

FACTOR 3: SOUNDNESS OF APPROACH

A. Applying the Jobs Plus Model: The RRHA Jobs Plus program model and plan is based on best-practices and practical lessons learned through previous Jobs Plus experience. It is an achievable plan designed to increase resident income through the three-part Jobs Plus strategy of employment-related services, financial incentives, and community supports for work. The following depicts the collaborative team's plan to attain the project's desired outcomes.

1. Employment Related Services

Employment services involve more than just placing someone in a job. Generally, employment related services start the day someone enrolls in Jobs Plus. Ongoing Case management offers the support, encouragement, and accountability that most participants need in order to stay on track and focus on the goals ahead. Case management will begin with a Needs Assessment. The Case Manager first receives the pre-enrollment form. He/She uses the information found there to begin an informal interview with the client in order to complete the need assessment. The assessment itself covers Employment, Job Training, Education, Transportation, Childcare, Health, Housing, Finances, and Legal Concerns. Case Managers will work to identify services to aid and support the resident's efforts to get and/or maintain a job.

Case Managers will document every contact with residents and input information within RRHA's data tracking system, Tracking at a Glance (TAAG), making it available to all Jobs Plus staff in order to expedite communication and ensure seamless service provision. The Program Manager will regularly review this information to ensure necessary services are being offered and provided. He/She will also schedule regular case review sessions with the Case Managers, Career Coach, and 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 service delivery and ensure quality on an individual level.

Each resident will receive ongoing input and guidance concerning opportunities to participate in education and training programs related to his/her individualized employment plan. All Case Managers will become certified as career coaches and will conduct a Job Skills Assessment with clients to identify individual skills and interest levels. Participants will be counseled concerning any career pathways of interest, including wage data and local job availability, to ensure they are able to make an educated decision. Once all the information has been discussed and a path has been determined, the Case Manager will work with the client to develop a Career Progression Plan. Having a written plan will help keep the participant on track as he/she progresses toward living wage employment. This plan will track the attitudes, skills, and needs of the resident in addition to actual employment data and pay rate. It will also identify employment readiness gaps and pinpoint necessary training.

Once the Career Progression Plan has been developed, it will be shared with the Workforce Innovation and Opportunities Act (WIOA) Career Coach and/or the Employment Specialist. If the plan potentially involves job skill training, an apprenticeship, work experience, and/or on-the-job training, the WIOA funded Career Coach will meet with the participant and lead him/her through the WIOA program orientation. At that point, the individual will have to decide whether he/she is willing to commit the time and effort necessary to enroll and participate in WIOA programming.

During RRHA's previous Jobs Plus grant, we learned that many individuals initially just wanted to "get a job" and were not interested in training, but once they worked an entry level, low paying job for a while and still couldn't make ends meet, they were more open to having a

conversation about the benefits of job skill training as a means to advance in employment. This is the benefit of a Career Progression Plan. It's adaptable to meet individualized circumstances on individualized timeframes. If the individual is at the "I just want to get a job" stage, then he/she will meet with the Employment Specialist to be placed in an entry level job, but the option of training will be revisited consistently in future meetings with the Case Manager.

The Employment Specialist will work with the resident to prepare him/her to get and/or maintain a job. He/She will host both individual and group sessions on various topics dealing with job search, job readiness and job retention. Topics could include resume construction, interview tips, how to interact with your supervisor, reading a job description, and much more. In order to protect staff/employer relations and maintain employer trust levels, individualized sessions for participants who have an established history of job termination and/or resignation, will be required before the participant can receive future job placement assistance from staff. Staff will work to identify the barriers and/or challenges leading to high job turnover and work alongside the participant in order to promote successful, sustained employment.

The Employment Specialist will work directly with the Western VA Workforce Development Board's Business Services Assistant to engage local employers and identify vacant jobs as well as apprenticeship, work experience and on-the-job training opportunities. Developing ongoing, professional, and productive relationships with employers will be essential in assisting resident with job placement. He/She will need to become well versed in the expectations and responsibilities of available jobs in order to ensure that individuals are placed in positions that match their skills and abilities, otherwise both employers and employees could become frustrated and refuse future placements. The Employment Specialist will discuss the potential job with the applicant in order to make sure he/she is aware of and prepared for both the

hours and the duties listed in the job description. Follow up will be initiated with the resident after the first week then again after two weeks, 30 days, 60 days, and 90 days. Through established employer relations, the Employment Specialist will serve as a liaison if/when there are soft skill challenges and/or other employer concerns that require individual support. He/She will be able to provide the employee with suggestions and feedback as a means to troubleshoot issues and promote job retention.

