

00001

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

NYC DEPARTMENT OF SMALL BUSINESS SERVICES
PRE-RFP CONFERENCE FOR NEW PROGRAMS
110 WILLIAM STREET, 4TH FLOOR
SEPTEMBER 5, 2007
10:00 A.M.

00002

1 P R E S E N T:
2 LORENE GILMORE,
 Dept. Of Probation
3
4 ANGIE KAMATH,
 Assistant Commissioner, SBS
5 LIZA KHAN,
 CEO Representative
6
7 VANESSA MARTIN,
 Work Advancement Director
8 CHRIS NEOLE,
 Sector-Based Director
9
10 MEGAN O'MEARA
11
12 MELORRA SOCHET,
 Criminal Justice Director
13
14
15
16
17
18
19
20
21
22
23
24
25

14
15 Also Present:
16 Sheridan Ameer, Chief Contracting Officer
17 Rivkah Berman
18 Pearl Chin
19 Martin Crong
20 Joseph A. Farrell
21 Dale Grant
22 Glen Gutterman
23 Luis Jimenez
24 Rebecca Lurie
25 Ms. Martinez

16 (Time noted: 10:50 a.m.)
17 MS. KAMATH: Good morning. I'm Angie
18 Kamath, Assistant Commissioner for Program Design
19 at SBS. Our unit is responsible for launching the
20 Economic Opportunity program.
21 I see a couple of familiar faces here.
22 Bear with me as I go through my general remarks.
23 The purpose of this event this morning
24 is to really have an information session, to
25 clarify a few things, the concepts in the concept

00072

1 SBS Pre-RFP Conference
2 papers released in late June, and to share with
3 prospective applicants the vision behind all the
4 new programs.
5 Because there's a volume of new
6 programs and three new initiatives at SBS, and
7 because there are some things that are new, and we
8 think it's really important to give the prospective

9 applicant community enough of a heads up, enough of
10 a context for the approaches.

11 And so the format for today is going to
12 be a 20-minute or so presentation by our sector
13 center team, followed by a question and answer
14 period.

15 We ask that you keep your questions to
16 the end, and we really very much want this to be
17 conversational. As far as questions, none are too
18 big or small.

19 The event is being transcribed and the
20 transcript will be available sometime late next
21 week. Anyone who attends today will get a postcard
22 with instructions for website to download the
23 transcript.

24 Also, the Power Point you see will be
25 also on our website. For those of you who have

00073

1 SBS Pre-RFP Conference
2 gotten and downloaded our concept paper from SBS's
3 home page, at the end of the presentation we will
4 give you that...

5 We're joined today also by a number of
6 our Center for Economic Partners. They're going to
7 share a few words in terms of their vision for CEO,
8 what their concept and ideas behind the fundings
9 are.

10 We've got Christy Morrison, Director of
11 Evaluations; Liza Khan, Carson Hicks and...

12 Liza Khan will make some opening
13 comments.

14 MS. KHAN: I'm Liza Khan, and I work as
15 an advisor in the Center for Economic Opportunity,
16 and I want to give some background on the CEO. The
17 CEO grew out of the recommendations made by the
18 Mayor's appointed Commission on Economic
19 Opportunity, to develop initiatives, innovative
20 initiatives, to reduce poverty in New York.

21 The initiatives focus on three target
22 groups; 0 to 5, 16 to 24 year-olds, disconnected
23 youth, and a broader group we're calling the
24 working poor.

25 SBS initiatives target the working

00074

1 SBS Pre-RFP Conference

2 poor, that final group.

3 CEO is working with all city agencies
4 to design and implement evidence-based initiatives
5 aimed at reducing poverty.

6 The center is managing a \$150 million
7 innovation fund. Of that, \$25 million will go to
8 the conditional cash transfer program, and the
9 remaining balance, \$125 million, is being used by
10 city agencies to develop these initiatives and
11 implement these.

12 Our team at City Hall will be doing a
13 reverse evaluation of all of the initiatives; and
14 so you should be expecting to work very closely if
15 you are awarded these contracts, to work closely
16 with our team at City Hall, as well as the
17 evaluation.

18 For this particular initiative, a few
19 recommendations of the commission were to train
20 individuals for careers in rapidly growing sectors
21 and establish career pathways for entry level
22 employees.

23 Sector focussed centers are a real
24 exciting way to do this, and we are excited to be
25 the first sector-focused center in New York.

00075

1 SBS Pre-RFP Conference

2 The outcomes desired here include
3 increased employment, higher wages and career
4 advancement; and SBS will be managing the contracts
5 awarded, but you'll be working closely with us and
6 our contractor evaluation team to evaluate this.

