dispersed to all participating agency representatives to aid accurate recall of all discussions pertaining to meeting agenda items. Program promotional materials will be sent to partners, including monthly calendars and newsletters, in an effort to keep the program in front of partners and remind them of its importance and its impact. Each newsletter will

highlight a different partner agency and the success story of a participant they helped. These newsletters will be disbursed to partner agencies at the same time they are distributed to Jobs Plus participants. Partner agency services and successes will also be recognized and highlighted on RRHA's Jobs Plus facebook page and other social media outlets.

4. RRHA will hire two *Case Managers* at the program's inception and an additional two as the client caseloads increase. RRHA anticipates that enrollment numbers will climb as high as two hundred during the course of the program. Budgeting for four case managers will ensure that the client to Case Manager ratio will not exceed 50:1.

The Case Managers will be responsible for the intake process necessary to enroll in the Jobs Plus program. They will use RRHA's current Tracking at a Glance (TAAG) software to maintain case notes and program participation. An interview and needs assessment will be conducted with each program applicant to ascertain individual strengths and potential weaknesses, challenges and/or needs that may exist. Case Managers will be trained and encouraged to use Motivational Interviewing techniques during this process in order to respect the self-determination of the client and ensure that he/she plays an active role in the construction of short term objectives and long term goals. Once compiled, the information gathered will allow the Case Manager to draft a service plan that holistically addresses the individualized needs of that particular client. Case Managers will initiate contact with each client on his/her case load no less than quarterly, and will be expected to reassess each client's progress at least annually by updating the answers to his/her needs assessment. TAAG will track changes to those answers allowing the Case Manager to monitor ongoing client progress and adjust/update the service plan accordingly. Case Managers will maintain detailed client documentation and generate necessary outcomes data for reporting. All Case Managers will be enrolled in the

Career Coach Certification training course offered through Virginia Western Community College and will work alongside the Employment Specialist to assist participants as they progress along a career pathway toward sustainable and living wage employment.

The Program Manager will convene regular case review sessions with the Case Managers and the Employment Specialist. During these group sessions, staff will confer on individual cases in order to review progress, discuss concerns, identify barriers, and brainstorm solutions. This will allow the Program Manager to keep abreast of case management delivery and ensure quality client services on an individual level.

5. RRHA will maximize the peer engagement role of the two *Jobs Plus Ambassadors* in various ways. The Ambassador positions will be advertised at the program sites through posters, flyer disbursement, social media and word of mouth. In order to best pinpoint successful candidates, Site Management, Maintenance staff, and Resident Services staff will be asked to recommend residents they know to be capable, responsible, and respected within the communities. Staff will ensure these individuals are both aware of the positions and given opportunity to apply. Interviews will be held to finalize selection and identify the best candidates. RRHA's Human Resources staff will support and assist throughout this process.

Once hired, the Ambassadors will receive regular, ongoing training from the Program Manager. Initial training will include basic topics such as: what is Jobs Plus, what is JPEID, conflict resolution skills, and active listening skills. As the Ambassadors become more comfortable with their job, training will become more involved and include relevant topics such as: motivational interviewing, Mental Health First Aid, career pathway introduction/progression, and financial support training (i.e. *Your Money Your Goals*). The Ambassadors will not be encouraged to view this as a long term position, but as a stepping stone in their career. They will

be highly encouraged to participate in job skill training or other employment training opportunities while in this part-time position. This will provide them with personal experience from the program to share with other residents and allow them to be seen as an example to follow by others in the program. Ambassadors will be encouraged to serve no more than a one year term before moving on to full-time, living wage employment opportunities, but RRHA will be flexible with this timeframe based on the individual's circumstances.

Ambassadors will be given specific goals to meet each quarter. These goals will include but aren't limited by outcomes such as: the number of weekly resident interactions (in person or by phone), the number of program pre-enrollment forms completed, the number of monthly outreach activities planned, and number of people who attend those activities. They will be expected to document all resident interactions and submit this information weekly to the Program Manager for review and debriefing. In addition, the Ambassadors will communicate any residents' service referral needs they discover to the Case Managers for follow up. The Ambassadors will have the opportunity to undertake a range of on-going activities and projects of varying levels of professional complexity, everything from program promotion, to resident engagement, to event organization and implementation, to supporting and mentoring other participants. The level of responsibility they're given will depend on his/her level of effort, understanding, and follow through.