The Employment Specialist will work alongside the Employment Services Partner Team to organize and implement both on-site and virtual job fairs and individual employer hiring events. Virtual job fairs will offer the flexibility that many employers prefer, allowing them to screen and interview potential candidates while sitting at their desk. RRHA's user friendly software allows for program participants to easily examine available positions, submit a resume and immediately chat with interested employers. Group job fairs will be held at least twice a year. Individual employer hiring events will be held at least monthly, either on-site or virtually. These events will most likely be held more frequently depending on the identified needs of the residents and potential employers. Prospective employers will include temporary and seasonal agencies in order to help individuals with criminal backgrounds or no prior work experience find a way to gain work experience and/or "get their foot in the door."

RRHA anticipates that Virginia Western Community College (VWCC) will be a primary provider of workforce training. Their campus and training facilities are located on the bus route and they are amenable to working with Jobs Plus to schedule additional classes if multiple clients are ready for a particular training that's not on the current schedule. Their *Road to Success in Virginia Program (RSVP)* will work with participants to ensure they're on even footing with other participants, offering remediation, tutoring and other assistance that might be needed in

conjunction with the actual hands-on job skill curriculum. Current workforce programs include healthcare programs such as, Certified Medical Assistant, Medical Billing Support and Pharmacy Technician; and manufacturing programs such as Basic Manufacturing Skills, Machining-Fundamentals, Turning, and Advanced Machining (CNC & G-code), Manufacturing Maintenance, Welding, Heavy Equipment Operation, Forklift Training, and Truck Driving. In addition to VWCC, Total Action for Progress (TAP) offers a Certified Nursing Assistant training program and a Food Safety program. Goodwill Industries of the Valley offers healthcare and information technology programs. All of these trainings and providers are listed as Eligible Training Providers by the Virginia Workforce Connection and are thus eligible for WIOA funding. The Career Coach will work in conjunction with the resident and his/her Case Manager to determine training referrals. Once the resident has enrolled in training, the Career Coach will monitor progress with both the resident and the training provider to ensure adequate participation, attendance, and program completion. The Employment Specialist to identify vacant employment positions for which the resident will now be qualified to apply.

2. Financial/Rent Incentive-JPEID

Once Jobs Plus staff are hired, RRHA's Director of Community Support Services will provide a group JPEID training session for Jobs Plus, site management staff, and site maintenance. She will explain the concept behind JPEID and provide examples of JPEID calculations. It will highlight the differences involved in calculating JPEID, including the timeframe and percentage. The training will promote a consistent and clear understanding of JPEID, enabling all staff to accurately promote and explain this benefit to others. Residents will be able to sign up for JPEID at any point in the program by visiting a Case Manager or the Site Manager. The individual will be asked to complete a JPEID worksheet to document the

resident's current rent and identify and/or verify other JPEID participants in the household. To ensure an ongoing, accurate understanding of JPEID, all staff will complete an annual refresher training on JPEID via RRHA University, RRHA's online training platform. This training will be created by the Director of Community Support Services and staff attendance will be mandatory.

At the beginning of each month, the Administrative Assistant will send an updated JPEID enrollment list to all Jobs Plus staff and site management staff. When calculating rent during annual and interim recertifications, site management staff will consult this list to determine if anyone in the household is enrolled in JPEID. If so, the site manager will complete the rent calculations accordingly along with what RRHA refers to as a Jobs Plus cover sheet which lists enrolled household members, their earned income at enrollment, their current earned income, the rent at enrollment, the amount of rent the resident is responsible for, and the total cost of rent along with the certification's effective date. This sheet will remain in the resident's housing file and a copy will be emailed to the Program Manager, the Jobs Plus Administrative Assistant, and the Director of Community Support Services. The Administrative Assistant will enter the information into the TAAG system which will total the number of participating households and the amount of rent being disregarded. At the end of each quarter the Director of Community Support Services will use this information to compile and verify the quarterly JPEID reporting workbook for HUD submission.

