

New York City Workforce Innovation Fund's



NEW YORK CITY SECTORS INITIATIVE

Request For Proposals

I Introduction

By recently integrating workforce development activities with its services for small businesses, The New York City Department of Small Business Services (SBS) has emphasized the importance of linking workforce development to key economic and labor market trends. To this end, it seeks to become a leader of the dual-customer approach to workforce development — serving the needs of both job seekers and employers.

The New York City Workforce Development Funders Group is a consortium of local and national foundations and corporations that link their philanthropic activities to leverage important changes in the workforce development field. In an unprecedented joining of forces, SBS and the Funders Group have come together to form the New York City Workforce Innovation Fund (“the Fund”). The first venture of this partnership is the creation of the New York City Sectors Initiative, which will support the development and implementation of sector employment programs in two important economic industries: health care and/or aviation.

The Initiative will be funded at \$1.3 million. The Fund will provide three-month \$30,000 planning grants to two or more organizations. Those organizations will then have the opportunity to apply for one-year grants of up to \$500,000 each in the Demonstration Phase of the Initiative. The Fund intends to continue its support of the demonstration for a total of three years depending on the accomplishments of the awarded organizations. Although no long-term commitments have been made at this time, the Fund believes this Initiative is a first step in an enduring partnership that seeks to make a significant contribution to New York City’s low-income and low-skilled workforce.

II The New York City Sectors Initiative

Goals of the Initiative. The overarching goal of the Initiative is to create a new model of workforce development in New York City. In taking this step, the Fund aims to transform the manner in which services are provided by linking workforce development to the economy. By fostering selected sector employment strategies, the Initiative aims to offer lessons for New York City's workforce development policymakers, employers and practitioners.

Sector employment strategies have been found to be an effective model for connecting low-skilled workers and job seekers to well-paid employment with opportunities for advancement. By developing an acute understanding of a given sector or industry and meeting the needs of the industry's employers — providing incumbent worker training, improving productivity or meeting key personnel needs, for example — sector employment programs can engage and create true partnerships with employers. Sector employment programs address low-income workers' needs by providing customized skills training to workers and job seekers, addressing economic self-sufficiency and creating opportunities for long-term advancement (for example, developing career ladders or fostering life-long learning). By addressing both employers' and job seekers' needs, sector employment programs have been effective in improving both industries and the lives of low-income people and their families.

The Health Care and Aviation Industries. The Fund will provide planning and demonstration grants to sector employment programs that focus on the health care and/or aviation industries.

New York City's health care sector — including not just direct care providers but insurance, biotechnology, medical device, contract research and pharmaceutical companies — presents major opportunities for low-skilled, low-income job seekers. With 105 hospitals and medical centers and eight academic medical institutions, health care is the City's foremost sector in terms of employment. Not only are four of the City's ten largest employers healthcare institutions, but health care employers also had the largest labor increases in 2003. In the next few years, biotechnology is expected to be one of the fastest growing industries in the nation. New York City has the potential to capitalize on this growth, thus creating more jobs.

The health care sector continues to experience shortages of workers. Reflecting pressures felt nationally, hospitals, nursing homes and health care insurance companies seek employees across the skill and wage spectrums. For example, surgical technologists, who prepare patients for surgery and stock operating rooms, must have a high-school degree and complete a training program for a minimum of nine months. Surgical technologists earn on average \$32,570 a year in New York City. Likewise, pharmacy technicians must have a high-school degree or GED and train for a certification exam to assist licensed pharmacists. The average salary for pharmacy technicians is \$27,690 a year in New York City. Employment for both of these jobs is expected to grow 20 to 35 percent nationally through 2012.

New York City's aviation industry has also grown, spurred by consumer demand for low-cost air travel. Tens of thousands of New Yorkers are employed in the region's aviation sector — from entry-level positions such as customer service and building maintenance to skilled jobs, including mechanics and ticket agents — with more growth promised in the immediate future. For example, demand for air cargo agents (average yearly earnings of \$31,830 in New York City) is expected to increase nationally by approximately 10 to 20 percent through 2012. Employment for customer service representatives, who earn an average of \$36,820 a year in New York City, is expected to increase nationally 20 to 35 percent through 2012. Both occupations require a high-school diploma and a background in customer service, with employers typically providing technical training on-the-job. Growth is expected locally as Queens-based Jet Blue is poised to expand its domestic and international flights out of JFK and LaGuardia Airports. In addition, the air cargo transport sector is projected to grow exponentially over the next few years. New York City is positioned to capitalize on this growth, as JFK Airport is the fifth-busiest cargo airport in the nation.

