



Upper Manhattan Empowerment Zone
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UMEZ Workforce Development Strategy Solicitation for Proposals through July 14, 2006

Strategies & Guidelines Health Care Sector Employment Initiative

STRATEGY:

The workforce development strategy of the Upper Manhattan Empowerment Zone (“UMEZ”) focuses on a demand-driven approach to workforce development, aligning demand and supply to meet the workforce development needs of both employers and Empowerment Zone (“EZ”) residents.

The importance of jobseekers with hard skills and the rise of employment opportunities in various industries and/or sectors have created a growing reliance on the need of skilled and qualified labor. To this end, UMEZ through the implementation of its workforce development strategy will seek to create opportunities to actively engage EZ residents in sector employment strategies that have the greatest potential to connect EZ residents to living wages and career opportunities. UMEZ seeks to invest in sector employment strategies that support the development and implementation of sector employment programs. The programs that are of particular interest to UMEZ are those that utilize strategies to train and prepare EZ residents for employment opportunities within promising sectors of the regional economy.

The creation of the Health Care Sector Employment Initiative is the first venture of UMEZ’s investment in sector employment strategies. The health care sector provides opportunities to connect workers with good jobs and excellent growth potential. According to occupational data from the Bureau of Labor Statistics, by 2012 over 66,000 jobs will exist in New York City within Health Care Professional and Technical Occupations, as well as Health Care Support Occupations.

Health care institutions play an important role in the economic vitality of Upper Manhattan. There are six major hospitals in Upper Manhattan, including, Columbia Presbyterian, Mt. Sinai, North General, Harlem, St. Luke’s Roosevelt and Metropolitan.

Health care workers with varying levels of education and training will be in demand, subsequently giving those jobseekers with health specific training a more competitive advantage in obtaining jobs and career advancement opportunities. The Health Care Sector Employment Initiative will support the development and implementation of programs that focus on targeted health care occupations.

GOALS:

By investing in health care sector employment programs UMEZ envisions the following:

Benefits to EZ Residents:

- To provide EZ residents with access to sector-skills training in targeted health care occupations, in an effort to help prepare EZ residents for the skills that are necessary to obtain sustainable jobs with career pathways and opportunities to reach a level of economic self-sufficiency;
- To create opportunities to increase the number of local EZ residents that are entering the health care profession, in addition to enhancing the employment prospects of EZ residents with health care institutions that are located in Upper Manhattan and throughout New York City; and
- To provide EZ residents with training opportunities that are supportive of life-long learning, in an effort to help them advance to higher level positions or transfer to new occupations.

In addition to engaging in health care sector employment programs that will benefit EZ residents, UMEZ will examine methods that will address the workforce development needs of health care employers/institutions that are located in Upper Manhattan and throughout New York City.

Benefits to NYC Health Care Employers/Institutions:

- To provide customized assistance to Upper Manhattan health care employers/institutions within and outside of the Empowerment Zone (“the Zone”) that are responding to economic changes and/or labor market trends through the creation of health care sector employment programs that will address the skill shortages of employees; and
- To promote the economic vitality and sustainability of health care employers/institutions that provide a wide range of care for the communities they serve, by creating training opportunities that will complement job creation.

The following guidelines are a reflection of UMEZ’s priorities and strategies as they relate to the development and implementation health care sector employment programs.

FUNDING CATEGORIES:

The health care sector is highly diverse, and includes large numbers of low to moderate skill-level occupations. To this end, UMEZ is soliciting institutions to provide innovative and results-driven health care sector employment programs. UMEZ will invest in the following types of programs:

- 1. Direct Health Care Support/Service Occupations:** UMEZ is supportive of programs that exhibit methods of training and placing EZ residents in full-time entry-level employment opportunities with health care employers/institutions that are located within Upper Manhattan and/or throughout New York City. Direct entry-level Health Care Support/Service Occupations must exhibit career opportunities for EZ residents. Health care sector employment programs should be used as a mechanism to generate employment opportunities for EZ residents

while providing them with a systematic approach to gaining the skills and competencies that are necessary to obtain well-paying jobs in Direct Health Care Support/Service Occupations. UMEZ will consider programs that support entry-level training and job placement opportunities in Direct Health Care Support/Service Occupations including, but not limited to: Certified Nursing Aides, Dental Assistants, Patient Care Associates, Medical Interpreters, Occupational Therapists Aides and Physical Therapist Aides.