Community meetings will be held to inform residents of the opportunity and explain how rent will be calculated. The presentation will contain several examples of rent calculations based on earned income and JPEID. Staff will discuss the differences between the calculations and the increase in household income, emphasizing the potential earnings/savings over the four years of

the Jobs Plus program. JPEID flyers will be mailed to all households with the monthly rent statements. They will also be taken door to door and posted in management offices.

RRHA expects that all participants will consistently and fully pay their monthly rent, but especially those benefiting from JPEID. These households have working individuals who are earning steady income. Without JPEID, they would be expected to pay more rent, so paying only a portion of that amount should be an achievable task. Group financial classes and workshops as well as individual financial counseling will be readily available to assist individuals and households with challenges such as budgeting and debt reduction so that they can prioritize spending for basic necessities such as rent. Rental payment history will be reviewed regularly and staff and site management will work together to coach households struggling in this area.

Households benefiting from JPEID will be kept informed on the monthly amount of JPEID they are receiving. Each will be asked to meet with a financial partner annually in order to start preparing for the sudden rent increase that will accompany the end of the grant. RRHA will work in conjunction with financial partners to set up an exit plan for the family. As part of this plan, households will be encouraged to set up a separate savings account in order to start putting away part of what they save in rent each month through JPEID. When the grant ends and the rent suddenly spikes, this fund will be available as they transition.

Based on previous experience, RRHA estimates 65% of eligible residents will enroll in Jobs Plus and JPEID and another 15% will only enroll in JPEID. About 58% of those enrolled in JPEID are expected to benefit from it (about 153 people). The average amount in rent saved each year is estimated at \$1125/person/year, \$4500/person over four years. That amounts to \$688,500 over four years.

3. Community Supports for Work

The collaborative envisions Jamestown Place and Indian Rock Village as communities made of healthy relationships where working adults are the cultural norm and residents have a sense of ownership and pride. Unfortunately, many factors have created a sense of isolation for these residents. Transiency due to unemployment and the inability to pay rent, high crime, and a sense of apathy and mistrust are prevalent among residents and can only be overcome from within the community.

Staff will use existing and new tenant relationships to generate positive word-of-mouth in order to create “a buzz” concerning upcoming opportunities. While key positions are being hired and community and work spaces are being readied for the program, existing RRHA staff will implement “Walk and Talk” sessions at both sites. Staff will invite residents to take a walk with them in order to promote healthy living and community building. During these weekly walks, staff will begin to talk about the upcoming program, its benefits, and potential opportunities. This will give residents a chance to hear details about the Jobs Plus program and hopefully generate some positive word-of-mouth promotion. Once Jobs Plus begins, Ambassadors and staff will schedule and implement regular activities focused on community building, such as Coffee Clubs, cookouts, and game nights. These will provide opportunities for residents to get to know their neighbors in an informal setting, enhancing existing relationships and promoting the formation of new friendships. These friendships are a necessary foundation if networks that support and encourage employment are to be established.

RRHA will put up a “Barter Board” at each site where interested residents can go to connect with other residents for shared needs such as childcare or transportation. For example, individuals with cars who are willing to provide rides for others could post their contact

information, or a single parent who is looking for other single parents in order to form a group available to trade hours of childcare might post something. Case Managers will ensure that all residents are aware of the board and encourage them to share needs and/or offer services.

Rewarding and recognizing individuals for supporting and enhancing their community will be essential as we begin to foster community mindedness. The Ambassador will work alongside the Resident Council to identify “*Community Champions*” to be highlighted on social media and in the monthly newsletter. Sharing what these individuals have done to help out their neighbor(s) will help encourage others to reach out. Residents will be encouraged to submit nominations to the Council for consideration. Once they have identified a *Champion*, RRHA staff will work with community partners and local employers to provide a small token of recognition such as a gift basket or a gift card that can be presented to him/her.