7 MS. KAMATH: To be clear, this isn't
8 meant to replace a bidders conference. Once the
9 RFPs are launched in the fall, there will be
10 bidders conferences for each specifying initiative.
11 This is really an information session.

12 Before I turn it over to Chris Neal,
13 who is our director for this program, I just want
14 to give some of you who are not as familiar with
15 SBS and what we do.

16 Back in 2003, Mayor Bloomberg merged
17 the Department of Business Services with the
18 Department of Employment to create the Department
19 of Small Business Services.

20 The idea behind that was to really link
21 work force and economic development in a driven
22 demand driven approach. What we mean by that is
23 to work with businesses to figure out what the
24 labor market needs are, and to train and prepare
25 people for jobs that exist, to retain and advance

00076

1 SBS Pre-RFP Conference

2 them in the same industries.

3 That system was launched and there were
4 six centers in 2004. Over time, they placed 28,000
5 people, and the department has worked with 3,000
6 businesses.

7 The exciting part for this agency is
8 taking on the new Center for Economic Initiatives
9 is that we're really focussing on retention and
10 advancement, the next step for our agency and or
11 work.

12 SBS definitely -- you'll be hearing
13 these themes throughout the presentation -- will
14 bring to bear as many resources and expertise as
15 possible in the contracts. It largely depends on
16 the proposers. We have the resources of business
17 contacts and other tools to aid businesses which we
18 hope to bring in and leverage in those
19 partnerships, as well.

20 In terms of the next slide, we heard
21 from Liza and the overall vision for CEO; and
22 specifically, the last four bullets talk about the
23 guiding principals we're developing.

24 Perhaps the first one is to really
25 launch innovation. So we don't want to have the

00077

1 SBS Pre-RFP Conference

2 same old, same old. We want to think about
3 something new. I think in the field of work force
4 initiatives, having gained speed and traction over
5 the last ten years; and we're excited to be doing
6 that for New York City.

7 We want to move the working poor out of
8 poverty. You'll be hearing from Chris and Megan
9 today about job placements and advancement.
10 They'll talk about retention.

11 We want to leverage the existing career
12 centers as much as possible, whether in employer
13 relationships or other tools to support businesses;
14 and again, everything is always in the context of a
15 demand-driven approach that starts working with the
16 business from Day 1.

17 It does engage businesses down the
18 road, but it starts with bringing businesses to the
19 table to design the approaches.

20 With that, I'll turn it over to Chris
21 Neale, who is the director of our sector
22 initiatives at SBS.

23 MR. NEALE: Thank you for coming to
24 this information session. Again, my name is Chris
25 Neale, and I'm the program director of the sector

00078

1 SBS Pre-RFP Conference

2 center initiatives.

3 I'd like to introduce Megan O'Meara,
4 who is the program associate working on the sector
5 initiatives.

6 Just as a reminder, please turn off any
7 cell phones or BlackBerries, i-phones, other
8 ringing or buzzing devices. That would be much
9 appreciated.

10 I'll talk about the concept of the
11 sector based career center and give a brief
12 overview about what the presentation will touch on.

13 I'll give an overview of the goals for
14 the sector based career center, what the definition
15 of a sector strategy is; and then I'm going to talk
16 about the sector center in particular, the
17 organizational structure, program services,
18 outcomes, location and budget; and then there will
19 be time for questions and answers at the end.

20 Our agency, the Department of Small
21 Business Services, is going to launch sector based
22 career centers that will focus on the following.

23 It's going to focus its services on a
24 single economic sector. It's going to apply a
25 specific work force development model, called

00079

1 SBS Pre-RFP Conference

2 Sector Strategy, to the work it will do. It will
3 leverage a deep understanding of the needs of
4 businesses in the target sector.

5 It will emphasize career advancement by
6 placing low income workers in jobs at \$10 or more
7 with benefits.

8 It will be run by a partnership of at
9 least two organizations, and it will effect system
10 change over time by identifying and addressing
11 barriers and industry practices, educational
12 systems, or public policy in a way that benefits
13 both the business side and job seeker side.

14 There will be two primary goals for the
15 sector based career center. It will meet the
16 specific work force needs of businesses in the
17 target sector, and will also provide low wage
18 workers with access to good jobs and advancement
19 opportunities in the target sector.

20 I want to talk about the model that I
21 mentioned, that of Sector Strategies.

22 The Atkins Institute, a national
23 organization that did a lot of work in this field,
24 has the following definition for sector strategy;
25 that they share four common elements.

00080

1 SBS Pre-RFP Conference

2 First, they target a specific industry
3 and oftentimes an occupation or set of occupations
4 within that industry. They involve the
5 organization acting as a strategic partner that has
6 deep knowledge of the target industry and the
7 companies within that industry.

