U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, D.C. 20410-7000

OFFICE OF THE ASSISTANT SECRETARY FOR
COMMUNITY PLANNING AND DEVELOPMENT

April 9, 1995

MEMORANDUM FOR: SHERYLL CASHIN

FROM: HOWARD GLASER

CC: DAVE GARRISON
KUMIKI GIBSON
PAUL WEINSTEIN
DAYTON WATKINS

RE: BENCHMARKS

Attached is a draft benchmarking guide which incorporates your comments and reflects our discussions last week. This document will be going out to the Zones later this week, to be followed by a conference call next week to discuss the status of each community's benchmarking process.

Regarding some of the other points raised in your memo:

1. Clarification of Goals of Agreement

Agree that the agreement w/benchmarks has the following objectives:

-- Spending and Work Plan (Basic project management tool)
-- Evaluation Mechanism
-- Title XX Draw Down Basis
-- Federal Program assistance blueprint

2. Annual Updates

HUD is requiring annual updates of two-year benchmarks, along with annual report of progress in meeting the benchmarks.

3. Signatories

Agree that state, city, and lead entity must be signatories. Would also add any other key stakeholders as "witnesses". Get everybody invested.

4. Community Participation

My sense is that in our focus on measurable activity we have not been as attentive to the community participation element as we should be. I agree that the MOA should reference community participation. Simplest way to do this would probably be to incorporate community participation as a benchmarked activity which will be evaluated just as other activities.

In terms of follow-up, one of the consultants we are bringing on board will be devoted full-time to increasing community participation in the Zones.

5. Administrative Costs

5% of the federal contribution is the cap we have agreed to with most Zones. Where there are additional public sector contributions our position is that 5% of those amounts may be set aside for admin. If the city or state is involved in oversight activities such as contract compliance/monitoring, there should be no admin cost charged to Title XX.

6. Consistency

Agree that this is a cornerstone of benchmark review.

7. Leverage

Agree that to the degree feasible private commitments should be included in the benchmarks. Also should include plans for seeking additional outside resources.

8. Technical Assistance/Follow-Up

Agree that once we have started down this road, we have to provide the expertise to make this process work. Our technical assistance process includes the following:

-- Focus benchmarking at the Zone workshops in May
-- Each city will have a Price-Waterhouse benchmarking expert assigned to assist it with further benchmark tracking and development.
-- We are working with PW to design an MIS Performance Benchmarking and Evaluation System for each Zone.

9. Internal Reviews

Yes, we should probably plan to do a review by our Monday group of benchmark agreements as they come in. But this has to be framed as a technical assistance effort, diagnostic in nature, to avoid a situation where a community labors over its benchmarks and then hears that Washington wants changes.

Paul -

I have to get something out before our 5:30 meeting. When you have a chance, I would like to talk to you about this process. Sorry for coming in late and leaving early -- my afternoon has been very different than I expected.

rgm

THE PERFORMANCE BENCHMARKING PROCESS

The President's Empowerment Zone and Enterprise Community (EZ/EC) Initiative was designed so that solutions would emerge from local neighborhoods -- from the center out and from the neighborhoods up rather than from Washington down. The result has been a unprecedented amount of grass roots energy and activity. The Administration is determined to see that these locally-grown solutions are implemented fully.

Because of the importance of this program, the EZ/EC Task Force has embarked on an ambitious plan to work with zones and communities to establish performance benchmarks for major projects. The performance benchmarks will provide a blueprint for an entrepreneurial, no-nonsense way to distribute funds, guarantee that commitments are fulfilled, and measure success. The performance benchmarks will also form the basis of the continuing partnership between the federal government and the EZs and ECs, identifying priority projects for which additional resources, regulatory relief, and technical assistance may be needed.

"Performance benchmarks" takes on different meanings in various contexts and before different audiences. It is essential that communities understand precisely what "performance benchmarks" are so that they can complete the benchmarking process as quickly and effectively as possible.

- ***Performance benchmarks*** should measure success by ensuring that the EZ/EC communities gets what they planned for -- and what EZ/EC will pay for. These benchmarks should cover all aspects of the EZ/EC Strategic Plan, including the implementation of and community participation in the plan. They should also be used to measure whether promised resource commitments are actually fulfilled.

- ***Inputs*** are the financial, human, and other resource commitments from the EZ/EC partners (other federal, state and local government agencies, businesses, banks, foundations, utilities, etc.) needed to complete specific projects.

- ***Outputs*** are the results generated from the specific projects, such as the number of jobs to be created, the number of houses to be built or renovated, the number of children to be served by a child care center, and the number of people to be trained and placed in employment).

Individual communities should be able to look at their EZ/EC performance benchmarks and determine the following:

- ***Who*** is administering, and ensuring continued community involvement in, the EZ/EC Strategic Plan?

- ***What*** specific projects will be accomplished under the EZ/EC Strategic Plan?

- ***When*** will the specific projects be initiated and completed, and what will be the project deadlines along the way?

- ***How*** will the specific projects of the Strategic Plan be financed?

The EZ/EC Task Force is emphatically not asking communities to define outputs in an aggregate sense, such as "reducing unemployment by two percent" or "reducing homelessness by ten percent." We recognize that such aggregate outcomes will be determined by many factors far outside the scope of the EZ/EC Initiative. Through technical assistance and evaluation, the Administration will ask communities to set long-term performance goals so that they have a basis for continually improving their performance benchmarks.

Connection Between Performance Benchmarks and EZ/EC Memoranda of Agreement

The Department of Health and Human Services has recently outlined how Title XX funds would be distributed to the EZs and ECs. Although HUD has programmatic oversight and management responsibility for the overall urban EZ/EC program, HHS has fiscal responsibility for the EZ/EC Social Service Block Grant (SSBG) funds.

As part of its management responsibilities for the urban EZ/EC program, HUD is requiring its EZs and ECs to establish a series of two-year performance benchmarks that clarify and refine the full range of projects discussed in the strategic plans. These measures will help the local areas manage their revitalization efforts and will serve as a tool by which HUD can track EZ and EC progress. These performance benchmarks will also serve as guidelines for state agencies in approving the distribution of Title XX EZ/EC funding.

Each EZ/EC benchmarking plan will be included in its Memorandum of Agreement (MOA), which is currently being drafted. The MOA will outline the relationship between the EZ/EC and HUD. The White House is willing to make arrangements for approvals of expenditures for the first six months while the benchmarking plan is being developed.

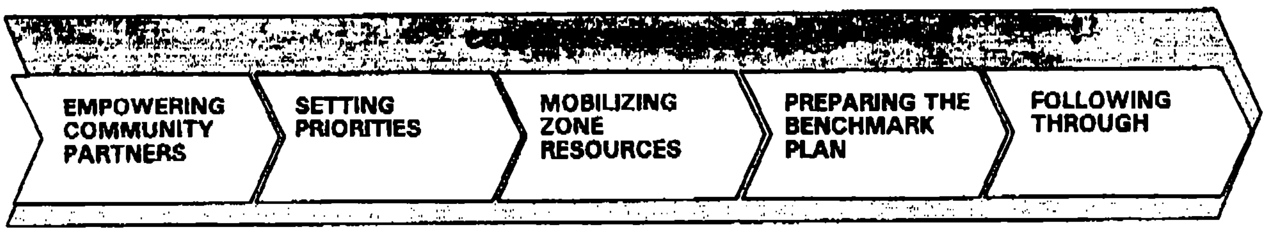
Building Blocks for Success

The EZs and ECs have already received initial guidance from HUD on the benchmarking process. Communities are now identifying projects from their Strategic Plans and determining what type of performance measurement should be applied to monitor those projects. Although communities were asked to focus on projects for the first two years of the ten year designation period, the benchmarking plan should identify projects for the entire ten year period, with more detailed information on later projects submitted in annual updates to the benchmarking plan.

