



Emerging Programs Policy Principles

MISSION

The Neighborhood Jobs Trust (NJT or the “Trust”) is a Massachusetts public charitable trust created under the authority of Chapter 371 of the Acts of 1987 and the laws of the Commonwealth of Massachusetts. The purpose of the Trust is to ensure that large-scale real estate development in Boston brings a direct benefit to Boston neighborhood residents in the form of jobs, job training and related services.

OVERVIEW

Funds in the Trust come from jobs linkage fees, payments that large scale developers are obligated to make based on square footage of their commercial construction project. Jobs linkage funding must be used to meet the employment needs of lower income Boston residents, defined as below 80% of median income according to the U.S. Department of Housing and Urban Development. The trust aims to promote the full participation of all Boston residents in the city’s economic vitality and future, and to that end focuses on serving individuals who face education, training, and employment barriers.

The Trust is obligated to maintain a balance between services targeted to specific neighborhoods impacted by development and services accessible to residents across the city, including those not currently impacted by large-scale development. Job training programs should place participants on a career pathway that can lead to higher-paying jobs and provide access to employer-provided education benefits and support in further training leading to better jobs. The Trust seeks to fund a variety of program types across high demand industries in Boston to ensure residents can access services appropriate to their needs and interests, and which lead to quality jobs and career opportunities.

Based on a review of the past awards, the Trust has historically funded larger organizations with the majority of proposals in response to the semi-annual

request for proposals (RFP) from returning applicants who have received funding from NJT in the past. In order to promote greater awareness of the Trust and ensure Boston residents have equitable access to high quality training and support by providers that reflect the communities they serve, this document outlines the vision and goals for a targeted New Program RFP to expand the portfolio of NJT grantees.

VISION AND GOALS

The vision for the NJT New Program RFP is to increase the training options and career pathways available to Boston residents in high demand industries by supporting organizations that might not otherwise have access to NJT funding.

The principles and competencies described in the next sections build on the five key goals identified below for the NJT New Program Cohort:

1. Support community based job training programs designed for and by the historically marginalized populations they serve.
2. Increase the availability and accessibility of high quality job training programs in underserved neighborhoods.
3. Serve Boston residents with multiple barriers to employment.
4. Engage with community organizations that historically have not accessed NJT funding
5. Support the capacity of new or smaller community based organizations.

STATEMENT OF PRINCIPLES

We seek programs that will enhance the availability and accessibility of job training programs and services to underserved populations in Boston. To accomplish the program goal, the following principles will guide the selection of programs:

1. *Program leadership reflects the communities they serve:*

Programs led by BIPOC residents and individuals with lived experience with the challenges faced by the target population they serve will be prioritized. BIPOC led organizations will be defined as organizations whose mission statement and/or programs aim to serve predominantly BIPOC communities and have one or more of the following:



- Executive Director or Senior Leadership identifies as BIPOC
- At least 51% of the board of directors identifies as BIPOC
- At least 51% of the staff and volunteers are BIPOC

2. Program engages in community based solutions that center the lived experience of the residents they serve:

We seek programs that are deeply rooted in the communities they serve, taking a human centered approach to designing services that meet the needs of their target population. These efforts should draw on the input and expertise from the community to develop programming that meets the unique needs of the individuals served. Elements of such a program might include:

- Employing individuals with lived experience
- Providing culturally competent and trauma informed programming
- Engaging with community stakeholders
- Empowering participants to be the experts of their own experience
- Designing programming that meets individual needs and interests

3. Program is located in or serves Boston residents in neighborhoods underrepresented in the current NJT portfolio:

Priority will be given to programs that are located in or serve Boston residents in neighborhoods where there is a demonstrated need for workforce development programming. In particular, the neighborhoods of East Boston, South Boston, Fenway, Allston, Brighton, and Charlestown, have been identified as priority regions that are currently underrepresented in the NJT portfolio.

4. Organizations with an operating budget under 1.5 million dollars proposing a workforce development program which has not been funded by NJT in the past 3 years:

In order to support smaller organizations that may not have the capacity for or experience with government contracts, we seek organizations with



operating budgets under \$1,500,000, who would most benefit from technical support. Programs must either have not received Neighborhood Jobs Trust funding in the past 3 years or must be proposing a new program that this award would allow them to develop.

5. Organizations that would benefit from and are interested in engaging in capacity building technical assistance:

We seek promising community-based programs that would benefit from technical assistance to build the capacity and application of evidenced-based practices to their program. Programs will work closely with a consultant in both individual and group settings to identify and prioritize needs, engage in a planning process, and develop additional tools and resources to build the capacity of their program. Technical assistance will include guidance on the grant-making, administration, and reporting processes. 2-3 workshops will be provided based on common challenges and topics of interest identified by the participating programs.

6. Program has well-defined and robust transition processes to the post-program step:

Programs must coordinate with relevant partners to deliver an integrated set of activities designed to promote the participant's successful transition from the training program into the next stage of their career path. This transition might include pathways to an industry-recognized training program, enrollment in post-secondary education, or placement in training-related employment.

7. Program policies and protocols are evidence-based and appropriate for the population:

Interventions should be based on the most current knowledge of meaningful and effective programming for the target population. Programs that incorporate the following evidence-based approaches will be prioritized:

- The intentional use of technology and interactive media to support learning and program activities



- Culturally competent and trauma-informed programming and case management
- Financial incentives, including stipends, incentives, wages, and other conditional cash transfers for a range of purposes - from programs that allow participants to 'earn' while they 'learn' to small incentive payments that reward achievement of program milestones.

8. *Programs leverage multiple internal and external partnerships to ensure comprehensive supportive services based on needs of the target population:*

Collaborative and coordinated partnerships are central to providing comprehensive services to individuals who face barriers to employment. Programs are expected to have a strong foundation for building community partnerships. In order to ensure participants can access the full continuum of services to meet their needs, programs should leverage community resources and engage with other providers in the region. Connections to ancillary service providers, especially mental health, housing, disability services, and social service providers are strongly encouraged.

TARGET POPULATIONS

NJT funding must be used to provide job training and related services for low to moderate income Boston residents, ages 18+. The New Program RFP will prioritize organizations that focus on these specific underserved populations:

- Low-income Boston residents who are English Language Learners; recent immigrants; BIPOC residents; Boston Housing Authority (BHA) residents and residents utilizing a housing voucher; residents of a high-poverty area; court-involved; homeless including those experiencing housing instability or residence inconsistency outside of the federal McKinney-Vento definition; and individuals with disabilities.

PERFORMANCE OUTCOMES

The New Program contracts will be administered as performance based contracts with 75% of the award paid upon contract execution and the remaining 25% based on attainment of post program placement outcomes. Organizations will be required to meet performance measures based on enrollment and outcome goals, set during



the contracting phase. Training programs should prepare participants for quality jobs in high demand fields, and should include job search and placement services to support meeting post program placement outcomes.

PROPOSED BIDDER COMPETENCIES

When procuring services under NJT, the following competencies and program features will be prioritized. Programs may provide the services themselves or leverage the services of a partner agency:

- Ability to maintain or develop a participant tracking system documenting participant eligibility, demographics, and performance outcomes tracking
- Program applicants should have multiple funding sources
- Ability to recruit participants that meet the eligibility criteria for NJT
- Connection to programs that serve the target population, particularly those that provide stabilization and other specialized support supports
- Ability to provide culturally and linguistically competent programs and services
- Partnerships with employers and/or post secondary institutions to facilitate participant transition to employment or continued training