Resident-to-resident influence will be the greatest outreach and engagement tool available to implement the Jobs Plus model, but one of the biggest barriers to overcome among the residents is apathy. That has been the challenge with establishing Resident Councils. RRHA and the Joint Resident Council will partner with committed community residents to re-build and support the Councils of these two sites through grass roots efforts. Door to door recruitment will be done, flyers will be disbursed, posters and yard signs will be posted, and site management staff suggestions will be sought out. Food and other incentives will be used to catch the attention of residents in order to argue the need for Councils. Once formed, Council members will be asked to serve on the Executive Team, and all Partner Teams. Including residents on these committees will promote a sense of community investment/ownership and ensure that residents have a voice. Ambassadors and Resident Council members will be asked to convey community attitudes and provide resident insight concerning all aspects of the project so that

strategies can be adjusted as needed in order to be more relevant and effective. In addition, resident committee members will advise the teams on the best, most effective ways to engage the community.

B. Administering the Jobs Plus Program

1. Outreach and Engagement

RRHA staff, including Jobs Plus staff, Ambassadors, site management staff, and maintenance staff will all be prepared to promote the Jobs Plus program. They will receive training on the program and how to explain it to others. They'll be provided with promotional brochures and pre-enrollment forms in order to engage and identify interested individuals and expedite program enrollment. Site management will promote enrollment in both Jobs Plus and JPEID during move ins, annual, and interim recertifications. Maintenance will be asked to talk about the program as they're able to while addressing unit repairs and landscaping responsibilities. Ambassadors will go door to door in order to engage residents in conversation about the program, and answer related questions. All completed pre-enrollment forms will be submitted to the Program Manager who will assign follow up and ensure completion of the enrollment process.

Ambassadors will make at least one face to face contact with each work-abled individual within the first year of the grant. Staff will compile a list by age group from RRHA's housing software in order to implement targeted outreach to 18-64 year olds. At the beginning of Year 1, a site map will be used to highlight units containing 18-64 year olds. As contact with all work-abled individuals in a particular unit is made, the unit will be marked accordingly. When all work-abled individuals in that unit are enrolled, the unit will be marked off. Combined with a monthly review of the New Move In list and consistent communication with site management,

these tools will provide the Jobs Plus Ambassadors with an ongoing system to ensure 100% site saturation. RRHA anticipates that the Ambassadors will make a minimum of 8 contacts with all work-abled individuals living in the targeted communities over the course of the grant cycle. The Program Manager and Ambassadors will monitor ongoing saturation, enrollment, participation, and retention numbers in order to ensure that every work-abled individual living at Jamestown and Indian Rock Village is made aware of and given the opportunity to enroll and actively participate in Jobs Plus.

Flyers will be used immediately upon grant receipt to create a “buzz” with something like “Coming Soon”. Flyers will also be included with rent statements for the first several months and made available along with program brochures in the management offices. Each month something different about the program will be highlighted: JPEID, resident involvement, employment services, training opportunities, etc. Larger posters will be printed and prominently displayed at both sites.

RRHA will provide partners with marketing materials and program information so that they can assist with resident engagement when residents visit their individual agencies within the community. They will also help promote the program alongside staff and Ambassadors at Jobs Plus events as they interact with residents who have not yet enrolled in the program.

The RRHA Jobs Plus Program Facebook page will be used as a promotion tool. Social media will provide a forum for residents to ask questions and staff an opportunity to recommend enrollment, advertise events and highlight successes. Facebook will be linked to a Twitter account in order to cover multiple outlets. The Program Manager will work with RRHA’s Manager of PR and Social Media to update and monitor all social media activity.

The Jobs Plus collaborative will sponsor a Kick-Off event at each community to officially start the program. Food and fun will be incentives for people to come, but while they're there, residents, staff, and partners will help promote program enrollment and participation. Program partners will be invited to distribute information about available services. The goal will be to help Jamestown and Indian Rock Village residents visualize what the program can offer them: training and employment services encircled by supportive services to help them overcome barriers.

In addition to the Kick-Off, Jobs Plus will sponsor monthly events focused on meeting the needs of the community residents. At each of these events, staff and Ambassadors will be actively promoting the program and initializing the enrollment process with the completion of each Pre-Enrollment form. This initial event will be followed with flyers in rental statements, door-to-door canvassing, and continued one on one discussions and social media promotion. The Joint Resident Council will be enlisted to assist in recruitment efforts in order to demonstrate community support from other properties. Initial programs will include incentives designed to gain interest and increase participation. RRHA envisions specific engagement strategies targeting various subgroups including single parents, women, and those with disabilities. For example, parents will be engaged through family strengthening activities as well as an array of parenting workshops and youth opportunities. Events will provide opportunities to encourage parents and help them understand how this program will benefit not only them, but their children. Women will receive information about the benefits of entering non-traditional career paths. They will be encouraged to create community/support groups based on common interests.