Example of an Entry-level Training Opportunity (for a Direct Health Care Support and/or Service Occupation): Certified Nursing Aides (“CNA”) provide patient care services under the supervision of nursing and medical staff. An unemployed EZ resident can undergo training to become a CNA in New York City with the potential of earning an average salary of \$30,780 per year. A CNA can pursue further career pathways, by undergoing further training and/or education to become a Licensed Practical Nurse.

- 2. Non-Direct Health Care Support/Service Occupations:** The health care sector also provides entry-level employment opportunities for individuals without specialized training beyond High School. In many instances on-the-job training is administered by employers. UMEZ is seeking to support sector employment initiatives that will utilize strategies to provide low-skilled and/or disadvantaged EZ residents with access to jobs that will enable them to attain living wages and a decent standard of living. Although, specialized training is not required for these occupations, UMEZ will give special consideration to those Initiatives that will implement short-term training opportunities that include, customer service, job readiness/workforce preparation, and orientations that are designed to prepare EZ residents for the customized needs of existing employer relationships. UMEZ will consider short-term training and demonstrated employment opportunities in Non-Direct Health Care Support/Service Occupations including, but not limited to: Food Preparation and Service Related Occupations, Office and Administrative Support Occupations, Transporters, Parking Attendants, Security Guards, Building Maintenance and Housekeeping. Health care sector employment programs within this category will help EZ residents embark on a path of obtaining economic self-sufficiency. Once employed in entry-level positions with health care employers, EZ residents can gain access to work experience and further education and/or training that will allow them to advance into higher level positions or move into new occupations within the health care sector.

Example of an Entry Level Training Opportunity (for a Non-Direct Health Care Support/Service Occupation): There is no designated formal industry-specific career ladder identified for housekeeping staff working in New York City health care institutions. However, a full-time housekeeping position that pays an annual salary of \$29,000 may represent a good employment opportunity for low-skilled EZ residents. Working in a health care institution can expose EZ residents to a variety of jobs and will create opportunities for EZ residents to pursue other health-related careers that they may not have selected without the initial support of a sector employment program that provided them with the confidence and experience of working in the health care sector.

- 3. Health Care Professional and Technical Occupations:** Many Health Care Professional and Technical Occupations involve the completion of accredited and formal education programs. UMEZ is supportive of health care sector employment programs that will provide educational and skills upgrade training opportunities for EZ residents for future career growth and job security.

UMEZ will give consideration to programs that will create opportunities for EZ residents and/or incumbent workers to engage in sector-based skills upgrade training for the purpose of upgrading these individuals into new jobs that require upgraded skills, and that will result in substantial wage increases.

Example of a Skills Upgrade Training Opportunity: An EZ resident and/or incumbent worker that is currently employed as a CNA making \$30,780 per year can undergo a 10 month training program to become an Operating Room Technician (ORT). Operating Room Technicians provide technical assistance to medical staff in the operating room. The CNA's successful completion of the ORT training program will result in a significant wage increase. An ORT can make up to \$44,000 per year.

In addition, UMEZ will seek to support programs that are reflective of providing assistance to EZ residents that have a year or less left for the completion of the clinical hour requirements that are required of two year degree programs in Health Care Professional and/or Technical Occupations. UMEZ will also consider programs that are designed to support EZ residents that are currently in their final stage of program completion and who have been approved by the program to pursue clinical hour requirements. EZ residents must be enrolled in an accredited college, training program or hospital-based program, and have a cumulative grade point average of 2.5 or above. Program participants (EZ residents) must demonstrate financial need in order to advance in their careers by completing clinical hour requirements (for those program participants/incumbent workers that are currently on career tracks) or to pursue the clinical hours that are necessary for them to start a career in a health care profession. For example, an EZ resident and/or incumbent worker that is currently employed as a Patient Care Associate and on track to becoming a Registered Nurse may need financial assistance for the purpose of attending school full-time by seeking release time from his/her employer. Likewise, an economically disadvantaged and/or unemployed EZ resident may need financial assistance in the form of stipends because he/she can not afford to take the time that is necessary to pursue clinical requirements without compensation.

