

## ATTACHMENT D: Capacities and Plan

**INSTRUCTIONS:** Please provide answers to the following questions detailing your organizations capacity and plan for carrying out the CVOID-19 Disparities Initiative. Please convert the document into a single PDF before uploading into Survey Monkey.

### Organizational capacity

1. Describe your organizational capacity to take on a \$1 million contract, hire 15 new staff, lead a social change model, and champion anti-racist public health practice. (500 words)

The Boro Park Jewish Community Council (BPJCC), one of the largest community-based organizations in Brooklyn, is a growing, thriving human service agency that has served the Borough Park community since 1997. It represents more than 300 religious, educational, and human service institutions in the community and acts as the voice of the community on all matters of concern to its citizens. It operates a wide array of social services and programs to assist its 20,000+ annual client base in obtaining government entitlements and other benefits with the dual goal of providing immediate relief and simultaneously directing them towards a path of self-sufficiency and independence. These services include helping poor and needy individuals obtain govt. entitlements; Medicaid & Medicare enrollment & advocacy; crisis intervention including the provision of emergency cash, and clothing, workforce initiatives including work readiness training, job placement, career counseling, programs for the elderly and Holocaust Survivors, Immigration Services, voter registration initiatives, EMT courses, and food distributions for 1,000 recipients. **We also enable individuals in our community obtain COVID-19 vaccinations efficiently and expeditiously.**

BPJCC has the programmatic, technical, managerial and financial capability to administer this \$1 million contract. For 24 years, BPJCC has successfully managed over 20 different human service programs simultaneously. We employ more than 30 staff which includes professionals, social service workers, and community organizers. We conduct needs assessments to determine community needs, and implement new programs to address needs. We continually hire new staff to operate new programs. We have the capacity to hire 15 new staff (we recently partnered with another organization to implement a new program to clean our neighborhood streets, and we hired 63 workers to work on this program).

We use all the latest technological resources to meet the needs of more than 20,000 clients annually. With an annual budget of \$1.3 million generated from a variety of City, State and Federal contracts, we have the financial experience and capability of delivering a full array of programs and services to our constituency and have the wherewithal of adding new programs and services. We have administrative and fiscal management systems to support the varied programs and the reporting requirements of each.

In terms of leading a social change model, our organization recently collaborated with Maimonides Medical Center in conducting a major community assessment of the health needs of the community. In addition to obtaining a clearer picture of these health needs, we determined how well those needs are being met and in what capacity can our community improve in all areas of health. We convened focus groups representing a diverse section of our community where we solicited feedback about the various health concerns of the community. We also conducted a health forum with the Wellness Empowerment for Brooklyn group. During COVID, we had a mobile unit drive through our neighborhood to urge people to stay indoors and to get vaccinated.

Since our inception, we have championed anti-racist public practice. One of our goals is to eliminate health disparities through anti-racist practices and work with *all* organizations and groups in our neighborhood to meet this goal. As part of our staff orientation, we promote ethics and anti-racist values and we serve *everyone* in need of assistance. We do not discriminate against anyone based on race, religion, creed, background or orientation. We promote Martin Luther King Day in our neighborhood, participate in many anti-racist coalitions citywide, and attend numerous anti-hate rallies. We recently hosted the US Attorney General to discuss the rise of anti-Semitism in our community and in New York State.

2. Existing Partner Relationships: Please submit 3 letters of support from your neighborhood partner organizations and fill out Attachment C: Letters of Support. These letters of support should be from a 1) local healthcare organization, 2) a local service provider, and 3) a local resident/business association. Please combine all 3 letters of support into 1 single PDF form and upload into Survey Monkey.
3. Describe your organization's: (300 words)
  - a. Formal structures in place to engage community members, obtain community input and feedback, and incorporate feedback into the work that you do (e.g. governance meetings with community residents, main methods employed to interface with community members and community partners, etc.)
  - b. Systems and/or protocols to manage direct client services including resource navigation and counseling (include any tools you may have to document client services and referrals).