At the same time and under HUD's direction, Price Waterhouse has developed a structured approach, "Steps to Success," that can be used by communities to assist in the identification and prioritization of projects and in the implementation of the specific projects. The result of this process is an integrated set of performance benchmarks specific to each community. This approach includes four major components:

- Establish the foundation and procedure for ensuring on-going community participation and input
- Grow the ideas and concepts
- Cultivate success through the implementation of specific projects
- Communicate success to those within and outside the EZ/EC community

These components are detailed in six steps. The Benchmarking and Activities for the First Two Years of Designation Form already distributed by HUD is completed in Step 4:



Step 1: Communicating Success

- Develop Recognition Programs
- Design Community Events
- Involve Local Media to Publicize Projects and Tasks
- Document Progress

Step 2: Empowering Community Partners

- Begin with Strategic Plan
- Identify the EZ/EC Governing Entity(s)
- Detail Operations of Entity(s)
- Ensure Linkages Between the Governing Entity and Community Partners
- Select and Approve Members of Entity(s)
- Select and Approve Members of Neighborhood Boards or Task Forces (as appropriate)
- Hire Staff (as appropriate)
- Convene First Meeting

Step 3: Setting Priorities

- Begin with Ten Year Strategic Plan
- Reexamine Vision and Strategies
- Confirm or Adjust Strategies as Appropriate
- Focus on First Two Years
- Prioritize Projects
- Present Priority Ranking to Community and/or Community Task Force(s) for Modification and Confirmation (as appropriate)

Step 4: Mobilizing Zone Resources

- Begin with Priority Projects
- Cement Original Funding Commitments
- Confirm Original Partnerships and Linkages with Other Organizations
- Identify Supplemental Funding (as needed)
- Identify New Partnerships and Linkages (as appropriate)
- Adjust Final List of Priority Projects Based on Available Funding and Other Resources (as necessary)

Step 5: Preparing the Benchmarking Plan

- Begin with the Priority Projects
- Identify the Specific Tasks Necessary to Complete Each Project
- Identify the Specific Resources Needed to Complete Each Project
- Identify Start and Complete Dates for Each Task
- Establish Benchmarks for Monitoring Success
- Identify Original Baselines
- Prepare Benchmarking Plan for the First Two Years of Designation
- Input the Benchmarking Plan into Project Management Software

Step 6: Following Through

- Start with the Benchmarking Plan
- Mobilize Task Forces and Working Committees
- Initiate Immediate Projects
- Complete Planning on Other Projects
- Begin Other Projects as They Appear on Priority List
- Submit Progress Reports to HUD on Accomplishments to Date
- Prepare Annual Updates to the Benchmarking Plans

The Next Steps

Communities are at various stages within these blocks. HUD can provide technical assistance to each EZ and EC in the preparation and development of these benchmarking plans. HUD's objective is to present the specifics of this approach during a series of workshops later this spring. These workshops will be followed by on-site visits from our performance benchmarking specialists to the EZ/EC communities to assist the community in translating its vision into realistic performance benchmarks and benchmark activities. These specialists will be available, at the request of the EZ or EC, to assist in the implementation of the core benchmark activities. The final goal is for each EZ and EC to use their benchmarking plan and project management software to manage the projects and create a workplan that includes start and end points, timelines, and critical success paths for each task and each project.

DRAFT 3/28/95
MARKED TO SHOW CHANGES
FROM DRAFT OF 3/21/95

/\

FOR DISCUSSION
PURPOSES ONLY

Operating Principles Memorandum of Understanding
Federal Empowerment Zone

The undersigned, the New York City Empowerment Zone Corporation (the "Corporation"), the Upper Manhattan Empowerment Zone Local Development Corporation ("Upper Manhattan LDC"), the Bronx Overall Economic Development Corporation ("Bronx LDC") (the Upper Manhattan LDC and the Bronx LDC are referred to together as the "LDCs"), the State of New York (the "State") represented by the New York State Urban Development Corporation ("UDC"), the City of New York, /\ acting by and through the Deputy Mayor for Planning and Community Relations (the "City"), the U.S. Congressional Representative of 15th District and the U.S. Congressional Representative of the 16th District desire to cooperate in the operation of the New York City Federal Empowerment Zone (the "Zone") and the implementation of the Strategic Plan ("Strategic Plan" or "Plan") for the Zone. /\ It is the purpose of this Memorandum of Understanding ("MOU") to prescribe the role of each party, how the parties will interact and certain other terms of such cooperation, as set out below.

I. OTHER PARTIES. The Parties acknowledge that the cooperation of The United States Department of Housing and Urban Development ("HUD") will also be required. /\

Such cooperation will be sought, as required, as provided herein.

II. EMPOWERMENT ZONE CORPORATION.

Build in task Forces

a. Formation and Governance. In the first instance, the Corporation will have been formed as an independent not-for-profit corporation under the New York State Not-for-Profit Corporation Law and will have applied to the Internal Revenue Service for 501(c)(3) tax-exemption. Tax exempt status, once granted, is retroactive to the date of incorporation.

The Corporation's board of directors will consist of an appointee of the Mayor (the "City Director"), an appointee of the Governor (the "State Director"), an appointee of the Congressional Representative of the 15th District representing the Upper Manhattan community, an appointee of the Congressional Representative of the 16th District representing the South Bronx community [**FERRER WANTS CALL FROM DM P. POWERS RE: ELIMINATION OF HIS APPOINTMENT POWER**], an appointee of each of the Upper Manhattan LDC and the Bronx LDC and an appointee of the Secretary of HUD (the "HUD Director") who shall be a HUD ex officio (the appointees of the Representative of the 15th Congressional District and the Upper Manhattan LDC are referred to together as the "Upper Manhattan Directors" and the appointees of the Representative for the 16th Congressional District and the Bronx LDC are referred to together as the "Bronx Directors")./\ The chairman of the board will be the City Director.

The Corporation will have such committees as its board of directors deems appropriate; provided that the Corporation shall always have a legal affairs committee or other internal capability which,/\ as part of the project review process described at Section V.g.2 below, shall determine what, if any, federal, state or city laws are implicated by each project proposed by the LDCs and, in addition to the LDCs, shall have charge of seeking waivers, if applicable, therefor.

b. Voting. [The HUD Director shall not have voting power.] Each other director of the Corporation will be entitled to cast one vote at a duly called meeting of the board. The quorum requirement for a board meeting will be all the members entitled to vote on agenda items at such meeting. The absence of any member entitled to vote on any item on the agenda will render a board meeting invalid./\

All of the directors will be entitled to vote on board actions pertaining to or directly affecting the entire Zone. However, the Upper Manhattan Directors may not vote on matters pertaining solely to the Bronx community and the Bronx Directors may not vote on matters pertaining solely to the Upper Manhattan community.

All board actions will require the unanimous vote of board members entitled to vote thereon. However, in the event that irreconcilable differences arise between the Upper Manhattan Directors and the Bronx Directors on any item affecting the entire Zone precluding unanimous vote on such item and where resolution is imperative, the item shall be resubmitted to the Board of Directors and may be acted upon by majority vote of the directors entitled to vote.

III. UPPER MANHATTAN AND BRONX LOCAL DEVELOPMENT CORPORATIONS.

The Bronx LDC was formed at the direction of the Bronx Borough President. The Upper Manhattan LDC was formed at the direction of the Congressional Representative for the 15th District. The directors of the respective LDCs have been or will be appointed as provided in the certificates of incorporation and/or the bylaws of the LDCs.

IV. MEMORANDUM OF AGREEMENT.

The parties to this MOU acknowledge that HUD, the Corporation, the City and the State have entered into the Memorandum of Agreement dated ____________________ (the "MOA").

All references in this MOU to the Strategic Plan or Plan shall be deemed to refer to the strategic plan as modified in the MOA.