Special efforts will be made to recruit residents who have a criminal history, disability, and/or language barriers. Each of these groups will be targeted by the Ambassadors and informed of additional services that the Jobs Plus program can provide. Several RRHA partners provide extensive assistance through their re-entry programs to help ex-offenders with basic skill development, parenting and financial skills, employment services and even bonding for employers. Training and placement programs for people with disabilities are readily available in the Roanoke area as well as English as a Second Language classes. These services will be promoted as part of the recruitment process in order to engage these individuals and show them that this program can provide something beneficial to them specifically.

2. Program Goals

- A. The collaborative anticipates serving at least 200 of the 307 work-abled individuals (65%) at the proposed Jobs Plus sites over the course of the four year grant cycle.

Goal	RRHA Target for end of Year 1	RRHA Target for end of Year 2	RRHA Target for end of Year 3	RRHA Target for end of Year 4
1. Number of Individuals Enrolled in JPEID	50% or 147 individuals	65% or 191 individuals	75% or 220 individuals	85% or 250 individuals
2. Number of Individuals Assessed	45% or 138 individuals	50% or 153 individuals	55% or 170 individuals	65% or 200 individuals
3. Number of Individuals Provided with one or more Post-Assessment Service	40% or 123 individuals	45% or 138 individuals	50% or 153 individuals	60% or 170 individuals
4. Employment rate of work-able adults	5% increase Approximately 1.25% quarterly	10% increase Approximately 1.25% quarterly	20% increase Approximately 2.5% quarterly	25% increase Approximately 1.25% quarterly
5. Average yearly earnings of work-able adults	10% increase or \$9,001	15% increase or \$9,410	20% increase or \$9,820	25% increase or \$10,229
6. Continuously employed for at least 180 days	5% or 15 individuals	10% or 30 individuals	20% or 58 individuals	30% or 88 individuals

Training and Education goals will include:

Job Skill Training Enrolled:	15/year
Job Skill Training Completed:	13/year
Work Experience Enrollment (WIOA):	10/year
Apprenticeships	2/year
On the Job Training (WIOA):	6/year
GED/HSE Enrollment:	75% of individuals with no GED
Financial education classroom:	40/year
Individual financial empowerment counseling:	35/year

Employment service goals for those enrolled in Jobs Plus will include:

Job Search Assistance:	80%
Job Readiness Participation:	65%
Job Retention:	75%
Gain Part-time Employment:	45/year
Gain Full-time Employment:	35/year
Youth employment (WIOA):	5/year

B. RRHA will attempt to address all barriers that could potentially keep residents from participating in the Jobs Plus program. Our agency contracts the Roanoke City Police Department (RCPD) to provide extra coverage at public housing sites. More coverage is provided during hours when statistically more crimes are committed. RCPD will be invited and encouraged to attend and participate in Jobs Plus events and activities to establish and grow health community relations. Improving these relations will support the development of a safe environment for all, enabling residents, staff, and partners to feel safe during program implementation.

Program participants will have ready access to a variety of supportive services. RRHA already has existing partnerships with several local mental health providers that accept Medicaid. They offer both individual counseling services and group workshops. Some are willing and available to schedule onsite counseling and RRHA will provide appropriate space for these

private sessions. For providers that are not able to come onsite, RRHA will assist residents with transportation to appointments as needed. We will work with our partners at Carilion Clinic to ensure that residents are given access to physical health care and health services as well. Carilion's Community Healthcare Workers will have onsite hours and will be able to connect residents with services and ensure that healthcare gaps are met on an individual level. RRHA Case Managers will assist clients with healthcare referrals and arrange transportation to healthcare facilities as needed. Carilion also works with RRHA to provide health education workshops, health screenings such as diabetes and blood pressure, and flu shot clinics. The Virginia Cooperative Extension routinely provides RRHA public housing sites with free healthy cooking classes. These combined with walking clubs and exercise classes such as Zumba and yoga will educate and encourage participants to adopt a healthier lifestyle.