8 They provide coordinated training
9 support services and other types of services to
10 improve career opportunities for low wage workers,
11 low income workers, or unemployed workers in the
12 industry.

13 Finally, it promotes systemic change in
14 an industry by working collaboratively with other
15 parties to achieve changes in employment practices
16 that again benefit the employer side of the
17 equation, as well as the job seeker or existing
18 worker side of the equation.

19 Why try these strategies?

20 To bring the institute back again, it's
21 a three year long attitudinal study, which showed
22 that sector strategies are a very highly promising
23 work force development approach.

24 As evidence, first of all, by the
25 values to workers, the Atkins Institute found the

00081

1 SBS Pre-RFP Conference

2 workers employed at least one year before enrolling
3 more than doubled their median earnings two years
4 after they finishing training.

5 They started at about a \$600 baseline
6 and they rose to \$17,700 after the fact.

7 Close to half of these participants
8 moved out of poverty, based on earnings alone.
9 That doesn't take into account the benefits, which
10 is very promising.

11 The Atkins Institute also found that
12 employers also demonstrated a clear value to these
13 strategies. They really valued the programs that
14 they cited. The program success was to be able to
15 find new sources of talent to fill their open
16 positions.

17 Finally, a separate and aside from the
18 Atkins Institute, there was a third party sector
19 evaluation of the initiatives in Massachusetts; and
20 they showed a 41 percent reduction in turnover
21 rates, and a 23 percent reduction in customer
22 complaints that were tied very closely to sector
23 strategies that were put to use in Massachusetts.

24 I want to give you a couple of examples
25 of sector strategies. These are meant mainly to

00082

1 SBS Pre-RFP Conference

2 give a broad range of possible strategies, and not
3 to indicate a particular interest by a specific
4 sector, but to illustrate the range of possible
5 forms.

6 There are many others you can find by
7 doing a simple Google search, and we will give
8 those resources at the end of the presentation.

9 First of all, there's a health care
10 opportunities initiatives in Flint, Michigan.
11 There's a lead partner who is a nonprofit in that
12 organization, that works with six other
13 organizations that includes a couple of colleges, a
14 training institute and community based
15 organizations.

16 They work very closely with three major
17 local hospitals. Those are the major employers of
18 this. They focus on training and placement to fill
19 industry midlevel positions.

20 The city of Chicago actually has its
21 own sector-based career center, called
22 Manufacturing Works. It is run by a nonprofit
23 organization and is partly funded by work force
24 investment action dollars, which this is not -- as
25 well as other funds through the city, and it's part

00083

1 SBS Pre-RFP Conference

2 of a broader state policy to support and retain the
3 remaining factories in the city and surrounding
4 Chicago.

5 Its partners include in that particular
6 initiative, a manufacturing and training center,
7 there's a local development corporation and other
8 nonprofits involved in that.

9 The particular services they provide
10 are recruitment, hiring, training, skills gathering
11 and others.

12 The final example I'll mention takes
13 place in Las Vegas, Nevada. The organization is
14 called Nevada Partners, and it basically consists
15 of a labor management group working with nonprofits
16 that is currently working with 24 major casinos and
17 resorts to provide culinary training, with some
18 other forms of hospitality training.

19 They work closely with Las Vegas
20 residents and those employers in order to place and
21 train those individuals.

22 Getting back to our center, I want to
23 talk about the sectors that we selected as our
24 focus for this project.

25 A little bit of background. The New

00084

1 SBS Pre-RFP Conference
2 York City work force investment... and SBS for
3 review of local industry and labor market research,
4 and we identified sectors that have hiring and
5 training needs that show some demand occupations
6 and how opportunities that will be conducive for
7 low income workers that we anticipate being served
8 through this program.

9 We are considering proposals. We
10 anticipate considering proposals targeting one of
11 the following sectors: Construction, health care,
12 manufacturing, retail/hospitality; and
13 transportation and warehousing. It's a fairly
14 broadly defined.

15 As far as organizational structure we
16 envision for the sector-based career center, we
17 assume the operating partnership of a lead agency
18 and one or more additional partners that would
19 leverage their respective core competencies.

20 We expect the lead agency to possess
21 the ability to lead and convene consensus across a
22 broad range of organizations that may have
23 different missions, values and priorities.

24 The partnership as a whole, which could
25 include, as well, the lead agency as one of the

00085

1 SBS Pre-RFP Conference
2 additional partners, would possess the following
3 competencies: Strong relationship with businesses
4 and an in-depth knowledge of the targeted sector;
5 the ability to provide some nonwork-force services
6 as appropriate to the needs of the businesses;
7 marketing access to finance, et cetera.