/\ V. IMPLEMENTATION OF STRATEGIC PLAN.

a. Overview. The fundamental mission of the Corporation is to assist the LDCs to implement and realize the objectives of the Strategic Plan developed by the Upper Manhattan and South Bronx communities./\ The parties contemplate that such implementation will be achieved through the assignment of specific roles to each party. The role of the Corporation will be to facilitate the cooperation and engagement of state and city governmental entities as needed, in order to achieve Plan objectives -- particularly with regard to budgeting and payment of committed funds. The Corporation will be responsible for review, oversight and audit with respect to uses of Zone funds to ensure that funds are being used in a cost effective and responsible way to achieve Plan objectives. The Corporation will be the "depository" of all Zone funds which were pledged to the Zone by the City, State and Federal governments in the HUD selection process ("Zone Funds"), such funds to then be disbursed by the Corporation to the LDCs to pay project costs and to be used for other Zone-related costs./\ * All Zone Funds shall be maintained by the Corporation and the LDCs in [responsible] financial institutions designated by the LDCs and located within the communities served by the LDCs. The Corporation will also work with the LDCs with respect to modifications of the Strategic Plan./\ The Corporation will maintain a staff which will provide administrative assistance to the LDCs. A staffing proposal is annexed hereto as Annex A.

The LDCs will have the front-line responsibility for proposing specific methodologies and concrete means to achieve Plan objectives and will undertake the administration and implementation of the specific methodologies and means they propose. Generally, the LDCs duties will include: 1) developing projects/programs that meet the strategic goals set by the Plan; 2) continuously evaluating and modifying the Strategic Plan and monitoring on an immediate basis the efficacy of the methodologies and means being used to achieve the Plan; 3) planning comprehensively and providing opportunities for involvement of the community in the process of the Strategic Plan; 4) selecting the service providers and vendors for Zone programs and projects consistent with the LDCs Procurement Rules (defined below); and 5) negotiating contracts with vendors and service providers and performance monitoring. The LDCs will

---

* Note that monies from other governmental or private sources may be solicited on behalf of the Zone either by the Corporation or by the LDCs. The LDCs shall forward a copy of any solicitation to the Corporation prior to or at the time of submission of such solicitation. Monies solicited directly by the LDCs may be received directly by them.

also have a staff, as reasonably necessary, to undertake their responsibilities. [The LDCs staffing proposals are annexed hereto as Annex ______]

/\ The conceptual overview set forth above will be realized, specifically, as follows:

b. EZ Corporation Operational/Administrative Assistance. The Corporation will have sufficient staff or internal capability to provide to the LDCs certain operational and administrative assistance (The Corporation's staffing proposal is annexed hereto as Annex ____)./\ Such assistance shall include, with respect to LDC projects:

- assisting and facilitating LDC interaction with State and City government agencies where necessary for LDC projects; provided that nothing herein shall be deemed to prohibit the LDCs from direct lobbying of government agencies;
- assisting the LDCs in obtaining technical information for, and preparation of, benchmarks;
- assisting the LDCs with procurement, as appropriate;/\
- assisting the LDCs with federal, state and local laws and waivers, where appropriate;
- assuring that the method of vendor/service provider selection by the LDCs complies with the Procurement Rules;/\
- assisting the LDCs in administering and monitoring contracts for LDC projects funded with Zone Funds, where appropriate; and

/\ - working with the LDCs to coordinate private sector investment.

Such assistance may also include review of the reports and audits required of the LDCs pursuant to Section VI and review of proposed amendments by the LDCs to the Strategic Plan or itself proposing such amendments as provided in Section VI below./\

c. **LDC Administrative Responsibilities**. The LDCs shall have staff or other internal management capability as reasonably necessary to undertake their responsibilities in connection with the Zone and implementation of the Plan. At all times, however, the LDCs shall have an internal bookkeeping capability to record the flow of all funds into and out of the LDCs with a view to the annual financial audit of the LDCs' books and records by independent auditors as required by Section VI.1 below.

d. **Annual Source of Funds Statement; Administration of Funds**./\ The Corporation will prepare annually, following the adoption of the State and City's budgets and prior to the commencement of an activity year,/\ which shall correspond to the City's fiscal year, a source of funds statement showing amounts of funding which will be available for Plan implementation purposes from federal, state and city sources over the coming activity year. To enable preparation of the source of funds statement, the Corporation will use its best efforts to ensure that State and City budgeting officials are aware that annual allocations of Zone matching funds must be considered in the respective annual budget processes of the State and City. [For annual City/State contributions of less than $10,000,000, Sherwood wants representative of City/State to present a plan for outer-year coverage of shortfalls. OMB to determine if City could provide such a plan.]

/\ All funds from federal, state and city sources shall be drawn down by a single entity, the Corporation. Federal Title XX (Social Service Block Grant) Funds shall be drawn down by the Corporation from the State Department of Social Services on a basis as needed for disbursements to the LDCs for LDC projects and for Zone expenses. State monies shall be drawn down by the Corporation [from ____________] on a quarterly basis for disbursements to the LDCs for LDC projects and for Zone expenses. City monies shall be drawn down by the Corporation from the City's Office of Management and Budget quarterly for disbursements to the LDCs for LDC projects and for Zone expenses.

NOTE: The City requires a mechanism to get City monies to the Corporation and is considering a sole source contract with the Corporation which would enable the City to fund the Corporation directly and annually for purposes of achieving the Plan. /\ The state may wish to consider whether such a sole source type mechanism is also a possibility for them so as to permit direct access by the Corporation to state annual allocations of matching funds.

The Corporation shall make disbursements to the LDCs within fourteen (14) days of receipt of funds from the above-described sources. [OMB/City is discussing mechanism for disbursement of funds by Corporation to LDCs on other than reimbursement basis]

/\ e. Annual Schedule of LDC Initiatives. With the source of funds statement in hand, the LDCs will prepare, annually, prior to the commencement of an activity year, a schedule of proposed specific initiatives ("LDC Initiatives") for such activity year designed to implement the Plan. Next to each specific initiative, the LDCs will explain, to the extent feasible, how the initiative is to be carried out -- viz./\ , whether through the procurement of goods, services or construction or otherwise. The schedule will also show the estimated cost associated with carrying out the initiative as well as potential agency involvement with an explanation of the methodology of the cost estimate and the proposed source of funds to pay for such estimated cost.

f. Approval of LDCs Initiatives by Corporation. The schedule of LDC Initiatives will be submitted to the Corporation for purposes of reviewing each Initiative for consistency with the Strategic Plan objectives. The Corporation's review will be limited to such purpose. Within thirty (30) days of receipt of a completed schedule, the Corporation will vote to approve or disapprove each LDC Initiative or will notify the LDC(s) that more time or information is needed. In the latter case, the Corporation will use its best efforts to render a final vote on all Initiatives within a reasonable time and in all events, prior to the commencement of an activity year./\ If the Corporation disapproves an Initiative, the resolution shall include a finding indicating why the Initiative is not consistent with the Plan. The Corporation's disapproval of an LDC Initiative on the grounds that it is not consistent with the Plan shall preclude further action on that Initiative as a Zone item. If the LDC chooses, the Initiative may be revised and resubmitted to the Corporation for a vote./\ If the Corporation approves an Initiative, the resolution shall include a finding of consistency and a designation of the sources of funds for such LDC Initiative.

g. LDC Projects Requiring Procurement.

1. LDCs to Prepare Procurement Documents. Once the Corporation has approved and designated a funding source for an LDC annual Initiative, the LDC proposing the Initiative may proceed to an implementation of the Initiative. The parties recognize that many LDC Initiatives will be implemented through the procurement of services, goods or construction from a private, third-party vendor or service provider. In cases where such third-party procurement is contemplated, the LDC will prepare an IFB, RFP, sole source or other procurement request as permitted by the Procurement Rules appended hereto as Annex A (the "Procurement Rules"). With the assistance of the Corporation, if requested, the LDC may also, at this time, prepare the draft form of contract which will be appended to the procurement document./\ All LDC contracts will include certain standard provisions, such as insurance requirements and liability limitations. It will also prepare a list of federal, state and city regulations, if any, which it believes may apply or government waivers, if any, it believes to be desirable in implementing the Initiative.