Our most effective ways of engaging community members are through our website, our Twitter account, email, frequent press releases and advertisements in local print-media. We continually disseminate information to community members through these sources, and always seek community input and feedback regarding the most pressing community needs and the needs of individual community members. We also solicit community input through the dissemination of questionnaires and surveys. For example, through these methods, we learned of the needs of local businesses that have been adversely affected by the COVID-19 pandemic, and we convened several meetings to address their needs. Also, through our structure of engaging our community we learned of the health needs of the community. We solicited community residents' input and feedback and produced an assessment report of these health needs.

Our social service workers are seasoned specialists who have many years of experience working with clients, meeting their human service and health needs, and offering counseling services. They provide case assistance where clients are provided with information, referral, and assistance in accessing entitlement programs, social services, and health information and referral. Our staff conducts intake for one-on-one support. All clients are screened for their eligibility for health and social services and are referred for these services as needed. Staff are proficient in several languages, including Hebrew, Yiddish, Russian, and Spanish – languages spoken by a majority of Borough Park clientele. We help participants complete applications for services, advocate on their behalf, and follow up with those referred for special services. All staff are trained to keep up with new services and eligibility guidelines and are knowledgeable of the plethora of City and State health and social services that are of importance to clients, including COVID-19 resources. Social service workers help clients successfully navigate the complex City and State system of services to meet client needs. For clients in need of more intense support, we assess their needs and provide in-depth navigation services and additional support, and follow up to ensure that their needs are met. Our staff are technologically trained and all client

information and data is entered into our CRM – Customer Related Management system database. All client services and referrals are documented and are frequently reviewed by our case management supervisors to ensure that all client information is entered correctly and that clients receive the services they need.

#### **Implementation plan and timeline**

4. Describe in more detail how you envision your organization delivering on the program activities using the proposed timeline. (1000 words) Be specific on:
  - a. How you will ensure the timely completion of First Quarter deliverables (these can be found on page 11 of the RFP)
  - b. Existing roles and infrastructure that will support deliverables
  - c. Plans for hiring new staff

We will develop a report of community led health and social priorities to reduce COVID-19 risk. This report will reflect COVID-19 disparities. We will look to the DOHMH to supply us with the health assessments that have been done in our neighborhood. We will also review community-level data on living conditions, social needs, and health disparities that increase COVID-19 risk. To inform this report, listening sessions will be arranged with 5% of adult residents. This will be done through in-person and virtual events. These listening sessions will begin during the first month and will be continued throughout the duration of the program.

As we progress on meeting COVID-19 equity goals and achieving better community-level health outcomes, meeting social needs, and filling COVID-19 resource gaps in our neighborhood, we will capture and track progress in these areas through the development of a Community Dashboard. We will review this community dashboard with our neighborhood leadership on a quarterly basis. Leadership will be provided with status updates on meeting COVID-19 equity goals, health outcomes, and health priorities. Leadership will jointly determine what actions to take to advance health equity goals and address the causes of poor health outcomes in our neighborhood. This will be completed by the end of the second month.

We will also establish a resource inventory of vaccination and COVID testing sites. We will identify any residential parts of our neighborhood without a vaccination or testing site within 1 mile, and report this to the health department. We will seek DOHMH support and technical assistance during the process of establishing the resource guide. This will be completed by the end of the first month, and we will update the resource guide monthly.

We will also establish a block-by-block inventory of key assets in our neighborhood, including all Primary Care clinics, Behavioral Health and Dental clinics, pharmacies, libraries, senior and youth centers, Public Benefit Enrollment Services, Disease Management Services, and Food Pantries. Contacts for each key asset will be included in this inventory. We will work with neighborhood community-based organizations in assembling and updating this inventory and will provide summaries to community members. This will be completed by the end of the second month.