Eligible Organizations and Entities. Initiative proposals should be submitted by collaborations of service providers and employers, represented by a lead agency (“the Collaboration”). Any entity with an interest in assisting low-income New York City workers is eligible to form or be a part of a Collaboration, including, for example, nonprofit organizations, unions, community colleges, proprietary schools, intermediaries and employers.

Lead agencies will be responsible for managing the Planning Phase of the Initiative, leading the Collaboration during the Demonstration Phase (the Phases are described in detail below), and collecting outcomes data. Please also note:

- The lead agencies during the Planning Phase and Demonstration Phase may be different agencies.
- Lead agencies may head only one Collaboration during each Phase; therefore, each lead agency will only be permitted to submit one proposal to this RFP.
- Only nonprofit service providers, unions, community colleges or intermediaries may be lead agencies; employers and proprietary schools may be service providers or employer-partners, as described below.

Service providers will run the sector program by providing services to job seekers and employers. Also note:

- Service providers should have at least five years' experience in providing workforce development services and an established track record of (1) improving the economic prospects of low-income

New Yorkers; (2) running sector employment programs; and (3) partnering with employers to meet a variety of their needs.

- Service providers are permitted to be a part of more than one proposed Collaboration.

Employers will work with the lead agency and service providers to create long-term partnerships, hiring graduates of the sector program and creating opportunities for advancement.

To inform prospective Collaborations, there will be two applicants' conferences, one for health care and the second for aviation. The health care-related applicants' conference will potentially include the Greater New York Hospital Association, New York City Health and Hospitals Corporation and other public and private health care entities. The aviation-related applicants' conference will potentially include Port Authority of New York and New Jersey, Jet Blue Airways and other domestic and international carriers. The purpose of these information conferences is to deepen applicants' knowledge of the health care and aviation sectors' workforce needs. The format of both conferences will be a panel discussion followed by a question and answer session about the RFP. Please also note:

- Employers are permitted to be a part of more than one proposed Collaboration; and
- Employers must match SBS's portion of the Initiative's funding for training — that is, the Workforce Investment Act (WIA) funding budgeted for training during the Demonstration Phase. For example, for every WIA dollar spent on training, the employer-partner must also contribute a dollar to training. Additional details about this requirement are provided in the "Requirements and Suggestions for the Proposals - Proposed Budget" section below.

Phases of the New York City Sectors Initiative. The Initiative will be implemented in two phases: a Planning Phase followed by a Demonstration Phase. Three-month planning grants will be awarded to lead agencies in November, 2004. Grants for the Demonstration Phase will be awarded for one year beginning approximately March, 2005.

The New York City Procurement Policy Board Rules, in accordance with the Small Purchase Source Selection Method, will govern the Planning Grant. Information on the Small Purchase Source Selection Method can be found at www.nyc.gov/selltonyc. Click on "Procurement Policy Board Rules" and access "Chapter 3: Methods of Source Selection" for Section 3-08 Small Purchases to learn more about the process, budget limitations (note that the limit for services was raised to \$100,000 for services, technology and goods on July 1, 2004) and additional restrictions.

During the Planning Phase, each Collaboration will develop an implementation plan for the Demonstration Phase of the Initiative. The Collaborations will create labor market analyses for the target occupations; detailed descriptions of services for employers, workers and job seekers; and detailed descriptions of the employer partnerships. This process will be an opportunity for the new relationships in the Collaboration to “gel.” Service providers will use the planning period to establish and define relationships with employers, develop an outcomes tracking system and address key program and service issues.

At the end of the Planning Phase, each Collaboration will be eligible to submit a proposal to be considered for the Demonstration Phase. These proposals will reflect a culmination of work performed during the Planning Phase: The lead agency and service providers will present in greater detail the proposed services to job seekers and employers, target populations and employer-partners; specific information about targeted occupations and wages; and proposed outcomes. Up to two Collaborations may be selected for the Demonstration Phase of the Initiative. (The Fund reserves the right not to fund any of the proposed demonstrations.) During the Demonstration Phase, Collaborations will provide services to employers and participants and take part in an overall evaluation of Initiative.