8 ...track record services to low income
9 individuals, produce final results, and the ability
10 to provide high quality occupational needs of the
11 targeting as well as...

12 I'll talk a little about the services
13 we envision through the sector career center. As
14 far as job seekers, the services would be developed
15 in accord with the needs of the targeted
16 population, as well as the target businesses
17 therein.

18 The key services might include
19 retention and advancement services, skill training
20 for the existing work force, job skills training
21 for new workers, contextualized and individualized
22 core counseling, case management, et cetera.

23 As far as services for businesses,
24 again services would be designed to address skills
25 gaps in the sector, hiring and training of needs

00086

1 SBS Pre-RFP Conference
2 demonstrated by the specific businesses in the
3 chosen sector.
4 These would be demonstrated by the
5 following services: Ongoing business needs
6 assessment, conversations, focus groups and other
7 methods with businesses in the target sector;
8 employee recruitment and placement of entry level
9 jobs; training or education for new of existing...
10 which could include classroom and occupational
11 training, on the job and/or supervisory training;
12 and retention strategies to reduce employee
13 turnover rates.
14 Also, we envision there being some
15 nonwork force services that we provide to
16 businesses, to effectively meet their needs.
17 We believe by addressing these other
18 needs, the sector might be able to build
19 credibility with the targeted businesses and be
20 able to help and support and retain quality jobs
21 developed with those businesses.
22 One or more of the technology services
23 might include marketing, strategy planning,
24 financing, assistance with technology upgrades or
25 other identifying issues key to the sector.

00087

1 SBS Pre-RFP Conference
2 I'll talk a little about the outcomes
3 we envision.
4 A key outcome is to place, in advance,
5 a high volume of low wage seekers in jobs within
6 the chosen sector. We envision in Year 1, 500 to
7 600 low income workers being placed or advanced
8 within a target sector.
9 In Years 2 and 3, we anticipate 1,000
10 to 1200 workers -- so doubling the first year
11 numbers -- being placed or advanced in the target
12 sector.
13 As I alluded to before, we have a
14 definition of what we consider to be a baseline
15 job. It's not any old job. The job must pay at
16 least \$10 an hour and have benefits to qualify as
17 one of these placements.
18 An advancement is defined as an
19 increase in worker's wages, due to work related
20 change, which would include higher wages and/or
21 increased hours; or would result from those things.
22 As far as training, we think that
23 because career advancement is such an integral part
24 of this initiative, that training for education is
25 also a necessary part. So we are going to set

00088

1 SBS Pre-RFP Conference
2 minimum service levels for training.
3 We envision sector-based career centers
4 enrolling or helping workers to enroll complete
5 sector specific training and/or training programs.
6 In Year 1, we would anticipate the contractor would
7 enroll a minimum of 100 workers in occupational
8 sectors... specific education; and in Years 2 and
9 3, 200 workers in educational training programs.
10 We want to see -- we anticipate
11 requiring an 80 percent minimum completion rate for
12 the training.
13 As far as business outcomes, the
14 majority of the business outcomes would be
15 determined by those of you applying for this. It
16 would be determined by the contractor. But we
17 would like to see outcomes that make sense for the
18 sector and for the businesses targeted within that
19 sector.
20 These are some examples of types of
21 outcomes that would be proposed: Completion needs
22 assessment; improved employee hire ratios; job fill
23 rate; increased worker turnover rates; employer
24 satisfaction; financial investments made by the
25 companies; completion of impact assessments.

00089

1 SBS Pre-RFP Conference
2 With that part, we anticipate not being
3 too prescriptive. We're looking to the individual
4 agencies applying for the contract to kind of
5 provide what they think is a reasonable set of
6 outcomes that make sense for the targeted sector.
7 Systems change goals are another part
8 of what we see as being the longer term impact of
9 the sector based career center.
10 The goal of the sector center would
11 effect systems change within an industry by working
12 collaboratively with other parties to identify and
13 address barriers that impact both employers and low
14 wage earners and job seekers.
15 Systems change will likely fall into
16 one of the following three categories: Industry
17 practices, educational and training infrastructure,
18 and public policy.
19 So, examples of types... of industry
20 practice might be changes in the hiring practices,
21 work conditions, or advancement opportunities that
22 were previously available.
23 As far as education and training
24 structure, some changes might be access to
25 education, possible creating a new apprenticeship