Roanoke has a variety of local childcare providers who offer care based on a sliding scale. Programs range from those who provide care for infants, to early childhood education, to after school care, and after school literacy programs. RRHA will connect working parents with Roanoke City's Department of Social Services for childcare funding assistance. We will also connect parents with childcare through United Way of Roanoke Valley's *Smart2Start*, a coordinated enrollment system designed to make full use of publicly-funded seats by improving efficiency in the placement of children into early care and education programs. This unique system brings together the public-school system, Head Start programs, and private providers and is designed to assist the most vulnerable families by streamlining recruitment, eligibility, and enrollment in early care and education.

RRHA will have computer labs available to program participants for job searching. There will also be computers equipped with cameras for telehealth

appointments and virtual job screening opportunities. For those who require a computer at home for job skill training courses and/or homework, RRHA will have laptops available to checkout. RRHA has wifi access available in the community rooms at each site which participants can access from inside the community room or outside when the building is closed. Those who need low cost internet at home will be referred to COX for their *Connect2Compete* internet option. Free digital literacy classes are offered by Region 5 Adult Education and by Goodwill Industries of the Valleys. Assistance with transportation will be provided for classes provided offsite.

RRHA will work with Blue Ridge Literacy to provide English as a Second Language classes and Adult Basic Education. They will provide these classes onsite weekly. Roanoke Alleghany Region 5 Adult Education provides GED classes throughout Roanoke and Jobs Plus will assist residents needing this service with a referral as well as transportation to/from classes if needed.

RRHA will have several methods of assisting with transportation. Company owned vehicles can be used by staff to transport residents. In addition, bus passes will be purchased and kept on hand to assist residents who need to get to supportive service appointments such as counseling or a doctor's appointment. Gas cards may be purchased for those with cars who need short term assistance for transportation to and from employment. Bus tickets will also be available to residents during the initial weeks of employment prior to their first paycheck. Requests for further assistance once employed will require budget coaching with a Case Manager or a financial partner.

C. The Roanoke Jobs Plus Program will strongly encourage all participants to take advantage of financial empowerment opportunities. Financial services and counseling will be provided to program participants by a variety of partners. The Roanoke Financial Empowerment Center (FEC) offers free individual financial counseling services to everyone in Roanoke. RRHA has an MOU with them to provide services onsite at the public housing sites. Case Managers will refer and schedule appointment for clients with FEC staff during pre-arranged onsite times. Case Managers will communicate known financial circumstances including debt, employment, and JPEID benefits to the FEC staff and follow up to ensure that residents attend and participate in these appointments. As part of the JPEID process, those benefiting from JPEID will be asked to participate in these sessions in order to begin preparing for the grant ending. FEC staff will be educated on all aspects of Jobs Plus including JPEID so they can assist these individuals with establishing a savings account to ensure an easier transition when the rent increases.

Freedom First Credit Union, Truist, and Member One Credit Union will all assist with financial literacy classes and home buyer education. These classes will be offered on a monthly basis. For those wanting more in depth classes, United Way's Bank On Roanoke Valley (BORV) classes will also be available, though most likely not onsite. For those wishing to participate in the BORV series, bus tickets will be provided when needed. Staff will communicate with BORV staff to verify attendance and participation. Case Managers will discuss each resident's financial circumstances and amount in savings with them at least once a year. Those who show no

improvement and/or who have existing challenges will be referred to the FEC and will be given a monthly schedule of onsite financial literacy classes.

D. RRHA's Resident Service department will assume the work of Jobs Plus. The Family Self-Sufficiency Program (FSS) and Resident Opportunities for Self-Sufficiency (ROSS) staff will be available to enroll interested participants in their respective programs. These staff can provide continued case management and already have a working knowledge of available community service providers that will assist in making necessary referrals. RRHA has an ongoing relationship with many of the Jobs Plus partners so residents will still be connected with various resources and information on available services. They will still connect residents with the Western VA Workforce Development Board for services funded through WIOA. Residents would have access to case management, training opportunities, and employment services through them. The Financial Empowerment Center will still provide free financial services for those who require assistance and support with finances. FSS and ROSS staff will connect residents with both onsite and community opportunities that will continue to meet their ongoing needs.