2. Corporation Review of Procurement Document. The IFB, RFP, sole source or other procurement documents and the form of contract, if prepared, will be submitted to the Corporation. The Corporation will review the proposed procurement materials for the

purpose of determining whether the procurement is consistent with the corresponding LDC Initiative previously approved (including the funding to support such Initiative) and whether the materials are consistent with the Procurement Rules,/\ and will advise the LDCs of modifications to such materials as necessary. The Corporation's legal committee may also assess what, if any, federal, state or local laws/regulations may be implicated and whether waivers should be sought./\

When the Corporation has satisfactorily concluded its review, it will authorize by resolution promulgation of the procurement by the LDC.

3. Selection of Vendor/Service Provider. Following the promulgation of an RFP or IFB or other method of procurement, the LDC shall select the vendor in accordance with the Procurement Rules. The LDC shall provide the Corporation with the name of each proposed vendor/service provider. The Corporation will commission a VENDEX check by the City and will provide such LDC with a report./\ ** In the event the proposed vendor/service provider is not listed in the City's VENDEX system, the LDC will utilize the City's Inspector General's investigation system or shall choose another appropriate method to investigate the background of such proposed vendor or service provider. [For procurement in excess of $20,000], the selection of a vendor/service provider by RFP,/\ IFB or any other method shall be

** "VENDEX" is the Vendor Information Exchange System administered by the City.

presented by the LDC to the Corporation which will, within a reasonable time (and preferably within not more than ten (10) days),/\ review the proposed selection. Such review shall determine the following: consistency with the Procurement Rules; integrity in contracting;/\ and that the price for the proposed selection is not more than the estimate provided for in the schedule of LDC Initiatives or, if it exceeds the estimate, that the LDC shall have obtained approval for such increased amount from the Corporation. Following such review, the LDC may execute the contract for the work at the approved price. If the Corporation fails to approve the proposed procurement, it shall set forth its reasons in writing if requested to do so by the LDC.

4. Contract Negotiation. Contracts with vendors/service providers chosen will be negotiated by the LDCs with the assistance of the Corporation, if requested by the LDC involved.

5. Contracts Payments and Monitoring. The LDCs will be responsible for monitoring performance of work by contractors, vendors, etc. In addition, the Corporation shall have the right, but shall be under no obligation, to monitor contract performance for any or all LDC contracts. The contracts will provide that both the Corporation and the relevant LDC will have the right to observe, test and evaluate performance under a contract. In the case of jointly monitored contracts, if the LDC or the Corporation concludes, on the basis of an evaluation, that the contractor is not performing as per the terms of the contract, it will inform the other of its conclusion. If the other agrees, the LDC will so

notify the contractor pursuant to the contract. The contractor will either proceed to cure or suffer a default. If the Corporation and the LDC do not agree on whether performance is satisfactory the Corporation's decision as expressed in a resolution of the board of directors will be dispositive on the question of performance and the corresponding duty to declare a default.

h. LDC Projects not requiring Procurement. Where an LDC Initiative contemplates expenditures to fund capital projects and the LDC determines that it would be more cost effective for a City or State agency to undertake such capital project directly, the cost of such project may be credited against City or State contributions to the Zone as specified in Section IV above.

i. Amendment of the Strategic Plan. Either the Corporation or the LDCs may suggest modifying the Plan. Whether or not to proceed with amendment shall, be subject to a vote in accordance with Section II.b above.

If a decision is made to amend the Plan (including an amendment recommended by the Corporation), the LDCs shall proceed to develop such amendment. The LDCs shall consult with and advise the Corporation throughout the amendment process. The LDCs shall also involve the community in developing amendments to the Plan which are deemed material.

All amendments shall be subject to vote of the Corporation before they are deemed approved. In the case of material amendments which will have been developed by the LDCs with community participation, such proposed amendments shall be presented to the Corporation for approval before the final vote or other final action of the Community has been taken with respect to such proposed amendment.

VI. Audit and Reports.

a. Audits. The Corporation will have sufficient staff or other internal capability to comply with HUD's reporting and performance review requirements as set out in 24 CFR §597.400 - 597.401 and in the MOA. To the greatest extent possible, it is contemplated that the Corporation will undertake the reporting obligations of the City and State in the MOA.

The Corporation will also commission an independent financial audit of the operations of the LDCs annually. The auditors will be selected by the Corporation. A copy of the auditor's report will be provided to the State, the City and HUD.

b. Reports. The LDCs will prepare quarterly performance reports for submission to the Corporation. Such reports shall include such information as may be requested by the Corporation. The Corporation will review such performance reports and comment thereon. One of the principal purposes of such reports and their review by the Corporation will be to furnish a factual basis for determining how well the baselines, benchmarks, timetables and spending levels (the "Benchmarks") set forth as an attachment to the EZ MOA are being achieved. The Corporation may make recommendations to the LDCs to suggest how the Benchmarks may better be achieved. The Corporation and the LDCs will revise the periodic reports as appropriate for submission to HUD to satisfy the reporting requirements of the MOA.

The Corporation will periodically review and evaluate how well the LDC Initiatives and their implementation comply with and effectively carry out the Plan objectives and satisfy the Benchmarks. The Corporation and the LDCs will use best efforts to meet twice every [calendar] year or more frequently to discuss how well the Plan objectives are being realized and the Benchmarks satisfied./\

If an LDC proposes the acquisition of real or personal property as a LDC Initiative, ownership of such property and title thereto shall reside in the City if City funds are used to effect such acquisition, and in the State if State or federal funds are used. If private moneys are used to acquire real or personal property, title may reside in such person as may be designated by the party furnishing the funds.

Accepted and Agreed to

NEW YORK CITY EMPOWERMENT ZONE CORPORATION	STATE OF NEW YORK
_________________________ Chairman:	_________________________ [Who is State signatory?]
CITY OF NEW YORK	UPPER MANHATTAN LOCAL EMPOWERMENT ZONE
_________________________ [Title]: Name	_________________________ [Title]: Name

BRONX OVERALL ECONOMIC DEVELOPMENT CORPORATION	UNITED STATES CONGRESSMAN FOR THE 16TH DISTRICT
[Title]: Name	Name: Jose Serrano

UNITED STATES CONGRESSMAN
FOR THE 15TH DISTRICT

Name: Charles Rangel
/\

WORKSHOPS

STRATEGIC IMPLEMENTATION WORKSHOP

A 2-3 day long workshop will be offered in Washington, DC for a broad-based core group of stakeholders from each of the Big 12 EZ/EC's. These participants will partake in a series of seminars, interactive training, and peer reviews. The workshops will assemble representatives of the entire federal government to help communities work through their waiver and federal program issues.

In addition, the workshops will present a core body of knowledge which emerged during the application review process. Several key initiatives were identified and discussed in each community's strategic plan. Although the details of how each activity should be implemented varied, the key elements and vision of these initiatives remained constant.

~~In addition,~~ The workshop areas of focus are embodied in the four key principles of the EZ/EC Initiative: economic opportunity, sustainable community development, community-based partnerships and a strategic vision for change.

Overarching Focus

- Community Development Lending
- Benchmarking

Comprehensive Initiative Focus

- 24-Hour Schools
- Job Continuum
- Community Policing
- Community Infrastructure

Technical Focus

- Federal Agency Issues
  - Waivers
  - Program Funding
- Employer Wage Credit
- Section 179 Expensing
- Tax Exempt Facility Bonds
- One Stop Capital Shops
- Economic Development Initiative (EDI)
- Title XX Funding
- Governance Structure

DRAFT

OBJECTIVES

- To assemble and present a specialized team of experts, liaisons and Federal representatives that will form an ongoing relationship with a particular city.

- To prepare materials and present a module for implementation that cities can utilize in the development of several key initiatives.

- To address the major impediments cities are experiencing in the first stages of implementation.

- To identify specific issues of concern and tailor a workshop agenda to address these issues and advance each city's strategic plan.

- To identify activities and programs that will comprise the benchmarks for the first two-three years of designation.

- To provide time for cities to spontaneously discuss and explore relationships.