00090

1 SBS Pre-RFP Conference
2 program, preserving and revitalizing existing
3 industry programs. Again, these are some examples.
4 Finally, public policy. Some of the
5 systems changes could be improving the regulatory
6 framework for the targeted industry, funding
7 streams, et cetera.
8 This section will definitely be more
9 clarified in detail in the actual RFP itself.
10 As far as the form and location of the
11 sector based career center, we look not to be
12 prescriptive. Rather, we look to proposers to come
13 up with innovative and interesting proposals that
14 make sense for the target sector.
15 We could envision the sector-based
16 career center being a new standalone center in the
17 form of a training institute. We could also
18 envision the sector-based career center using or
19 expanding existing sites that might include
20 training centers, employment centers, a development
21 corporation, a college space, labor union space.
22 I'm sure there are other possibilities.
23 The borough location, we're not going
24 to be prescriptive about that. But the borough
25 location should make sense, based on the needs of

00091

1 SBS Pre-RFP Conference
2 the targeted workers and employers.
3 As far as some budgeting and
4 contracting logistics, the total three-year
5 operating budget is not to exceed \$6.9 million, or
6 \$2.3 million per year; plus approximately \$500,000
7 start-up costs.
8 As mentioned previously, funding will
9 entirely come from city tax levy dollars allocated
10 specifically for the Center of Economic Opportunity
11 initiatives; so we are lucky to have flexibility
12 with the dollars.
13 We intend to award one contractor for
14 the RFP to be a lead proposer, and collaborative
15 entities will be considered. We do expect
16 applicants to leverage additional resources and
17 funding to support this project.
18 Finally, we anticipate using
19 performance-based payment milestones, which would
20 be detailed and negotiated at the time of contract
21 award.
22 Finally, I want to draw your attention
23 to some additional resources on sector strategy,
24 since this tends to be a fairly new concept. I
25 think it's a deceptively simple concept. It seems

00092

1 SBS Pre-RFP Conference

2 simple, but is a lot less simple than it seems.

3 I would direct you to the following
4 websites. Of course, there are others. The Atkins
5 Institute, the National Network for Sector Partners
6 has one; sector partners, public private ventures.
7 .. and then there's the sector strategy website.

8 These will be available, this Power
9 Point presentation, online, not too long after the
10 transcript from the session is available online.
11 We'll be sending out post cards to you so you can
12 access all of the information and resources.

13 Also, the concept paper itself is
14 available online. We have extended the time period
15 for comments and suggestions. We would willingly
16 accept those up until September 21.

17 And that's it for my presentation.

18 If anyone has any questions or
19 comments, please raise your hand and identify your
20 name and the organization that you represent, and
21 I'll be happy to answer some of your questions.

22 MS. YOUDELMAN: I'm Sandra Youdelman,
23 from Community Voices Heard.

24 My first question is about -- you have
25 a baseline wage that you are looking for and a

00093

1 SBS Pre-RFP Conference

2 collusion of benefits. What types of benefits are
3 considered part of the baseline package that
4 workers need to have for the jobs?

5 My second question is related to the
6 access to the services of the sector based career
7 centers. One of the things our organization has
8 found, consider problematic in the current Work
9 Place 1 structure is that welfare recipients are
10 somewhat excluded from accessing the services
11 because there are work requirements that they need
12 to document in order not to get sanctioned from the
13 welfare system.

14 Is there a way that you could
15 incorporate into the proposal that a
16 vendor/contractor could think to work with the
17 welfare agency to enable to access the services?

18 MR. NEALE: In answer to your first
19 question, we anticipate a basic baseline of health
20 insurance would be available. We will detail what
21 we conceive the benefits to be, more in the RFP. I
22 think that would your baseline.

23 In terms of your second question, our
24 goal is have a contractor who can provide outreach
25 and recruit a wide range of different individuals

00094

1 SBS Pre-RFP Conference
2 from different sources; and we would look to the
3 contractor to propose innovative ways of
4 outreaching to a variety of different populations,
5 through a variety of channels; and we would leave
6 it up to the contractor.
7 MS. YOUDELMAN: To go deeper into that
8 question, in addition to outreach, it's setting up
9 a mechanism for participating, to be able to report
10 back to the welfare agency so people can
11 participate.
12 Just saying that they can is fine; but
13 if they get sanctioned because they're not able to
14 document it, that's a job. I recommend you specify
15 that.
16 MR. NEALE: We will take that into
17 consideration. We anticipate there being a fairly
18 comprehensive management information system which
19 we would... on the contractor, to track a variety
20 of data points about each individual we serve.
21 MS. OLIVER: I'm from Bronx Community
22 College.
23 I know a lot of work goes into these
24 visions and developing the proposals. I would like
25 to know if you can respond now or online. If we