Special consideration will be given to those programs that concentrate on areas where there are a shortage of health care workers. UMEZ is particularly interested in supporting EZ residents that are interested in becoming Dental Hygienists, Medical/Clinical Laboratory Technologists, Occupational Therapists, Physical Therapists, Radiological Technicians and Registered Nurses.

ELIGIBILITY:

Organizations that meet the following minimum requirements are eligible to submit a proposal to UMEZ:

- Organizations must have relevant health care industry knowledge and expertise;
- A demonstrated track record of a minimum of three years of successful experience implementing health care sector employment programs and/or participation in the service delivery of health care sector employment programs through the establishment of partnerships with educational institutions, health care industry associations and employers; and
- A deep understanding of health care occupations and career pathways, and the ability to link workforce development programs and/or initiatives to labor market trends.

UMEZ encourages health care sector employment programs that are comprised of collaborative partnerships. In the event that collaborations are made, UMEZ requires the designation of a Lead Organization that will be responsible for the overall management and implementation of the program. The Lead Organization will be considered the Applicant. All other entities will be considered members of the collaboration.

Applicants must be able to demonstrate that at least 70 percent of the program participants are EZ residents. All (100%) of program participants must be Upper Manhattan residents. "Upper Manhattan" shall mean North side of 96th Street and up through 229th Street on the East side and North side of 110th Street and up through 229th Street on the West side, from river to river.

CRITERIA:

UMEZ will review proposals based on the following:

- Applicants must have the organizational capacity and/or staffing to develop and implement health care sector employment programs;
- Applicants must have a systematic process for leveraging, identifying and maintaining relationships with key institutional players that are necessary for the implementation of the program. Institutional players include the following: health care employers/institutions that can identify skill shortage areas and the appropriate skill-sets that are required of targeted occupations, training providers that can design and implement training programs that are customized to meet the needs of health care employers/institutions and relevant partners that can administer effective case management and/or support services for program participants;
- Applicant's ability to demonstrate targeted outreach and recruitment of EZ residents for their participation in the program;
- Applicant's ability to implement effective intake and assessment procedures including but not limited to the following: applicant's ability to pre-screen candidates for program eligibility, applicant's ability to assess the needs and career goals of program participants and applicant's ability to assess whether program participants are in need of support services, and the development of methods to deliver these services through direct services or through referral services;
- Applicant's ability to establish hiring networks that provide sustainable jobs, living wages and career ladder opportunities;

- Applicants must demonstrate effective strategies for placing EZ residents in entry-level jobs with health care institutions within a specified time-frame after the successful completion of training. Applicants must also demonstrate effective strategies for upgrading EZ residents and/or incumbent workers into upgraded positions within a specified time-frame after the successful completion of skills upgrade training;
- Programs should be linked to full-time positions. UMEZ may consider programs that are linked to a very small percentage of part-time positions for EZ residents; and
- Applicants must exhibit a deep understanding of the major trends and employment opportunities that are relevant to the health care industry in Upper Manhattan.

UMEZ will give special consideration to programs that demonstrate the ability to place EZ residents in employment and career opportunities with health care employers/institutions that are located in Upper Manhattan.

If funding is awarded, UMEZ will require the following:

- A signed contract with the Lead Organization;
- The submission of enrollment/demographic reports and assessments, interim reports, final narrative reports and other program reports deemed necessary by UMEZ;
- Compliance with UMEZ performance measures/milestones and deliverables;
- Audited financial reports of the organization submitting a proposal; and
- UMEZ recognition in written materials, such as press releases, flyers, advertisements, etc.

UMEZ is not required to fund proposals. In addition, UMEZ is not required to fund the entire amount requested, and has the sole discretion to determine the percentage of UMEZ funding.