- To organize and set up meetings with Federal agencies to troubleshoot, identify and submit waiver requests and move specific projects along.

AUDIENCE

The composition of the EZ delegations will be determined by the EZs themselves. We will of course encourage maximum possible community participation. We will also work with the EZs to identify appropriate city specialists to attend each of the workshops. The agenda will allow for top EZ officials to attend the first day, a core EZ team to attend throughout, and specialists to attend technical seminars.

SCHEDULE OF STRATEGIC IMPLEMENTATION WORKSHOPS

<u>Mid-West Conference</u>

May 9 - 11

- Chicago
- Cleveland
- Detroit

DRAFT

- Kansas City

Eastern Conference

May 16 - 18

- Baltimore
- Boston
- New York
- Philadelphia-Camden

Southern/Western Conference

May 23 - 25

- Atlanta
- Houston
- Los Angeles
- Oakland

DRAFT

DRAFT AGENDA

EZ/EC taskforce members will work with each city to identify specific issues and to tailor an agenda that incorporates the key initiatives and advances their strategic plan. Particular attention will be given to identifying activities and programs that will comprise the benchmarks for the first three years of designation.

PRE-CONFERENCE MEETINGS

- A core team of experts will be assembled to create a "concept paper" on each of the key initiatives.

- Materials and programmatic aides will be developed for presentation at the workshops and for distribution to the EC's and Tier 3 communities.

- A "Federal Team" of program experts, liaisons, and Task Force members will be assembled and allocated responsibilities for particular communities.

- Coordination meetings for technical assistance providers.

DAY ONE

Morning

Overview
- Introduction of Federal Team
- Input...Planning
- Determination of Conference Schedule

Luncheon
- Vision and Message

Afternoon

- **Benchmarking** (emphasis on incorporating key initiatives)

- Concurrent Technical Sessions

- Private meetings with TA specialists and Federal Officials

Social

Reception

DRAFT

DAY TWO

Morning

- **Community Development Lending** (selecting a financing tool for your community)

- Concurrent Technical Sessions (see below)

- Private meetings with TA specialists and Federal Officials

Luncheon Cabinet Official

Afternoon

- **Community Policing**

- **Community Infrastructure**

Social

Invite a non-profit to offer a gathering

- Fannie Mae
- COSCDA
- LISC/ENTERPRISE

DAY THREE

Morning

- **24 Hour School and Social Services**

- Concurrent Technical Sessions (see below)

- Private meetings with TA specialists and Federal Officials

Luncheon Speaker/Non-profit

Afternoon

- **Job Continuum**

- Concurrent Technical Sessions (see below)

DRAFT

- Private meetings with TA specialists and Federal Officials

CONCURRENT SESSIONS

- Governance Structure
- Employer Wage Credit
- Section 179 Expensing
- Tax Exempt Facility Bonds
- One Stop Capital Shops
- Economic Development Initiative (EDI)
- Title XX

Outcome

The workshop will address the major impediments to successful implementation. Each city will work with the Task Force to tailor design the workshop and to provide specific technical expertise.

The workshop agenda will be flexible. The design of the interactions should provide ample time for the cities to spontaneously discuss and explore relationships. Additionally, cities can set up meetings with various Federal agencies to troubleshoot, identify and submit waiver requests and move specific projects along.

DRAFT

CREATING THE VISION

Development Strategies

Benchmarks and Activities

of the Upper Manhattan Empowerment Zone

2nd Draft
March, 1995

Upper Manhattan Empowerment Zone
Development Corporation
Coordinating Unit

CREATING THE VISION

DEVELOPMENT STRATEGIES OF THE UPPER MANHATTAN EMPOWERMENT ZONE MARCH 1995

The year 1995 marks the initial stages for the most innovative urban renewal program in America's history. A program that will effectively combat the economic, human and community problems that have become so familiar in urban America. The Upper Manhattan Empowerment Zone is the driving force behind a unified private, public and community strategy to show demonstrable results in expanding economic opportunity available to Empowerment Zone residents and businesses.

The Upper Manhattan Empowerment Zone Development Corporation, a newly created partnership which harnesses the energies and talents of the Zone's business, community, public and non-profit sectors will sponsor projects designed to produce measurable and permanent impacts on the needs and problems of the people who live and work within the Upper Manhattan Empowerment Zone. The vision of this Zone is to stimulate job creation and business capitalization projects which are purposely tied to job training and education for our youth, create networks to secure good jobs for unemployed and underemployed adults and forecast upcoming opportunities for area businesses. With few exceptions, the goal is to reach and improve the lives of the most needy residents in the three neighborhoods which comprise the Zone---Harlem, East Harlem, and Washington Heights-Inwood.

Each project has specific goals to improve economic stimulus within Upper Manhattan. Key indicators of economic health will be revealed by pinpointing the number of business start-ups and the creation of jobs within the Zone. Reductions in welfare dependency and higher levels of educational attainment will also be used to help to measure the number of residents who have achieved self-sufficiency and become part of the mainstream local and regional economy. The net effect of these combined efforts is to increase the number of working age residents who are active in the labor force. The objective for the first two years is to lay phase is to create employment and hiring opportunities for approximately 1,000 Zone residents while laying the foundation for more dramatic increases in the following years. All projects will feature hiring agreements between the Zone and project sponsors.

The development strategy also intends to begin the transformation and reinvention of the existing service delivery system in Upper Manhattan. From its present fragmented and impersonal character, the system envisioned is a redesigned continuum of services that is more efficient and cost-effective, scaled to address the needs of both residents and business and accountable to the people at the neighborhood level.

The Empowerment Zone will demonstrate how the combined efforts of business, government and community can make lasting improvements on the quality of life of the citizens of Upper Manhattan. The Zone will concentrate its efforts and resources on specific projects and approaches in the area of Economic Development, Education, Training and Employment, Health and Human Services, and Community Development. Brief descriptions on each of the projects can be found under the program area, followed by the benchmarks and activities plan.

BUDGET SUMMARY

ECONOMIC DEVELOPMENT

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Business Resource and Investment Center **	$3,825,000	$3,825,000	$7,650,000	$600,000	$3,500,000	$3,500,000	$ –	$ –
2.	Zone-wide Commercial Revitalization **	1,575,000	1,500,000	3,075,000	921,000	1,077,000	1,077,000	–	–
2a.	116 Street Business Improvement District	–	125,000	125,000	25,000	50,000	50,000	–	–
2b.	Inwood Area Business Improvement	–	125,000	125,000	25,000	25,000	50,000	–	–
3.	La Marqueta **	700,000	2,800,000	3,500,000	875,000	875,000	875,000	–	875,000
4.	Harlem Business Incubator **	750,000	–	750,000	750,000	–	–	–	–
5.	Harlem International Trade Center	275,000	–	275,000	275,000	–	–	–	–
6.	Harlem Technology Park **	100,000	–	100,000	30,000	35,000	35,000	–	–
7.	Tourism	400,000	350,000	750,000	750,000	–	–	–	–
	Subtotal	$7,625,000	$8,725,000	$16,350,000	$ 4,251,000	$ 5,587,000	$ 5,587,000	$ –	$ 875,000

BUDGET SUMMARY

EDUCATION AND TRAINING

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Job Placement and Career Centers	$ 500,000	$ 850,000	$1,350,000	$ 350,000	$500,000	$500,000	$ –	$ –
2.	Workforce Training Programs	800,000	800,000	1,600,000	400,000	600,000	600,000	–	–
3.	Youth Pre-Apprenticeship Program	–	100,000	100,000	100,000	–	–	–	–
4.	Workforce Training and Education in Green Projects	800,000	800,000	1,600,000	400,000	400,000	400,000	400,000	–
5.	Year Round Youth Jobs Pilot	1,000,000	1,000,000	2,000,000	1,000,000	500,000	500,000	–	–
6.	School to Work Transition Program **	300,000	300,000	600,000	300,000	–	–	300,000	–
7.	Harlem Environmental Access Project **	580,000	–	580,000	–	–	–	–	580,000
8.	Hands-on Science Program **	225,000	225,000	450,000	225,000	225,000	–	–	–
9.	Hands-on Math Program **	225,000	225,000	450,000	–	–	–	–	–
10.	Early Algebra Program **	80,000	80,000	160,000	80,000	80,000	–	–	–
11.	Instrumental Music Program	–	453,000	453,000	113,250	113,250	113,250	–	113,250
12.	Expansion of Basic Education/English-as-a-Second Language Program	350,000	350,000	700,000	175,000	–	525,000	–	–
13.	Workforce Development Council/Technical Assistance **	100,000	100,000	200,000	100,000	–	100,000	–	–
	Subtotal	**$4,960,000**	**$5,283,000**	**$10,243,000**	**$3,243,250**	**$2,418,250**	**$2,738,250**	**$ 700,000**	**$ 693,250**