00095

1 SBS Pre-RFP Conference
2 could get a sense of who was part of this team, who
3 was part of focus groups or surveys that had to
4 identify the sectors.
5 I guess I'm trying to address the
6 reality of the jobs and advancement opportunities
7 for the people who would get served in this
8 project...
9 MR. NEALE: We did a lot of work with
10 internal SBS staff. We actually commissioned an
11 outside consultant to conduct some cursory labor
12 market research... and looked at some of our
13 information.
14 In terms of our work force outcome
15 career system... experts in the sector field.
16 So we think that we're asking for
17 creative proposals.
18 MS. BERMAN: Rivkah Berman from the
19 Jewish Community Center of Coney Island.
20 Going back to the definition of job
21 placement. Without negating the importance of
22 health benefits, would you consider a second
23 definition of a higher salary without health
24 benefits? We have some contractors who do that.

00096

1 SBS Pre-RFP Conference

2 MR. NEALE: At this point, what we are
3 thinking of is, we will definitely address all
4 questions in detail in the RFP.

5 Right now, the minimum job pays \$10 an
6 hour with benefits.

7 MS. BERMAN: Again, from contract health
8 benefit requirements, can you define the employer
9 offering health benefits, because an employee might
10 not necessarily need them, because the spouse had
11 the benefits. As long as... offers the health
12 benefits, placement...

13 MR. NEALE: The point is well taken. It
14 will be addressed in the RFP; all the language
15 around that and benefits and different situations.

16 MS. BERMAN: We have people like that,
17 who choose not to accept that.

18 MS. GRANT: Dale Grant associates.

19 One question is, the sector you have
20 selected are different from the concept paper. I
21 know there was some industrial manufacturing sector
22 which is not the area that is now been broken up;
23 and that leaves off a piece of the industrial
24 sector, actually the utilities.

25 You specify in this that you want one

00097

1 SBS Pre-RFP Conference

2 of the sectors that focuses on -- what was the
3 thinking behind breaking up the industrial sector?

4 Would you consider combining two of the
5 sectors in here?

6 MR. NEALE: Basically we did try -- we
7 have to broadly define it, sort of flesh them out a
8 little bit. As far as questions of scope, in terms
9 of the sectors or targeting across sectors, sectors
10 that wouldn't obviously be considered in the five
11 that I mentioned, that would all be clarified in
12 the RFP.

13 That's all I can say at this point.

14 MR. NIDUS: Dave Nidus, Jobs First.

15 The question is, have you thought about
16 how this might impact referrals to the existing job
17 centers? If I had an opportunity to extend this
18 \$10 hour jobs up and benefits, it might shift
19 patterns of referral.

20 Secondly, we work with disconnected
21 young people and are interested in exploring
22 partnerships for funding at the site, to address
23 needs of disconnected youth population.

24 MR. NEALE: As I mentioned before,
25 we're definitely open to the idea of

00098

1 SBS Pre-RFP Conference

2 contractors coming forward with creative pipelines,
3 bringing workers into training or placement tracks.

4 As far as youth in particular, that's
5 one population that could be among them, for sure.

6 Your first question?

7 MR. NIDUS: Referral patterns.

8 MR. NEALE: We anticipate that there
9 will be a referral relationship with the Work Force
10 1 career centers, and that's still in the process
11 of being worked and fleshed out. We do anticipate
12 there would be -- it wouldn't be one way or
13 another; it could flow.

14 THE SPEAKER: The concept paper
15 indicated a fully functioning career center. This
16 seems -- your presentation seems so to have gone
17 far field of the concept paper.

18 Does it have to be a fully functioning
19 career center, which kind of speaks to me about
20 services, core incentive training, registration,
21 that sort of stuff? Does it have to use those kind
22 of guidelines?

23 MR. NEALE: Obviously, this is not... so
24 we have more flexibility and creativity to operate
25 within different constraints.

00099

1 SBS Pre-RFP Conference

2 We do envision this to be a career
3 center. It may not look exactly like a work force
4 center or have the same services as Work Force 1
5 programs; but we would anticipate that -- again,
6 the overall goals of the program are to help low
7 wage workers prepare for training, for education,
8 and for advancement into good positions.

9 We would let the proposer come back to
10 us with whatever full range of services they think
11 necessary to make that happen. You would require
12 certain substantial levels of worker service to
13 make that happen, which is why I take issue with
14 that. I think it is still very much a career
15 center model implicit here.

16 MS. LURIE: Rebecca Lurie, CWE.

17 Your ratio of placement and training
18 was a surprise to me. It was such a high number of
19 people you expect to be placed each year, 500 or
20 600 in the first year. Yet it is about sector
21 development, so much is about training in advance.