III The Letter of Intent

Each Collaboration that intends to submit a proposal must deliver a one-page letter of intent by **Wednesday, August 4, 2004 at 2 p.m.** Each letter of intent should contain the following items:

1. The lead agency’s statement of intent to apply for a planning grant on behalf of the Collaboration;
2. A list of the potential entities within the Collaboration (Collaborations lacking existing employer partnerships need not name specific employers at this time);
3. The sector(s) in which the Collaboration will pursue its work;
4. A statement of intent to devote the resources and time to ensure a successful planning and implementation process; and
5. Names and contact information for up to three representatives of each Collaboration who will attend the health care and/or aviation applicants’ conferences.

Representatives of the lead agency and each entity within the proposed Collaboration should sign the letters. The letters of intent should be mailed to the address on the following page. No emails or faxes will be accepted.

New York City Sectors Initiative
 c/o Public/Private Ventures
 122 East 42nd Street, 42nd Floor
 New York, New York 10168

IV Requirements and Suggestions for the Proposals

To be considered for the Planning Phase of the New York City Sectors Initiative, lead agencies should submit proposals addressing each of the following areas: High-Quality Services to Employers; High-Quality Services to Workers and Job Seekers; The Collaboration and Its Entities; The Planning Process; and The Proposed Budget.

The following charts detail (1) the requirements for each of these areas and (2) elements of a proposal that the Fund would consider a competitive submission. The purpose of the proposals is to provide a clear sense of the Collaboration, specifically the lead agency and each service provider’s commitment to and experience with sector employment strategies, and each entity’s capacity to deliver innovative, high-quality services. Specific details about each Collaboration and its activities will be fleshed out during the Planning Phase and in the proposals for the Demonstration Phase. Therefore, please limit the responses to the number of pages indicated below.

1. The Cover Letter. A one-page letter from the lead agency of each Collaboration should accompany the proposal. The letter should have an attachment that lists the contact information for all entities within the Collaboration (names, titles, organizations, addresses, telephone numbers and email addresses). If a different lead agency will be leading the Collaboration during the Demonstration Phase, please note that as well.

2. High-Quality Services to Employers. Describe the Collaboration’s ability to design and deliver high-quality services to employers, particularly employers in a targeted industry or sector. (Two pages.)

	Requirements	Competitive
Sector Employment Strategies	Experience in implementing sector employment strategies and running sector programs.	Experience in the health care and/or aviation industries.
Labor Market Knowledge	Familiarity with the major trends and employment opportunities in the health care and/or aviation sectors.	In-depth knowledge of occupations, wages, long-term labor market trends and advancement opportunities in the health care and/or aviation sector.

Partnerships with Employers	Established track record of involving employers in programming and services.	History of meeting the needs of employers on multiple fronts: <ul style="list-style-type: none"> • Ability to deliver customized training. • Providing incumbent worker training. • Facilitating productivity. • Meeting a range of personnel needs.
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3. High-Quality Services to Workers and Job Seekers. Describe the Collaboration’s ability to design and deliver high-quality services to workers and job seekers, particularly targeting specific occupations in a given sector. (Two pages.)

	Requirements	Competitive
Services to Low-Skilled Job Seekers	Consistent track record of delivering high-quality skills training, as well as recruiting from low-income communities.	Demonstrated ability to provide training to participants with a range of skill levels and work experience.
Addressing Economic Self-Sufficiency	Demonstrated ability to connect job seekers and workers to opportunities with good wages and benefits.	History of program innovation strategies to help participants achieve economic security, for example: <ul style="list-style-type: none"> • Connecting participants with publicly funded work supports. • Creating long-term retention strategies.
Career Advancement	Track record of providing long-term career-focused services to graduates.	History of program innovation, for example: <ul style="list-style-type: none"> • Creation and implementation of career ladders. • Supporting life-long learning by providing program graduates with academic credit.

4. ***The Collaboration and Its Entities.*** Briefly describe the nature and formation of the Collaboration. Briefly describe each entity within the collaboration: the lead agency, the service providers and any employer-partners. (Two pages.)