KEY PROGRAM COMPONENTS:

Health care sector employment programs will be expected to encompass the following program elements:

- **Training and/or Educational Program Enrollment:** Applicants will be expected to successfully enroll EZ residents and/or program participants in training and/or educational programs that are designed to meet the skill demands of employers and industry;
- **Training Program Retention:** Applicants will be expected to implement program strategies to ensure that a minimum of 80 percent of EZ residents and/or program participants that are enrolled in programs, achieve successful program completion;
- **Job Placement Activity:** Applicants will be expected to successfully place a minimum of 80 percent of the total number of EZ residents and/or program participants that have successfully completed training and/or educational programs in jobs within targeted health care occupations. Job placement activity must be administered within 60 consecutive days after the successful completion

- of training. Employment opportunities generated for EZ residents and/or program participants must offer living wages and career pathways; and
- Employment Retention: Applicants will be expected to implement effective case management and employment retention strategies to ensure the successful employment retention of 80 percent of the EZ residents and/or program participants that have been placed in jobs within targeted health care occupations. Employment retention services must be administered for a period of 90 consecutive days after job placement activity. These strategies must include, but not be limited to the monitoring of EZ residents and/or program participants adjustment to their work environments, support intervention through direct assistance from the Applicant or through a referral process, and re-placement activity whenever deemed necessary.

APPLICATION PROCESS:

Proposals will be accepted on an on-going basis until July 14, 2006. Applicants that are interested in spearheading a health care sector employment program must submit a detailed proposal to UMEZ. The proposal should be no more than ten (10) pages and must include written responses in the same sequence as the items that are listed below. All attachments, including resumes for program staff, budget and budget narrative are not included in the total page limit.

1. Provide a description of the Applicant's background and composition. Include the following information:
 - a. Applicant's location – whether the organization is located within the Zone or Upper Manhattan boundaries;
 - b. Applicant's mission statement;
 - c. Describe the Applicant's knowledge and experience related to the health care industry and the value that the Applicant will bring to the program; and
 - d. Describe the Applicant's capacity to provide the direct oversight and implementation of a health care sector employment program.
2. Provide a description and/or list of all key partners that are relevant to the development and implementation of the program. Include the following information:
 - a. Names of partner organizations and information on the background and composition of all key partners, including mission statements;
 - b. Organization location for all partners – whether partner organizations are located within the Zone or Upper Manhattan boundaries; and
 - c. Describe the knowledge, experience and expertise that each partner organization will contribute to the Initiative, including a description of the services that each partner will provide.
3. Provide summary statements for each staff member of the Applicant and/or partner organizations that will be responsible for the development and implementation of the program. Include the following information:
 - a. A description of each staff members skills, experience and background related to the program; and
 - b. Provide resumes for each key staff member participating in the program.

4. Provide an overview of the health care sector employment program. Include the following information:
 - a. A description of the funding category that will be pursued by the Applicant (applicants can apply to more than one funding category);
 - b. A description of the overall program goals, objectives and outcomes;
 - c. A description of the strategies that will be used to identify and actively seek the participation of eligible EZ residents in the program;
 - d. Describe the intake and assessment procedures that will be utilized to provide EZ residents with a clear understanding of UMEZ targeted health care occupations and the skill sets that are required of these occupations. In addition, describe the methods that will be used to develop achievable service strategies and/or employment plans with EZ residents;
 - e. Provide a description of the methods and/or strategies that will be utilized to provide support services to EZ residents that are in need of these services. Support services may be offered directly by the Applicant or through a formal referral process; and
 - f. Provide a list of the existing employer relationships and/or hiring networks that will be solidified for the program. This list should include the following information:
 - Name and location of employer(s);
 - A description of the entry-level and/or skills-upgrade employment opportunities in targeted occupations;
 - A description of the training and/or education that EZ residents need to undergo for targeted positions and/or occupations;
 - A brief description of potential career pathways relevant to targeted positions and/or occupations; and
 - A description of the wages associated with targeted positions and/or occupations. For skill-upgrade opportunities describe the wage increases that are associated with targeted positions and/or occupations.
 - g. Provide a detailed description and/or comparable sample plan of the Applicant's involvement in the implementation of a health care sector employment program or the Applicant's participation in the service delivery of a health care sector employment program. Information should include the following:
 - A list of all partners that participated in the program and a description of each partners' contribution to the program. Also describe the Applicant's contribution to the program;
 - A description of the targeted population identified for the program, including the methods used to deliver training and/or educational services to program participants;
 - A description of the common themes and goals of the program;
 - Provide a description of the health care occupations targeted for the program, including the rationale behind selecting these occupations; and
 - Provide a description and evaluation of the service delivery outcomes and performance of the program.