22 Is there any flexibility in that, or is
23 that really looking at the traditional model?

24 The model says to get people in and
25 placed as easily as you can, and then we'll worry

00100

1 SBS Pre-RFP Conference
2 about those who really need training secondly.
3 MR. NEALE: Earlier in the presentation
4 I said that we anticipate there being minimum
5 service training levels. We would expect a
6 proposal to be creative as far as training and
7 education.
8 Also, I referred to an earlier comment
9 I made about the expectation of other funds being
10 leveraged to serve this purpose. And again, this
11 will be detailed and worked out during the
12 negotiation period with the winning contractor.
13 MS. BERMAN: I really do feel for
14 this... the necessary wages and benefits you are
15 looking at, more training is necessary because
16 again, I think it's doable; but you have to be
17 trained, especially when the person has to learn
18 the skills necessary. I wanted to point that out.
19 Another question is, is there any
20 problem with an agency being named as a partnership
21 to several lead agencies?
22 In other words, there might be five
23 lead agencies applying, and the same agency is
24 mentioned as a partner?
25 MR. NEALE: As far as the specific roles

00101

1 SBS Pre-RFP Conference
2 of different partners, I think we have to leave it.
3 We will clarify it in the RFP process.
4 MS. CHIN: Pearl Chin, Chinatown
5 Manpower Project.
6 Could you clarify the partnerships as
7 you outlined earlier in the presentation, that
8 section where the contractor... awarded to one lead
9 organization in collaboration with possibly two
10 entities?
11 MR. NEALE: That distinction is similar
12 to the previous question, and will be -- I can't
13 answer it, but it will be clarified once the RFP
14 comes out, sometime this fall.
15 THE SPEAKER: Could you repeat the
16 question?
17 MR. NEALE: There were questions around
18 the nature of the partnerships and who should be
19 the lead agency, multiple lead agencies, and a
20 similar one. That will be addressed in the
21 specific language of the RFP around how to define
22 partners.
23 MS. GRANT: Are you looking for citywide
24 access to this, or a particular focus on your

00102

1 SBS Pre-RFP Conference

2 borough?

3 MR. NEALE: In sector based, it's open
4 to any New York City residents.

5 THE SPEAKER: Will the presentation be
6 available to us?

7 MR. NEALE: It will be online at the
8 same time. The transcript of this entire session
9 -- we'll be sending out mailing cards with the
10 particular website address.

11 THE SPEAKER: Will the existing one-stop
12 model... allows different organizations to add
13 different populations; is that something that you
14 can be included within this? The notion being that
15 there are no entities or group, subpopulations d
16 be left behind.

17 An important way to dial in, to
18 actually have them allow -- fostering their
19 presence within the center. Is this something to
20 be explored?

21 MR. NEALE: Again, we will leave it to
22 the contractor to present what they think is a
23 creative solution in terms of bringing in what
24 partners are needed, and tapping into a variety of

00103

1 SBS Pre-RFP Conference

2 different populations that might benefit from this
3 particular center.

4 THE SPEAKER: If there is a way to
5 encourage, within the RFP, how a provider can
6 consider the sector or industry intermediary, or
7 trade association into that mix, I think that
8 should be strongly encouraged.

9 Almost all of the sectors -- probably
10 all have some trade association; and I think they
11 could bring a valuable perspective to all of this.
12 Some of them may apply, but the realty is a little
13 far afield of the work force stuff. If there's a
14 way to encourage a mandatory partner, it would be
15 helpful, I think.

16 MR. NEALE: I think, generally, to
17 respond, we are expecting certain competencies that
18 include a very strong relationship with businesses
19 in the sector, as well as the ability to provide
20 services. We envision at least two organizations
21 participating, if not more.

22 THE SPEAKER: I'm from Rutgers
23 University.

24 Are there any limitations on the way

00104

1 SBS Pre-RFP Conference

2 the funding can be used?

3 It sounds as if there's an expectation
4 that some of the money would be spent on training,
5 in addition to being able to leverage other
6 training dollars.

7 MR. NEALE: As far as limitations, we
8 are looking to creative proposals that come up with
9 creative budgets. We would expect the minimum
10 service levels, the minimum outcomes to be hit.

11 Other than that, we are looking for a
12 creative use the dollars and in an interesting way.
13 It is open-ended and flexible. It makes for a more
14 interesting project. All the CEOs are fairly
15 interesting.

16 THE SPEAKER: Would Work Force 1 centers
17 are predominantly employment centers. I was
18 wondering if you would have services available to
19 people who would like to go into entrepreneurship's
20 and need training, as opposed to a work force
21 center.