B. Past Performance with Similar Programs

1. The team has experience with implementing employment training and placement programs, resident engagement initiatives, and service coordination. RRHA itself has a lengthy history of operating programs focused on addressing resident and community needs, including Family Self-Sufficiency Program, Resident Opportunities for Self-Sufficiency, ROSS

Family/Homeownership, Neighborhood Network Centers and more. Most recently, RRHA has successfully demonstrated its capacity to operate a place-based, multiple partner program through its participation in the FY2014 Jobs Plus Pilot-Program. This program's partner agencies committed more than a 60% match for the four year grant. More than five thousand referrals for service were made over the life of the grant. Partnering agencies from financial institutions, to non-profits, to health care providers, to local government departments continue to generously provide in-kind services that support and encourage RRHA residents in their journey toward self-sufficiency. Workshops, one-on-one sessions, and service referrals (both on and off site) are among the many ways that partners have chosen to address identified barriers and needs.

Part of RRHA's mission statement is "to take a leadership role in providing programs and resources for residents that promote and encourage self-sufficiency, self-esteem and self-determination". The Jobs Plus program fits perfectly into this mission objective and is therefore fully backed by RRHA's Executive senior leadership as well as all administrative departments of RRHA. The finance department has years of experience administering various HUD multi-year grants and working within the LOCCS system. RRHA is compliant with HUD reporting requirements concerning backup documentation, quality control, timely drawdowns, and adherence to submitted budgets. RRHA's Human Resources department has experience in hiring and supporting staff funded by various HUD grants. The Executive Director of RRHA has career experience operating One Stop employment and training centers where he was responsible for initiating state and federally funded workforce development programs. RRHA's Director of Community Services has more than twenty-five years of experience in the human services field, almost nine of those have been spent managing HUD funded self-sufficiency grants for RRHA.

2. In April 2015, Jobs Plus was initiated at the Lansdowne development, RRHA's largest

public housing site. Initially there were 288 work-abled individuals at the site and a 37% employment rate among those individuals. The average earned income was \$5,415. Lansdowne saw marked improvement throughout the life of this grant, with the employment rate reaching over 52%, and the average earned income increasing more than 35%. Over the course of the grant period, Jobs Plus Ambassadors made more than 2,500 separate “connects” with 438 work-abled individuals who lived at Lansdowne during the course of the grant. Jobs Plus Case Managers assessed and enrolled 276 individuals. Of those, 263 received post-assessment services. Over 70 Jobs Plus events were held with 448 Lansdowne adults (unduplicated) attending at least one of them. RRHA has enrolled 379 individuals from 329 households in JPEID. During the grant period, 172 household have benefited from JPEID. To date, \$809,158 in rent incentives has been provided. Some other outcomes of note include: (unduplicated)

- 115 participants enrolled in employment readiness
- 43 participants enrolled in a training/certification program
- 39 participants completed a training/certification program
- 217 participants received job search assistance
- 121 began new part-time employment
- 95 began new full-time employment
- 121 participants maintained employment at least 180 days.
- 91 received financial coaching/education
- 38 enrolled in GED/HSE program
- 96 received transportation assistance

RRHA has a close relationship with the Western Virginia Workforce Development Board/VA Career Works-Blue Ridge and partners with them in all self-sufficiency grants. Most recently, they partnered with RRHA along with Virginia Western Community College (VWCC) and Region 5 Adult Education (AE) to organize a Pharmacy Tech training cohort at the Roanoke EnVision Center. According to Labor Market Information provided by VA Career Works- Blue Ridge, positions related to the medical field are in high demand in the Roanoke Area. This need combined with the transportation challenges of many RRHA residents

led to the idea of an onsite cohort. Because of available facilities, it had to be a course that didn't require a lab. Pharmacy Tech fit the need. A cohort of fifteen public housing and HCV residents participated. RRHA worked to recruit the students. AE held remedial and prep classes to ensure all students could participate at the same level. They also provided job skill classes. VWCC helped with funding and administered the actual Pharmacy Tech classes. VA Career Works-Blue Ridge helped with funding through WIOA and upon completion of the class, worked to place graduates of the class into available jobs. This partnership was very successful and more cohorts are currently being planned.