3. Data Management

A. At the inception of the grant, the Director of Community Support Services will create a Jobs Plus report in RRHA's Tracking at a Glance (TAAG) software that matches the monitoring measures captured by HUD in the quarterly reports. TAAG will filter all input information such as referrals and service information into this one report. It will measure quarterly, annual, and overall progress toward RRHA's Jobs Plus outcome goals. Staff will be instructed to update

client data in TAAG on a daily, weekly, quarterly, and annual basis for each resident in order to ensure accurate reporting. The Director and the Program Manager will work alongside staff to design and develop processes that ensure relevant and timely services. They will use Microsoft Project to formalize and establish time frames for these processes. This software will allow them to make adjustments to the processes and monitor for effectiveness. It will also assist if there is staff turnover. The processes in place will be easily explained and replicated by incoming staff.

RRHA will use sign-in sheets for all resident contact, including Ambassador outreach, workshops, computer labs and Jobs Plus events. Forms will be collected and reviewed on a daily basis by the Program Manager and then given to the Administrative Assistant to be entered into TAAG. TAAG filters the input data and formulates it into an ongoing, real-time outcomes report accessible by the entire team. Case management documentation such as case notes and client referrals will be entered into TAAG by Case Managers, the Career Coach and the Employment Specialist. Community partners will also be given the ability to enter notes into the client's case file through a portal that gives them limited access. They can only access information that their agency has entered. This allows RRHA to have an overall view of services maintaining the resident's privacy.

JPEID will be monitored by both TAAG and by Yardi, RRHA's housing software database. The site managers enter all the rent calculation information into Yardi. Yardi maintains the initial earned income at the time of enrollment and excludes all increases in earned income after that point. The system calculates the rent based on the initial earned income plus any other sources of unearned income. Yardi produces a report of all residents who are benefiting from JPEID. TAAG also has the capability to record JPEID. The Director of Community Support Services will maintain JPEID records by entering data received from the

site manager into TAAG, recording the initial rent, the current rent, and the number of unit months. This information can be easily populated on a monthly basis. At the end of each quarter, the Director will use the reports from both Yardi and TAAG to complete HUD's JPEID worksheet and calculate the quarterly JPEID reimbursement request.

B. Monthly supervision between Program Manager and each staff member will be part of the overall supervision and monitoring process to make sure the data is accurate and being entered in a timely manner. The Program Manager will have the ability to filter and review data entered by a specific Case Manager in order to ensure each staff member is providing timely, individualized, quality services. Underperforming staff can be coached and when necessary replaced with more effective team members. Overall grant outcomes will be monitored weekly by the Program Manager and reviewed monthly by the Director of Community Support Services to ensure adequate progress.

The Jobs Plus report will also be reviewed at the monthly Executive Team meeting. The outcomes on this report will be a real-time reflection of the program's success and impact. Areas of low performance will be identified and reviewed in order to determine whether changes are necessary to improve the services being rendered or the method being used to capture the related data. From the information presented, this team will be able to determine what changes need to be made and provide guidance on how to best proceed. The Partner Teams will also receive data relevant to their area of focus at their respective meetings. This information will help determine the performance of various partners and whether new partners need to be recruited in order to fill identified gaps in service. The data gathered through TAAG will also be used to seek grant funding for non-eligible expenses as well as funds to sustain services after the completion of the grant.

4. Program Schedule

RRHA has current job descriptions for all necessary Jobs Plus staff. Upon the awarding of the grant, RRHA's Human Resource staff will post ads through various mediums for a Program Manager. Resumes from interested individuals will be screened by the Director and interviews will be scheduled with the most qualified applicants. Once the Program Manager is identified, he/she will assist with hiring process for the rest of the staff positions until all staff positions are filled. Only two Case Managers will be hired initially. More will be hired as program enrollment approaches 50:1 ratio.

While, resumes for the Program Manager are being collected, RRHA's Manager of PR and Social Media will work alongside the Director to design and distribute "Coming Soon" marketing materials. Flyers will be mailed in the monthly rent statements, given out by site management during recertifications and distributed door to door. A facebook page will be created specifically for Jobs Plus and RRHA's main page will start regularly promoting the "Coming Soon" message. The Director will meet with site management and staff to ensure everyone is aware of the program components and understand how to answer questions from potential participants.