22 A lot of people that are under the
23 poverty level find very creative ways to sustain
24 themselves.

25 MR. NEALE: Your question is, would we

00105

1 SBS Pre-RFP Conference

2 encourage individuals to become entrepreneurs of
3 small businesses?

4 I think that again, the goal overall is
5 to place 500 or 600 workers in the first year and
6 1,000 in Years 2 and 3; and we look for creative
7 responses. If that's one of them, that's one of
8 them. We're not looking for anything in
9 particular, just something creative.

10 THE SPEAKER: So I can read into that
11 that you wouldn't turn away, if there was a
12 response for some certain number of people who
13 would care to be entrepreneurs, you wouldn't turn
14 them away and have counseling available?

15 MR. NEALE: In the context of meeting
16 the overall goals and objectives of the proposal,
17 yes.

18 MS. MARTINEZ: I'm...Martinez, from City
19 College.

20 Would you redefine or expand the
21 outcomes, in terms of -- vis-a-vis, in terms of
22 small business entrepreneurs in a particular
23 industry, and the increase of steady or hourly
24 contracts and benefits? Because that is where some
25 of the small minority contracts are hurting. So

00106

1 SBS Pre-RFP Conference

2 that, if the outcome becomes more... with the big
3 guys in the industry, and that is more income and
4 increasing the availability for the small
5 contractor to have health benefits, in addition to
6 hiring more people, would that be considered, would
7 you consider that part of the package of the
8 outcome?

9 MR. NEALE: At this point, I'll say we
10 are looking for creative responses from
11 organizations, and strong partnerships, and we will
12 entertain any proposal that looks interesting and
13 exciting and meets our objectives.

14 THE SPEAKER: I didn't see retention
15 outcomes of jobs. Is that defined with -- into
16 what a placement is? One of the statistics was
17 that employees were being retained in jobs with
18 increased employee retention.

19 MR. NEALE: Retention is something we
20 are interested in; at this point we don't have
21 anything specifically to say about it, but there
22 will be language about it in the RFP, once it comes
23 out later this fall.

24 MS. MITCHELL: I'm Mary Elizabeth
25 Mitchell, from the Chinatown Manpower Project.

00107

1 SBS Pre-RFP Conference

2 Can you talk about what you would
3 envision as baseline for retention and evaluation
4 requirements?

5 MR. NEALE: When you say evaluation
6 requirements, you mean specifically about
7 retention?

8 MS. MITCHELL: Yes.

9 MR. NEALE: When it comes to retention,
10 that's something we're interested in measuring. At
11 this point, we haven't determined specifically what
12 that will look like. We will provide more
13 guidelines in the RFP.

14 THE SPEAKER: Potentially, in most
15 employment, benefits are not earned on day one.
16 They take 90 days, so many hours of employment.

17 Do you have a sense of how you would
18 envision counting that? Does it not count as
19 placement until they earn benefits? In many
20 sectors there's a retention milestone, as well.

21 MR. NEALE: The minimum is job placement
22 at \$10 with benefits.

23 THE SPEAKER: Does it not count on Day 1
24 if they don't get benefits to day 90?

25 MR. NEALE: It will be clarified in the

00108

1 SBS Pre-RFP Conference
2 RFP. At this point, we define the minimum wage and
3 benefits. If there were exceptions, they will be
4 in the RFP.
5 THE SPEAKER: Pending the RFP coming out
6 in the fall, will there be another meeting
7 scheduled after this comes out? As a result of
8 this meeting, even when the RFP is published, there
9 will be more questions.
10 MR. NEALE: Absolutely. We will
11 definitely hold pre-proposal conferences.
12 Other questions?
13 THE SPEAKER: No chance of merging the
14 sectors or in the context of innovation, is there
15 room for that?
16 MR. NEALE: We recognize that there are
17 certain limitations to what we put out with the
18 five sectors, and we intend to address questions
19 concerning that.
20 THE SPEAKER: About the sectors, you
21 stated 200 participants the first year. Does that
22 have to be only this one sector? You stated 200

00109

1 SBS Pre-RFP Conference
2 participants in the individual sector in the first
3 year?
4 MR. NEALE: Five hundred or six hundred
5 the first year. One hundred, minimum, trained in
6 the first year.
7 THE SPEAKER: Can they be in one sector?
8 MR. NEALE: The idea would be to place
9 individuals in the target sector, as well as
10 businesses in that sector.
11 Other questions? At this point, we
12 will be accepting comments and questions up until
13 September 21.
14 Thank you for your time and attention,
15 and good luck.
16 (Time noted: 11:00 a.m.)
17
18
19
20
21
22
23
24
25