C. Capacity to Operate a Place-Based, Community-Focused Program

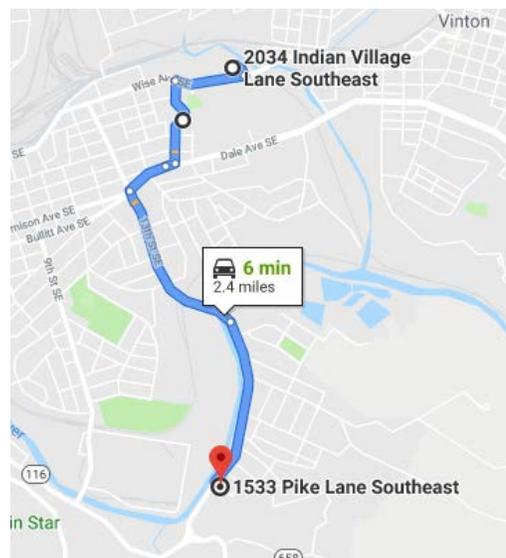
1. RRHA's Director of Community Support Services will continue as the Jobs Plus grant manager. She was present at the inception of the FY2014 Jobs Plus grant and directed and monitored program set up. She hired program staff, assisted in recruiting partners, oversaw program promotion and designed the intake process. She provided a significant amount of guidance and direction to the Program Manager, especially in the first two years of the program. All other staff for the Jobs Plus program would be new hires or current RRHA staff moved from other self-sufficiency grants. The Program Manager would need knowledge equivalent of a Bachelor's degree in psychology, social work, public or business administration, or a closely related field; five years professional level experience in human services program development and administration, including management of staff; or an equivalent combination of training and/or experience. Preferred qualifications for the Case Managers would include a Bachelor's degree in social work, human services or related field, one year of experience in case management or relevant human service experience, and any combination of experience and/or training which would afford the applicant with the knowledge, skills, and abilities that meet the

requisites for this position. Preferred qualifications for the Employment Specialist would include the equivalent of a Bachelor's Degree in a business or human services field and three years of progressively responsible experience in job development and/or employment services. Some knowledge of skills required for high demand occupations is desired.

2. RRHA has an existing computer lab at both Jamestown Place and Indian Rock Village. Along with the computer lab space, there are three offices at Jamestown and two offices at Indian Rock Village. Each site has an easily accessible community room adjacent to the computer lab that can be used for workshops and meeting space. All of the necessary space to implement the grant is available immediately. No significant changes will need to be made to accommodate this grant other than adding a couple of cubicles for the Administrative Assistant and the Employment Specialist.

Normal hours for the Jobs Plus Centers will be 8:30am-5:00pm. Tuesday/Thursday hours will extend to 7:00pm to allow those who work during normal business hours to access staff and services. Workshops and activities will be scheduled for various times throughout the week, including evenings and weekends, to allow everyone an equal opportunity to participate.

3. RRHA's plan to serve two non-continuous sites can be successfully implemented in such a way that residents from both sites receive consistent, quality, place-based services. The two developments are just over two miles apart, easily accessible to each other. They are located in Southeast Roanoke, somewhat removed from the rest of RRHA public housing. This area of Roanoke is often the last to be served so Jobs