- h. Provide a line-item budget covering the amount of funds requested for the duration of the program. Include the following information:
- A category for “Expense Items”: List the entire program costs that are associated with administering the program. Line Items for the Expense Category should include the following:
 - Program Personnel and Salaries: Subcategories should list each personnel job title
 - Fringe Benefits
 - Non-Personnel Services: (i.e. of subcategories include, instruction costs, costs associates with program supplies and materials, stipends, etc.)
 - Administrative Costs: (i.e. program audit, fiscal oversight, etc.)
 - A category for “EZ Budget Amount”: Include the amount of funds for each expense line item that is requested of UMEZ;
 - A category for “Applicant’s Contribution Amount”: Include the amount of funds for each relevant line item wherein the Applicant will make in-kind contributions;
 - A category for “Third-Party Budget Amount”: Include the amount of funds for each relevant line item that will constitute funds contributed from key partners of the program and/or any additional leveraged funds; and
 - Include total budget amounts for all budget categories and subcategories.
- i. Provide a Budget Narrative describing the costs that are associated with the delivery of program services and/or training programs. The Budget Narrative should be consistent with the Line Item Budget and must include the following information:
- Program Personnel and Salaries: Provide a list and/or chart for each program staff member of the program that contains the following information:
 - Job Title: Specify whether the individual for the position is Hired (H) or To Be Hired (TBH)
 - Brief job description
 - Annual Salary
 - Percentage of time allocated to the program
 - Total cost of program staff effort to the program
 - Include the total percentage of the budget that is associated with personnel and salaries
 - Fringe Benefits: Provide a list and/or chart explaining the calculation of fringe benefits for the total costs associated with Personnel & Salaries. Include the following categories:
 - Fringe Benefits: Subcategories to include (i.e. FICA, disability, health insurance, etc.)
 - Percentage: Include the calculated percentage of each benefit (i.e. FICA 7.65% of total Personnel and Salaries)

- Total Amount: Include total calculated amount for each Fringe Benefit
- Include the total percentage of fringe benefits that is associated with personnel and salaries
- Non-Personnel Services: Provide a list and/or chart describing the program costs that are associated with Non-Personnel Services. Examples include the following:
 - A description of the supplies and materials needed for training. Include the per unit cost per trainee
 - A description of program stipends. Include the per unit cost per trainee
 - A description of the costs associated with instructor fees
 - Include the total percentage of non-personnel services that is associated with the program budget
- Administrative Costs: Provide a list and/or chart describing the administrative costs that are indirectly associated with the program.
 - Include the total percentage of administrative costs that is associated with the program budget

UMEZ will take two (2) weeks to acknowledge receipt of proposals. In the event that an organization's proposal is accepted for further consideration, UMEZ will contact the organization for a meeting in order to examine the feasibility of the program and the impact that it will have on EZ residents and the Upper Manhattan Community. If UMEZ determines that the organization has the capacity to deliver the proposed services and the program will create employment opportunities for EZ residents, UMEZ will work with the organization in order to establish a framework for a Health Care Sector Employment Initiative. An organization whose proposal is not accepted for further consideration will receive a letter declining the proposal. UMEZ will make the determination of the timing that is associated with the implementation of the Health Care Sector Employment Initiative.

1. UMEZ will not accept faxes or emails. Proposals must be hand delivered or mailed to:

Yahshaanyah L. Hill
 Manager of Workforce Development
 Upper Manhattan Empowerment Zone Development Corporation
 290 Lenox Avenue
 New York, New York 10027

2. Incomplete proposals will not be accepted.

For additional information, please contact the Workforce Development Division at: (212) 410-0030 ext. 205.