A complete contact list of all the groups and coalitions, networks, community and faith-based organizations that address health issues and health-related concerns of residents, will be established. Those organizations that focus on the COVID-19 related activities, will be highlighted. All NYC-funded COVID-19 contractors in the neighborhood will be listed as well. This will be completed by the end of the first month.

We will coordinate the aforementioned activities and collaborate with partner organizations including L'Refuah Medical and Rehabilitation Center (aka Ezra Medical Center (EMC) and the Young Men's Young Women's Hebrew Association of Boro Park (BPY). EMC, located in Borough Park, will work with us in identifying health and social priorities and in reviewing community-level data on health disparities, living conditions and social needs that increase COVID-19 risk. We will also collaborate with EMC in creating a COVID-19 Resource Inventory, a Neighborhood Asset Inventory, and a Network Map of all networks, community and faith-based organizations and groups in our neighborhood whose purpose is to improve the health of neighborhood residents. The COVID-19 Resource Inventory and the Neighborhood Asset Inventory will be updated monthly. The Network Map will be updated quarterly. We will work with EMC in disseminating all information to the community, and in conducting community outreach, personal and group educational sessions and health fairs.

The BPY, a large community center located in the heart of Borough Park, will collaborate with us in conducting a monthly review of our Community Dashboard with community leaders to foster conversations meant to drive social change and address structural factors contributing to health disparities. BPY will perform listening sessions and other mechanisms of community engagement to inform the aforementioned Community Dashboard. To increase knowledge of COVID-19 prevention services, BPY will also work with us in conducting community outreach through personal and group educational sessions and health fairs. In this way, they will connect with those in the community who unfortunately stay away from traditional healthcare. The Boro Park YM-YWHA will also conduct health education sessions and social service navigation on a weekly basis, to increase community knowledge of health and social services available to them, and to address community needs and priorities in accordance with identified community needs.

In addition to our producing a report of health and social priorities to reduce COVID risk and a Community Dashboard, we will provide daily and weekly reporting of planned outreach, participate in quarterly performance and program evaluations, and in monthly meetings with the DOHMH technical assistance team to discuss sustainability and policy planning. We will also participate in weekly strategic planning with DOHMH, biweekly DOHMH-led partner forums, borough-wide meetings with city-funded CBOs working in COVID-19 response, the Mayor's Taskforce on Racial Inclusion & Equity, neighborhood governance meetings, and individual check-ins to facilitate planning for operational activities informed by existing data and community feedback.

We currently employ more than 30 staff which includes professionals, social service workers, community organizers, administrators, and support staff. We operate more than 20 different human service programs simultaneously and maintain the necessary infrastructure to support all proposed program deliverables. We will have existing staff working for this project, including the Project Director who will serve as the project lead for operational planning, oversee the contract, and will be responsible for contract management, and two program aides. Our Project Director currently directs our human service program operation and has the experience and wherewithal to oversee our proposed project. As a supervisor of 30 staff, he has the capability to work with a large workforce of CHWs to successfully deliver program deliverables.

Upon notification of an award, we will hire 12 Community Health Workers (CHWs) and 2 CHW supervisors to plan and implement program activities and deliverables. We will ensure that they have the experience and credentials to fulfill their roles in this project, and all staff will be properly screened. They will be individuals who understand the culture, customs, and languages of our community, and they will reflect the racial/ethnic/religious diversity of our community.

Onboarding and training, as well as professional development seminars and workshops, will be conducted for new employees where they will acquire the necessary knowledge, skills, and behaviors to become effective community health workers. Advanced training will be conducted for the CHW supervisors.