Plus could make a significant difference by providing place based services. RRHA plans to set up two smaller Jobs Plus Centers at both Jamestown and Indian Rock Village. Both Centers will have a computer/employment lab as well as event/workshop meeting space. Both sites have adequate office space to house the necessary staff. Outreach will be led by the Ambassador specific to each site. Two Case Managers will be located at each site, allowing for consistent and effective trust building. The Employment Specialist will split his/her office time between Jamestown Place and Indian Rock Village, but will be available virtually and by phone during lab hours at both sites. At least one web cam will be located in each computer lab to facilitate easy access for residents on the days when the Employment Specialist is off site. A weekly schedule will be posted listing his/her physical location each day. Transportation to and from one site to another will be provided as necessary either with bus tickets or by staff in an RRHA vehicle. Events at the individual sites will be led by the Ambassador and will be supported by the Case Managers and the Program Manager. The Program Manager will split his/her time between sites, monitoring both and providing guidance and accountability. Program promotional materials such as flyers and calendars will list events and opportunities happening at both sites.

D. Section 3

1. RRHA works with community organizations and employers to identify employment services opportunities available to Section 3 residents. RRHA assists Section 3 residents by identifying resources that assist in furthering education and developing job skills. RRHA partners with local agencies that work with small businesses, minorities, women, and veteran owned businesses to encourage the hiring of RRHA residents. The agency revised its Section 3 policy to reflect the Strategic Plan's focus on self-sufficiency for residents. The Section 3 Coordinator educates contractors on self- certification qualification and encourages self-certified

Section 3 and non-certified business concerns to hire residents. He meets regularly with residents who express interest in connecting with these opportunities.

During the last five years, 124 residents have been employed by RRHA, contractors, and subcontractors. These job opportunities include clerical, management, resident services, landscaping, laborer, and mechanic positions. Eighty-one of those hires were retained beyond the initial period. In 2017, a drywall repair training class was held by one of RRHA's Section 3 contractors. In 2018 and 2019, RRHA's attorney held seminars for individuals with a criminal background. Topics included working with employers, how to handle the interview, and Virginia's expungement and pardon procedures.

2. The Resident Services team plays a major role in the recruitment, training, and communication of employment services and opportunities to residents. These individuals work with community partners to provide onsite soft skills, job readiness, and job retention workshops. They also maintain a network of partners in order to refer residents for educational programs, vocational training, and supportive services. Jobs are posted in all public housing site management offices, Resident Services offices, and are listed on RRHA's website, social media outlets, and through various local employment agencies. They are updated regularly. Flyers are posted at all public housing sites informing residents of both employment and training opportunities. Jobs Plus Case Managers will be notified directly whenever these opportunities become available, both with RRHA and its contractors. Weekly payroll sheets are reviewed for new employee names. Contractors are required to complete a Section 3 form from all new employees. Contractors with active projects are periodically contacted by the Section 3 Coordinator to inquire about their hiring needs. Contractors may be barred from future contracts with RRHA if they do not comply with Section 3 requirements.

E. Experience Partnering with Residents

1. RRHA has experience working with residents as team members and leaders. The President of the Joint Resident Council is the current chairman of RRHA's Board of Commissioners. Current Resident Councils and site management meet monthly to discuss pertinent issues at individual sites. A resident serves on staff as the liaison between the Resident Councils and RRHA. She monitors the election process to ensure it is handled according to federal regulations. She is also a resource for all Resident Council members should they have questions or need assistance from RRHA. For more than five years, RRHA has contracted the Joint Resident Council to pick up and deliver lunches to six public housing sites for its annual summer lunch program. Resident Council volunteers then assist Resident Services staff in distributing lunches onsite and supervising participating children. In 2020, RRHA has been hosting weekly "Walk and Talk" sessions at the sites. These walks give RRHA staff and partner agency staff a chance to gather resident input and identify potential resident leaders.

2. There are no existing Resident Councils at the proposed Jobs Plus sites. Resident interaction happens mainly through RRHA's Resident Opportunities for Self-Sufficiency (ROSS) program. The ROSS Coordinator has developed resident relationships, providing an outlet through which they can express themselves, share concerns, and/or ask for assistance. RRHA also holds an annual community meeting at each of these sites. The Executive Director and senior leadership attend in order to learn of resident concerns or desired improvements. RRHA is actively working to identify interested Council residents at both sites. Site management and ROSS staff have been asked for names of potential members. Recently, several people have expressed interest in serving during "Walk and Talk" sessions.