BUDGET SUMMARY

COMMUNITY DEVELOPMENT

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Community Outreach Partnership Center **	$ 50,000	$ 50,000	$ 100,000	$100,000	$ –	$ –	$ –	$ –
2.	Parent Involvement in Schools Project **	40,000	40,000	80,000	80,000	–	–	–	–
3.	Seniors' Council	40,000	40,000	80,000	80,000	–	–	–	–
4.	Public Safety Council**	40,000	40,000	80,000	80,000	–	–	–	–
5.	Resource Development & Technical Assistance **	150,000	150,000	300,000	200,000	–	–	–	100,000
6.	Community Outreach, Organizing, Participation & Planning **	120,000	120,000	240,000	240,000	–	–	–	–
7.	Marketing and Publications **	50,000	50,000	100,000	100,000	–	–	–	–
	Subtotal	$ 490,000	$ 490,000	$ 980,000	$ 880,000	$ –	$ –	$ –	$ 100,000

BUDGET SUMMARY

HEALTH & HUMAN SERV ES

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Immunization Program	$ –	$400,000	$400,000	$134,000	$133,000	$133,000	$ –	$ –
2.	AIDS Prevention	150,000	150,000	300,000	300,000	100,000	150,000	–	–
3.	Day Care Center Program	1,200,000	–	1,200,000	1,200,000	–	–	–	–
4.	Family Day Care Training and Certification Program	–	500,000	500,000	100,000	150,000	150,000	–	–
5.	Legal Assistance Services	300,000	300,000	600,000	300,000	150,000	150,000	–	–
	Subtotal	$ 1,650,000	$ 1,350,000	$ 3,000,000	$ 1,884,000	$ 583,000	$ 583,000	–	–
	EZ ADMINISTRATIVE COST	$ 200,000	$ 200,000	$ 400,000	–	–	–	–	
	GRAND TOTAL	$14,925,000	$16,048,000	$30,973,000	$10,258,250	$8,608,250	$8,908,250	$ 700,000	$1,668,000

** Ready to Go Projects begin July, 1995

CREATING THE VISION

Development Strategies

Benchmarks and Activities

of the Upper Manhattan Empowerment Zone

2nd Draft
March, 1995

Upper Manhattan Empowerment Zone
Development Corporation
Coordinating Unit

CREATING THE VISION

DEVELOPMENT STRATEGIES
OF THE UPPER MANHATTAN EMPOWERMENT ZONE
MARCH 1995

The year 1995 marks the initial stages for the most innovative urban renewal program in America's history. A program that will effectively combat the economic, human and community problems that have become so familiar in urban America. The Upper Manhattan Empowerment Zone is the driving force behind a unified private, public and community strategy to show demonstrable results in expanding economic opportunity available to Empowerment Zone residents and businesses.

The Upper Manhattan Empowerment Zone Development Corporation, a newly created partnership which harnesses the energies and talents of the Zone's business, community, public and non-profit sectors will sponsor projects designed to produce measurable and permanent impacts on the needs and problems of the people who live and work within the Upper Manhattan Empowerment Zone. The vision of this Zone is to stimulate job creation and business capitalization projects which are purposely tied to job training and education for our youth, create networks to secure good jobs for unemployed and underemployed adults and forecast upcoming opportunities for area businesses. With few exceptions, the goal is to reach and improve the lives of the most needy residents in the three neighborhoods which comprise the Zone---Harlem, East Harlem, and Washington Heights-Inwood.

Each project has specific goals to improve economic stimulus within Upper Manhattan. Key indicators of economic health will be revealed by pinpointing the number of business start-ups and the creation of jobs within the Zone. Reductions in welfare dependency and higher levels of educational attainment will also be used to help to measure the number of residents who have achieved self-sufficiency and become part of the mainstream local and regional economy. The net effect of these combined efforts is to increase the number of working age residents who are active in the labor force. The objective for the first two years is to lay phase is to create employment and hiring opportunities for approximately 1,000 Zone residents while laying the foundation for more dramatic increases in the following years. All projects will feature hiring agreements between the Zone and project sponsors.

The development strategy also intends to begin the transformation and reinvention of the existing service delivery system in Upper Manhattan. From its present fragmented and impersonal character, the system envisioned is a redesigned continuum of services that is more efficient and cost-effective, scaled to address the needs of both residents and business and accountable to the people at the neighborhood level.

The Empowerment Zone will demonstrate how the combined efforts of business, government and community can make lasting improvements on the quality of life of the citizens of Upper Manhattan. The Zone will concentrate its efforts and resources on specific projects and approaches in the area of Economic Development, Education, Training and Employment, Health and Human Services, and Community Development. Brief descriptions on each of the projects can be found under the program area, followed by the benchmarks and activities plan.

BUDGET SUMMARY

ECONOMIC DEVELOPMENT

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Business Resource and Investment Center **	$3,825,000	$3,825,000	$7,650,000	$600,000	$3,500,000	$3,500,000	$ –	$ –
2.	Zone-wide Commercial Revitalization **	1,575,000	1,500,000	3,075,000	921,000	1,077,000	1,077,000	–	–
2a.	116 Street Business Improvement District	–	125,000	125,000	25,000	50,000	50,000	–	–
2b.	Inwood Area Business Improvement	–	125,000	125,000	25,000	25,000	50,000	–	–
3.	La Marqueta **	700,000	2,800,000	3,500,000	875,000	875,000	875,000	–	875,000
4.	Harlem Business Incubator **	750,000	–	750,000	750,000	–	–	–	–
5.	Harlem International Trade Center	275,000	–	275,000	275,000	–	–	–	–
6.	Harlem Technology Park **	100,000	–	100,000	30,000	35,000	35,000	–	–
7.	Tourism	400,000	350,000	750,000	750,000	–	–	–	–
	Subtotal	$7,625,000	$8,725,000	$16,350,000	$ 4,251,000	$ 5,587,000	$ 5,587,000	$ –	$ 875,000

BUDGET SUMMARY

EDUCATION AND TRAINING

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Job Placement and Career Centers	$ 500,000	$ 850,000	$1,350,000	$ 350,000	$500,000	$500,000	$ –	$ –
2.	Workforce Training Programs	800,000	800,000	1,600,000	400,000	600,000	600,000	–	–
3.	Youth Pre-Apprenticeship Program	–	100,000	100,000	100,000	–	–	–	–
4.	Workforce Training and Education in Green Projects	800,000	800,000	1,600,000	400,000	400,000	400,000	400,000	–
5.	Year Round Youth Jobs Pilot	1,000,000	1,000,000	2,000,000	1,000,000	500,000	500,000	–	–
6.	School to Work Transition Program **	300,000	300,000	600,000	300,000	–	–	300,000	–
7.	Harlem Environmental Access Project **	580,000	–	580,000	–	–	–	–	580,000
8.	Hands-on Science Program **	225,000	225,000	450,000	225,000	225,000	–	–	–
9.	Hands-on Math Program **	225,000	225,000	450,000	–	–	–	–	–
10.	Early Algebra Program **	80,000	80,000	160,000	80,000	80,000	–	–	–
11.	Instrumental Music Program	–	453,000	453,000	113,250	113,250	113,250	–	113,250
12.	Expansion of Basic Education/English-as-a-Second Language Program	350,000	350,000	700,000	175,000	–	525,000	–	–
13.	Workforce Development Council/Technical Assistance **	100,000	100,000	200,000	100,000	–	100,000	–	–
	Subtotal	$4,960,000	$5,283,000	$10,243,000	$3,243,250	$2,418,250	$2,738,250	$ 700,000	$ 693,250