### **Sustainability**

5. Describe how your organization envisions being able to provide continuity to the activities initiated in this project via organization's existing capacity or alternative funding streams. (500 words)

Our Board of Directors, who are very active in our organization, providing oversight and direction for all our programs and services, have already committed themselves to raise the necessary funds to continue this project when Public Health Corps funds run out. Our Board members represent various organizational groups and businesses in our community and are well connected in our community. The Board has raised significant funds in the past for other government programs and activities whose funds have ceased at the end of their program period. Furthermore, plans have already begun to solicit foundations and corporations to sustain our program, as well as from other City, State and Federal funding sources. Our excellent track record of success in all our programs and services puts us in a unique position to successfully raise the necessary funds to continue our program. We will also begin an intensive campaign to solicit private community contributions for our program. In addition, we will seek to establish local business partners as sponsors of our program. Finally, we will solicit community leaders to devise a plan and a funding strategy to ensure the continuation of this vital community program.

6. Provide a short self-assessment of the technical assistance needs (clinical, financial, policy, communications) your organization would like to fulfill during the contract period to support your organization in being able to obtain external funding for the continuation of the activities initiated in this project. (300 words)

Representatives of our program and executive team will participate in monthly meetings with DOHMH's technical assistance team for guidance and direction in our obtaining external funding for the continuation of our program's services. We will need advice as to how to properly disseminate information and educational material, communicate the importance of all community members to receive vaccinations, the ways and means of preventing the further spread of COVID-19. We will need technical assistance in properly inventorying testing, tracing, quarantine, and vaccination data of individuals served. We will seek financial/sustainability advice as to how to maintain sufficient funds to *expand* our program and provide outreach to more groups in our community. We will also seek guidance as to how to ensure that our contract is administered properly and that our program will ultimately reach its goals and objectives.

## ATTACHMENT C: Letters of Support

**INSTRUCTIONS:** Applicants are required to submit 3 letters of support from partners located within the neighborhood you are applying to serve. A letter of support should be from provided from each of the following: 1) a local healthcare organization, 2) a local service provider, and 3) a local resident/business association.

Please specify the organization and contact information for each partner in the table below. Letters should be submitted on agency letterhead (if applicable) and address the following:

1. How long have your organizations worked together in your shared neighborhood?
2. In what capacity have your organizations collaborated in your shared neighborhood?
3. Describe the most comprehensive project that your organizations have collaborated on together and joint achievements in your shared neighborhood.

For submission in Survey Monkey, please combine this form and all 3 letters of support into a single PDF form and upload where specified.

<b>Local Healthcare Organization</b>	
<b>Organization Name:</b> <u>Maimonides Medical Center</u>	
<b>Contact Name &amp; Title:</b> <u>Douglas Jablon, Exec. Vice President</u>	
<b>Contact Email:</b> <u>Djablon@maimonidesmed.org</u>	<b>Contact Phone Number:</b> <u>718-283-8522</u>
<b>Local Service Provider</b>	
<b>Organization Name:</b> <u>HamaspiK of Kings County</u>	
<b>Contact Name &amp; Title:</b> <u>Naftali Tessler, Chief of Staff</u>	
<b>Contact Email:</b> <u>ntessler@hamaspikkings.org</u>	<b>Contact Phone Number:</b> <u>718-387-8400</u>
<b>Local Resident or Business Association</b>	
<b>Organization Name:</b> <u>Community Board 12</u>	
<b>Contact Name &amp; Title:</b> <u>Barry Spitzer, District Manager</u>	
<b>Contact Email:</b> [REDACTED]	<b>Contact Phone Number:</b> <u>718-851-0800</u>



Maimonides

4802 Tenth Avenue Brooklyn, NY 11219

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**Douglas Jablon**  
Executive Vice President

October 4, 2021

Mr. Avi Greenstein, Executive Director  
Boro Park Jewish Community Council  
1310 46<sup>th</sup> St.  
Brooklyn NY 11219

Dear Mr. Greenstein,

I am writing you in support of your application to the Public Health Corps COVID-19 Disparities Initiative for funds to reduce COVID-19 racial/ethnic disparities in neighborhoods with poor COVID-19 health outcomes, including Borough Park. It goes without saying how important this is for our community and we look forward to working with you when you receive the support you need to address this problem.