Staff will be trained as they are hired. Training will include the following: Fair Housing, Bridges Out of Poverty, and Executive Function. Specifically, individuals in the following positions will receive training in the following areas. Program Manager: Staff Management, Project Management, Motivational Interviewing, Mental Health First Aid, Career Coach Certification. Case Managers and Career Coach: Career Coach Certification, Mental Health First Aid, Career Coach Certification. (The Career Coach Certification training timeframe will

depend on Virginia Western Community College's class schedule. Staff will be enrolled when the class is offered either in the fall or the spring semester.) Ambassadors: The training is comprised, but not limited to the following subjects: The Role of the Ambassador, the Jobs Plus Process, Working the Saturation Plan, Engaging Successfully, Conflict Resolution, Motivational Interviewing, Being the Leader, Effective Data Collection and Documentation.

During the first couple of months, the Executive Team will be assembled and an initial partner summit will be designed and scheduled. This will be an opportunity to bring all partners together in one place. This will allow them to learn more about the program itself and the proposed program structure and implementation. They will have an opportunity to ask questions and/or express concerns. Data collection will be discussed, service gaps will be identified, and referral processes will be finalized. Partner teams will be established and initial meetings scheduled. The kickoff event will be discussed and partners will be asked to commit to participation.

If Resident Councils are not already established prior to grant award, RRHA staff will immediately work alongside the Joint Resident Council (JRC) to identify and recruit potential members. Once potential members are recruited, elections will be held. The JRC will work to train new Council members for their leadership role and the Program Manager will work alongside them to assign members to the Executive team and Partner Teams.

Initial Partner Team meetings will be held six weeks out from program implementation. During this time, they'll be able to plan for upcoming events and ensure that processes, providers, employers, and services are in place to meet the needs of residents once they complete the initial assessment process. The Supportive Services Committee will focus on

wrap around services that support getting and keeping a job. This committee includes agencies that provide educational programming for children and youth as part of the supportive services offered to parents. Some of these partners include:

- Council of Community Services
- Resident Council
- Commonwealth Catholic Charities
- Freedom First Credit Union
- BB&T (now Truist)
- United Way of Roanoke Valley
- Roanoke City Department of Social Services
- Roanoke City Police Department
- Total Action for Progress
- Roanoke City Center for Financial Empowerment
- Family Services of Roanoke Valley
- Carilion Clinic
- United Healthcare
- Virginia Cooperative Extension
- Child Health Investment Partnership
- Roanoke City Public Libraries
- Virginia Career Works- Blue Ridge

The Employment Services Team will work with the Employment Specialist to identify potential employers and facilitate introductions with hiring managers in order to begin program education and relationship building. They will start to schedule and recruit employers for job fairs and hiring events. This team will include partners from:

- Western VA Workforce Development Board
- Resident Council
- Commonwealth Catholic Charities
- Local employers
- Total Action for Progress
- Goodwill Industries of the Valleys

The Education and Training Team will work alongside the Case Managers and the Career Coach to identify upcoming job skill training courses and education opportunities such as GED and ESL. These partnering agencies will include:

- Virginia Career Works- Blue Ridge
- Resident Council
- Virginia Western Community College
- Total Action for Progress
- Goodwill Industries of the Valleys
- Blue Ridge Literacy
- Roanoke Valley-Alleghany Region 5 Adult Education

Once the Ambassadors are hired and trained, they will begin with site saturation. They will begin passing out flyers, knocking on doors, and building relationships. As residents show interest in the program, they will begin filling out pre-enrollment forms and passing those along to the Program Manager. These will be given to Case Managers for follow up. They will contact these individuals in order to start the interview and assessment process. They will begin the process of connecting participants with supportive services relevant to their specific needs. For example, those with small children and/or pregnant mothers will be connected with the Child Health Investment Partnership. They will schedule home visits in order to assess health and other family needs.

Events and activities scheduled by the Ambassadors, staff and partners will begin after the Jobs Plus Kickoff. These will include community building activities, educational events, youth opportunities and more. The Ambassadors will organize and implement more community building activities in the first years of the grant in order to foster a well-connected and supportive resident network. Jobs Plus staff will organize an array of monthly events that will provide education and/or services for program participants, things such as flu shot clinics, job skill training course orientations, domestic violence awareness workshops, onsite DMV services, and financial empowerment workshops. These events will be determined by data gathered during resident needs assessments.

5. Budget Narrative- See Budget Narrative attachment