	Requirements	Competitive
Lead Agency	Identify a lead agency to serve as the main contact for the project, manage and facilitate the Planning Phase, and collect outcomes data for the length of the project. ¹ Describe the lead agency's value to the overall Collaboration.	Lead agency's depth of knowledge about the health care and/or aviation sector and ability to bring additional resources and experience to launching sector employment projects and partnering with employers.
Service Providers	Identify each service provider and describe each service provider's value to the overall Collaboration.	History of program innovation, for example: <ul style="list-style-type: none"> • Focus on work supports and job seekers' economic security. • Implementation of career ladders for advancement. • Ability to create customized training designed to meet employers' needs. • Use of multiple entry points for people at different skill levels.
Employer-Partners	Describe employer-partners' commitment to the project and any specific role they will have.	History of investing in and creating mobility for entry-level workers.

¹ The Collaborations will be expected to collect data mandated by the Workforce Investment Act, for example: number of enrollees, participants completed, credentialed certificates obtained, participants placed in jobs (distinguishing non-training-related jobs), retention rates at 90 and 270 days, and wage increases. Also, please note that this data will be collected via New York City's ACMS system. Additional outcomes data will be collected separately for the purpose of evaluating the Initiative.

5. *The Planning Process.* Describe the proposed activities for the Planning Phase, including the responsibilities of each entity in the Collaboration. Summarize the capacity of each entity to carry out its specified duties. Last, describe the Collaboration’s overall vision, goals and proposed activities for the Demonstration Phase. (Three pages.)

A. *Proposed Activities During the Planning Phase.* Describe the activities of each entity in the Collaboration — the lead agency, each nonprofit service provider and the employer(s) — during the Planning Phase. Emphasis should be on the Collaboration’s experience working with partners.

B. *Capacity of the Collaboration.* Describe the capacity of the planning team, focusing specifically on the experience of team leaders to carry out their responsibilities during the Planning Phase. The Fund is looking for Collaborations staffed by people with a history of creating and implementing innovative programs.

C. *Proposed Activities During the Demonstration Phase.* Briefly outline the activities proposed for the Demonstration Phase of the Initiative, focusing on the targeted jobs, employer relations, new customized training programs and services to participants. Collaborations with a proven ability to provide high-quality services to employers, workers and job seekers are desired.

6. *Proposed Budget.* The Collaboration should provide a proposed budget for the Planning Phase, not to exceed \$30,000. (One page.)

Please note that employer-partners of a proposed Collaboration are ineligible to receive funding for the Planning Phase. In the Demonstration Phase, employers will be eligible for Initiative funding.

Also note that employer-partners will be required to match SBS’s portion of the Initiative’s funding for training — that is, the Workforce Investment Act (WIA) funding budgeted for training during the Demonstration Phase. For example, for every WIA dollar spent on training, the employer-partner must also contribute a dollar to training. Training costs refer specifically to the costs related to the time participants spend in the classroom (for example, trainer fees, books and materials). Training costs do not include costs related to outreach and recruitment, assessment and testing, case management and retention services. Also, the matching funds may be in kind, for example, release time (including salary and benefits), use of space for worker training and use of equipment for training. These details will be discussed further during the Planning Phase.

7. *Attachments.* In addition to the attachment to the cover letter described above, please provide the following attachments: an audited financial statement for each entity in the Collaboration and the resumes of the key staff members in each entity within the Collaboration.

V Time Line and Special Advisories

Letters of Intent are due by **Wednesday, August 4, 2004, at 2:00 p.m.** to the address specified above. No emails or faxes will be accepted.

Applicants who have named the health care sector in their Letter of Intent are required to attend a conference on **Tuesday, August 10**. In addition to the employers, only three representatives of each Collaboration (named in the Letters of Intent) will be permitted to attend. At the conference, representatives will have an opportunity to ask questions about this Request for Proposals. Frequently Asked Questions will also be posted at www.ppv.org/nycsectorsinitiative. The conference will be held from 9:00 to 11:00 a.m. at the United Way, 2 Park Avenue (between 32nd and 33rd Streets; take the 6 train to 33rd Street) on the 2nd Floor.

Applicants who have named the aviation sector in their Letter of Intent are required to attend a conference on **Thursday, August 12**. In addition to the employers, only three representatives of the Collaborations (named in the Letters of Intent) will be permitted to attend. At the conference, representatives will have an opportunity to ask questions about this Request for Proposals. Frequently Asked Questions will also be posted at www.ppv.org/nycsectorsinitiative. The conference will be held from 9:00 to 11:00 a.m. at the United Way, 2 Park Avenue (between 32nd and 33rd Streets; take the 6 train to 33rd Street) on the 2nd Floor.