BUDGET SUMMARY

COMMUNITY DEVELOPMENT

	Project	Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Community Outreach Partnership Center **	$ 50,000	$ 50,000	$ 100,000	$100,000	$ –	$ –	$ –	$ –
2.	Parent Involvement in Schools Project **	40,000	40,000	80,000	80,000	–	–	–	–
3.	Seniors' Council	40,000	40,000	80,000	80,000	–	–	–	–
4.	Public Safety Council**	40,000	40,000	80,000	80,000	–	–	–	–
5.	Resource Development & Technical Assistance **	150,000	150,000	300,000	200,000	–	–	–	100,000
6.	Community Outreach, Organizing, Participation & Planning **	120,000	120,000	240,000	240,000	–	–	–	–
7.	Marketing and Publications **	50,000	50,000	100,000	100,000	–	–	–	–
	Subtotal	$ 490,000	$ 490,000	$ 980,000	$ 880,000	$ –	$ –	$ –	$ 100,000

BUDGET SUMMARY

HEALTH & HUMAN SERV .ES

Project		Year 1	Year 2	Total	EZ	City	State	Other Federal	Private
1.	Immunization Program	$ –	$400,000	$400,000	$134,000	$133,000	$133,000	$ –	$ –
2.	AIDS Prevention	150,000	150,000	300,000	300,000	100,000	150,000	–	–
3.	Day Care Center Program	1,200,000	–	1,200,000	1,200,000	–	–	–	–
4.	Family Day Care Training and Certification Program	–	500,000	500,000	100,000	150,000	150,000	–	–
5.	Legal Assistance Services	300,000	300,000	600,000	300,000	150,000	150,000	–	–
	Subtotal	$ 1,650,000	$ 1,350,000	$ 3,000,000	$ 1,884,000	$ 583,000	$ 583,000	–	–
	EZ ADMINISTRATIVE COST	$ 200,000	$ 200,000	$ 400,000	–	–	–	–	
	GRAND TOTAL	$14,925,000	$16,048,000	$30,973,000	$10,258,250	$8,608,250	$8,908,250	$ 700,000	$1,668,000

** Ready to Go Projects begin July, 1995

ECONOMIC DEVELOPMENT

SUMMARY

Imbedded within the philosophy of the projects proposed for economic development is the goal to expand the range of economic opportunities available to Empowerment Zone (EZ) residents. Increased self-employment, building the capacity of start-up businesses, maximizing the opportunities of residents to participate in the redevelopment of the EZ; access to capital and attracting job-generating private investment to the EZ; creating an qual opportunity to compete in the city, regional and global economies while capitalizing on the cultural and multi-ethnic character of the Empowerment Zone and its economic linkages with the nations of Africa, the Caribbean, Central and South America; and revitalizing and diversifying retail, consumer, and other neighborhood services in major commercial and secondary arteries to improve the quality of life of residents are all projects integrated within this goal. Coupled with the philosophy of employment and training, these economic development projects are geared to increase labor market participation among Empowerment Zone residents.

1. The Business Resource and Investment Center. This Center will nurture and expand economic development through technical and financial assistance. The center will serve as a one-stop service facility to increase access to capital, attract job-generating private investment and coordinate various assistance programs for small business.

2. Zone-wide Commercial Revitalization. With the goal of revitalizing retail, consumer and other neighborhood services throughout the EZ community, plans will be developed to meet the needs of area-wide of commercial districts with the intent of first organizing and planning for commercial revitalization, and secondly implementing a physical development on a Zone-wide basis in target areas. The planning will address capital needs of businesses, the mix of businesses and services, creation of and/or the strengthening of local business organizations and, strategies to decrease overall commercial vacancy rates. Various neighborhood shopping areas, such as the Third Avenue, will feel the immediate impact of the physical improvements and organizing efforts of the Zone and its partners. The following are key projects of the commercial revitalization strategy:

   2a. 116 Street Business Improvement District. 2b. Inwood Area Business Improvement District

   116 Street Business Improvement District and Inwood Area Business Improvement District will provide organizational resources to the businesses in the commercial areas to assist them through the Business Improvement District (BID) application and approval process with the City and State whereby they can through their own tax assessment provide the services to better market their businesses and products.

3. La Marqueta. The preliminary plans and vision of East Harlem residents for La Marqueta is a commercial retail facility emphasizing the cultural heritage of the surrounding Latino community. La Marqueta will be the home to 30 new businesses and generate over 174 permanent jobs. With its festivals, entertainment and art shows this market will be both a local and regional attraction employing local residents. Technical assistance and business support services will be provided to the entrepreneurs housed in the facility. Over the next two years, funds have been earmarked to conduct a feasibility review of previous plans and present conditions and, once updated, the project will enter the long-awaited construction phase.

4. Harlem Business Incubator. This project will convert 80,000 square feet in its first phase into a mixed-use commercial and industrial small business incubator. It will provide low cost space and business support services to 39 EZ based entrepreneurs starting-up or running job-generating businesses. This facility will address the acute shortage of space available for small businesses in the Zone. The incubator will be linked with the One Stop Capital Shop and the Pace University Small Business Center. Spaces will be marketed to light industrial and business services.

5. Harlem International Trade Center. The vision for international trade in the EZ is to develop basic services, technologies, infrastructure, information and one-stop services to promote and support the involvement of EZ businesses in the global markets. These programs are required for the provision of international trade services and construction of the Trade Center Complex will stimulate economic development in the greater Harlem area, business opportunities for local entrepreneurs, plus job creation and employment opportunities for EZ residents. By emphasizing international trade, the Trade Center can capitalize upon Harlem's world-wide stature as the symbolic center of Black America and the culture ties that exist between other parts of the EZ and their international origin.

6. Harlem Technology Park. The Washburn Wire site off the East River is perhaps the community biggest eyesore, yet at the same time it is among its most promising site for redevelopment will be the focus of a study to explore the feasibility of establishing a multi-complex high technology park. The study will provide the basis to launch a new and important private and public collaboration which takes advantage of the incentives offered by the Zone.

7. Tourism. As part of the $8 billion tourism industry in New York City the EZ has 5,000 visitors and captures less then ten million of the total expenditures. This study and subsequent campaign addresses the need to market tourism in the Zone and to increase the dollars spent by tourist who visit the area.

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	**#**	1	Increase job generating investment in the zone		
3. Baseline:	not available			**Source:**	none
4. Participating Entities:	Central Harlem Local Development Corporation(CHLDC); Harlem Business Alliance(HBA); LDC's, BID's, Banks New York State, New York City, SBA, Private Sector organizations				
5. Benchmark Activity:	**#**	1.1	Establish and begin operation of the Business Resource & Investment Center(BRISC)	**Application Page #:**	Section 4, page 70
6. Cost/Sources:	**Total Cost:**	$7,650,000		**Resource:**	EZ 8%; City 45.7%; State ~~45~~ 45.7%
7a. Task/Project:	**#**	1.1a	Develop site options		
7b.		**Start Date:**	March 95	**End Date:**	March 95
7a. Task/Project:	**#**	1.1b	Select site		
7b.		**Start Date:**	April 95	**End Date:**	April 95
7a. Task/Project:	**#**	1.1c	Negotiate terms		
7b.		**Start Date:**	April 95	**End Date:**	May 95

CONTINUATION PAGE

Name of Designated Area: UPPER MANHATTAN EMPOWERMENT ZONE DEVELOPMENT CORPORATION [BRISC/OSCS]