We have collaborated on different Borough Park community health projects for more than 20 years. These projects included blood and platelets drives, community health awareness programs, health fairs, and promoting COVID-19 awareness and the steps needed to take to reduce the spread of COVID-19 among neighborhood residents. These projects have indeed been very successful in addressing health concerns among the citizens of Borough Park.

The most comprehensive project that we have collaborated on together was the planning and implementation of a major community assessment of the health needs of the Borough Park community. We convened several focus groups representing a diverse section of our community where we solicited feedback about the various health concerns of the community. In addition to obtaining a clearer picture of these health needs, we determined how well those needs are being met and in what ways can our neighborhood improve in all areas of health.

We look forward to your receipt of much-needed funds to accomplish these bold objectives of reducing the risk of COVID-19 infection, meeting basic social needs and racial inequities, and building community resilience in dealing with health issues in general and COVID-19 in particular.

Respectfully,

Douglas Jablon  
EVP, Maimonides Medical Center



HAMASPIK  
CENTER FOR HUMAN SERVICES  
המספיק  
מרכז עזרה לצרכי הציבור

9/24/2021

Mr. Avi Greenstein, Executive Director  
Boro Park Jewish Community Council  
1310 46<sup>th</sup> St.  
Brooklyn NY 11219

Dear Mr. Greenstein,

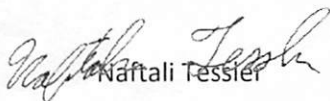
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Our agencies have worked together in the provision of essential mental health services for neighborhood residents, and in arranging for critical transportation services for seniors and the developmentally disabled population, for 8 years. Together, we have arranged for a trained mental health professional to be stationed at your office in the heart of Borough Park to offer vital counseling and referral for neighborhood residents suffering from various mental health issues and problems, including depression, family relationship problems, and substance abuse.

The most comprehensive project that our organizations have collaborated on together is the provision of transportation services for functionally disabled seniors including wheelchair-bound, and developmentally disabled individuals. We continue to provide 11 handicapped-equipped vans to enable these individuals to travel to and from doctors' offices, medical appointments, treatment, and rehabilitation centers including dialysis centers, and shopping. As a result of our joint effort, hundreds of individuals throughout the year have been transported to important appointments, thereby giving them peace of mind knowing that they can effortlessly attend to their appointments and not have to rely on public transportation.

We look forward to continuing to work together on various projects to improve neighborhood residents' quality of life. Let us hope that you receive the funds you need to improve COVID-19 health outcomes for our community.

Cordially,

  
Naftali Tessler

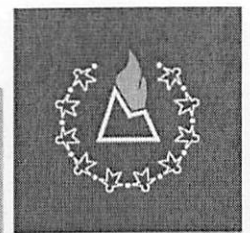
Chief of Staff

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**Eric Adams**  
Borough President

**Yidel Perlstein**  
Chairperson

**Barry Spitzer**  
District Manager

October 4, 2021

Avi Greenstein  
Executive Director  
Boro Park Jewish Community Council  
1310 46<sup>th</sup> Street  
Brooklyn, NY 11219

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We have worked together on behalf of Borough Park neighborhood residents for more than 5 years. We collaborated on the development and implementation of various training courses, including business and digital literacy courses to help residents excel at their jobs and in the workplace. Additionally, we partnered together to help business owners develop better skills in computer literacy, graphics for advertising, and make more robust online sales.

The most comprehensive project that we have collaborated on together is the establishment of a career pathways program for neighborhood residents. This program assists individuals in attaining and sustaining meaningful employment and to grow and develop in a lasting employment setting. It is designed to help people who may not have had employment experience, identify vocational direction and career goals. Our goal is to help clients get prepared for work, find jobs, and succeed in the workplace. This project is designed to create avenues of career advancement for the underemployed, the unemployed, current workers, new and future labor market candidates, and to produce a steady supply of qualified workers for employers.

We look forward to your receipt of funds for this noble endeavor to address poor COVID-19 health outcomes in our neighborhood.

Sincerely,

Barry Spitzer  
District Manager