Proposals are due by **Thursday, September 30, at 2:00 p.m.** See the Proposal Guidelines below for details.

Lead agencies from a number of selected Collaborations will be asked to make presentations to members of the Initiative between **October 18 and October 29**. Final selections will be made by **November 12**.

The Planning Phase of the Initiative is tentatively scheduled for **November 2004 through February 2005**. Please note: Grantees for the Planning Phase will be requested to submit a subsequent proposal for the Demonstration Phase. These proposals will reflect a culmination of work performed during the Planning Phase. The Fund is not committed to awarding demonstration grants to every Collaboration that is awarded a planning grant. Half of the planning grant will be funded at the beginning of the Planning Phase and half will be funded at the end.

If selected, awardees for the Planning Phase will be required to complete and submit New York City VENDEX forms **within 30 days of the planning grant award**. VENDEX, the City's integrity background check, will review, for example, criminal histories, bankruptcy, revoked licenses or permits, and outstanding taxes.

The one-year Demonstration Phase is tentatively scheduled to begin **March 2005**. Grants for the Demonstration Phase will be made by the Fund via the Workforce

Development Corporation, a nonprofit corporation affiliated with SBS. Demonstration grant awardees will be funded on a monthly, cost reimbursement basis.

VI Proposal Guidelines

Proposals should not be longer than 10 pages (12-point font, single spaced, one-inch margins). The cover letter and attachments (audited financial statements and resumes) are not included in the total page limit. Please submit three unbound versions of the proposal (an original, plus two copies).

A list of Frequently Asked Questions will be posted at www.ppv.org/nycsectorsinitiative. Should you have questions while preparing your proposal, please check with the website to see if your question has already been answered. If it has not, please contact Mae Watson Grote, Senior Program Associate, Public/Private Ventures, by phone (212-822-2406) or by email (mgrote@ppv.org). Please note that all questions that relate to the City's procurement process will be forwarded to SBS's procurement unit.

Completed proposals (and additional copies) must be submitted by **September 30, 2004, at 2 p.m.**, to the address below. No emails or faxes will be accepted.

New York City Sectors Initiative
c/o Public/Private Ventures
122 East 42nd Street, 42nd Floor
New York, New York 10168

Selected Collaborations for the Planning Phase will be notified by **Friday, November 12, 2004**.

New York City Sectors Initiative Timeline

July 14, 2004 Wednesday	RFP is distributed
August 4 2:00 p.m., Wednesday	Letters of Intent due
August 10 9:00 to 11:00 a.m., Tuesday	Conference for the Health Care Applicants
August 12 9:00 to 11:00 a.m., Thursday	Conference for Aviation Applicants
September 30 2:00 p.m., Thursday	Proposals due
October 18 - 29	Finalists' presentation to the New York City Workforce Innovation Fund
November 12 Friday	Grantees for the Planning Phase announced
Late November	Planning Phase begins and grants conferred
Early March 2005	Demonstration Phase proposals drafted and finalists present to the New York City Workforce Innovation Fund
Mid-March	Grantees for the Demonstration Phase announced
Late March	Demonstration Phase begins and grants conferred

New York City Sectors Initiative Proposal Checklist

Cover Letter

- ❑ A one-page letter from the lead agency
- ❑ Attachment that lists the contact information for all entities within the Collaboration (names, titles, organizations, addresses, telephone numbers and email addresses)

Proposal

- ❑ Not more than 10 pages total, 12-point font, single spaced, one-inch margins
- ❑ Includes Section 2 - High-Quality Services to Employers (2 pages)
- ❑ Includes Section 3 - High-Quality Services to Workers and Job Seekers (2 pages)
- ❑ Includes Section 4 - The Collaboration and Its Entities (2 pages)
- ❑ Includes Section 5 - The Planning Process (3 pages)
- ❑ Includes Section 6 - Proposed Budget (1 page)

Attachments

- ❑ Audited financial statements for each entity in the Collaboration
- ❑ Resumes of key staff

Submission

- ❑ Three unbound versions of the proposal (an original, plus two copies)
- ❑ Mail to: New York City Sectors Initiative, c/o Public/Private Ventures
122 East 42nd Street, 42nd Floor, New York, New York 10168 (no emails or faxes will be accepted)