5. Benchmark Activity: #	1.1	OSCS becomes operational		Application Page #:	70
7a. Task/Project: #	1.1d	Complete renovations			
7b.		Start Date:	May 95	End Date:	June 95
7a. Task/Project: #	1.1e	Secure hardware from SBA			
7b.		Start Date:	June 95	End Date:	June 95
7a. Task/Project: #	1.1f	Hire staff			
7b.		Start Date:	May 95	End Date:	May 95
7a. Task/Project: #	1.1g	Train staff with SBA hardware and software			
7b.		Start Date:	May 95	End Date:	July 95
7a. Task/Project: #	1.1h	Solicit in kind equipment/furnishings and financial support from private sector			
7b.		Start Date:	March 95	End Date:	June 95
7a. Task/Project: #	1.1i	Begin operations of BRISC			
7b.		Start Date:	June 95	End Date:	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	#				
3. Baseline:			**Source:**		
4. Participating Entities:					
5. Benchmark Activity:	#	1.2	Marketing BRISC to community residents, (potential start-ups) and existing business	**Application Page #:**	page 70
6. Cost/Sources:	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.2a	Prepare performance based outreach contract with Harlem Business Alliance (HBA)		
7b.	**Start Date:**	March 95		**End Date:**	April 95
7a. Task/Project:	#	1.2b	Plan and implement marketing and outreach strategy for BRISC		
7b.	**Start Date:**	March 95		**End Date:**	April 95
7a. Task/Project:	#	1.2c	Conference for BRISC/OSCS planning and implementation		
7b.	**Start Date:**	March 95		**End Date:**	June 95

CONTINUATION PAGE

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)

5. Benchmark Activity:	#	1.2	Marketing BRISC to community residents (potential start-ups and existing business)		Application Page #:	
7a. Task/Project:	#	1.2d	Outreach to residents groups and organizations to inform of BRISC			
7b.			Start Date:	April 95	End Date:	on-going
7a. Task/Project:	#	1.2e	Advertising and public relations to inform community about BRISC			
7b.			Start Date:	April 95	End Date:	on-going
7a. Task/Project:	#	1.2f	Document and evaluate effectiveness of marketing and outreach			
7b.			Start Date:	May 95	End Date:	on-going
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	#	1.	Increase job generating investment in the zone		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.3	Provide technical assistance to 600 small businesses (25% to women)	**Application Page #:**	page 70
6. Cost/Sources:	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.3a	Harlem Business Alliance outreach program implemented to market BRISC technical programs		
7b.		**Start Date:**	May 95	**End Date:**	on-going
7a. Task/Project:	#	1.3b	Weekly introductory workshops on effective uses of OSCS		
7b.		**Start Date:**	June 95	**End Date:**	on-going
7a. Task/Project:	#	1.3c	Scheduled sessions with client representatives for residents and businesses		
7b.		**Start Date:**	June 95	**End Date:**	on-going

CONTINUATION PAGE

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)

5. Benchmark Activity:	# 1.3	Provide technical assistance to 600 small businesses		**Application Page #:**	
7a. Task/Project:	# 1.3d	Referrals to Small Business Development Center or other programs who have representa-tives at BRISC			
7b.		**Start Date:**	June 95	**End Date:**	on-going
7a. Task/Project:	# 1.3e	Assist businesses in use of Business Information Center and Computer workstations			
7b.		**Start Date:**	June 95	**End Date:**	on-going
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	**#**				
3. Baseline:			**Source:**		
4. Participating Entities:					
5. Benchmark Activity:	**#**	1.4	Provide small business loans totaling $500,000	**Application Page #:**	page 70
6. Cost/Sources:	**Total Cost:**		**Resource:**		
7a. Task/Project:	**#**	1.4a	Implement outreach programs to businesses through HBA, outreach includes information needed to access capital		
7b.	**Start Date:**	March 95	**End Date:**	on-going	
7a. Task/Project:	**#**	1.4b	Provide on-going technical assistance to loan applicants		
7b.	**Start Date:**	June 95	**End Date:**	on-going	
7a. Task/Project:	**#**	1.4c	Develop and implement incentive program for businesses to prepare financial statements for accessing loans.		
7b.	**Start Date:**	June 95	**End Date:**	on-going	

CONTINUATION PAGE

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
5. Benchmark Activity:	# 1.4	Provide small business loans totaling $500,000		**Application Page #:**	page 70
7a. Task/Project:	# 1.4d	Make loans from $500 to $50,000			
7b.		**Start Date:**	June 95	**End Date:**	on-going
7a. Task/Project:	# 1.4e	Facilitate SBA 7(a) Loan guarantees through banks			
7b.		**Start Date:**	July 95	**End Date:**	on-going
7a. Task/Project:	# 1.4f	Assess and evaluate effectiveness of BRISC activities and revise functions			
7b.		**Start Date:**	December 95	**End Date:**	January 96
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Na e of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	#				
3. Baseline:			**Source:**		
4. Participating E tities:					
5. Benchmark Activity:	#	1.5	Assist in establishing a new product development	**Application Page #:**	page 70
6. Cost/Sources:	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.5a	Retain consultant to undertake and complete analyses of new product development		
7b.	**Start Date:**	October 95		**End Date:**	February 96
7a. Task/Project:	#	1.5b	Initiate discussions with potential partners in ventures for new product development		
7b.	**Start Date:**	January 96		**End Date:**	March 96
7a. Task/Project:	#	1.5c	Initiate steps to bring new product to reality		
7b.	**Start Date:**	April 96		**End Date:**	December 96

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	#				
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.6	Assist Zone businesses in procuring at least 20 government contract	**Application Page #:**	page 70
6. Cost/Sources:	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.6a	Plan and conduct conference on government procurement		
7b.	**Start Date:**	September 95		**End Date:**	November 95
7a. Task/Project:	#	1.6b	Establish system to notify businesses of contracts		
7b.	**Start Date:**	September 95		**End Date:**	October 95
7a. Task/Project:	#	1.6c	Provide technical assistance in applying for contracts		
7b.	**Start Date:**	October 95		**End Date:**	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	**#**				
3. Baseline:			**Source:**		
4. Participating Entities:					
5. Benchmark Activity:	**#** 1.7	Implement program for contractors located or working in Empowerment Zone	**Application Page #:**		
6. Cost/Sources:	**Total Cost:**		**Resource:**		
7a. Task/Project:	**#** 1.7a	Develop strategy for effective program with others currently involved with contractors (NYC Partnership, Regional Alliance, Trade Associations, NYC & NYS)			
7b.		**Start Date:**	May 95	**End Date:**	September 95
7a. Task/Project:	**#** 1.7b	Outreach to small contractors with information on OSCS services			
7b.		**Start Date:**	May 95	**End Date:**	on-going
7a. Task/Project:	**#** 1.7c	Plan and host workshops for contractors on financial management of construction projects			
7b.		**Start Date:**	December 95	**End Date:**	February 96

CONTINUATION PAGE

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)

5. Benchmark Activity:	#	1.7	Implement program for contractors located or working in Empowerment Zone	**Application Page #:**	
7a. Task/Project:	#	1.7e	Research establishment of investment vehicles and cash flow mechanism to address contractor issues		
7b.			**Start Date:** August 95	**End Date:**	October 95
7a. Task/Project:	#	1.7f	Create linkages with public agencies and private entitites to address bonding issues		
7b.			**Start Date:** August 95	**End Date:**	October 95
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	Upper Manhattan Empowerment Zone Development Corporation (BRISC/OSCS)				
1. Category of Need:	Economic Development: expand access to economic opportunity				
2. Benchmark:	#				
3. Baseline:			**Source:**		
4. Participating Entities:					
5. Benchmark Activity:	#	1.8	Make investments in disadvantaged business totaling at least $500,000	**Application Page #:**	
6. Cost/Sources:	**Total Cost:**			**Resource:**	SBA/NYC/NYS
7a. Task/Project:	#	1.8a	Establish specialized small business investment company		
7b.	**Start Date:**	June 95		**End Date:**	August 95
7a. Task/Project:	#	1.8b	Prepare disadvantaged businesses to access investment capital		
7b.	**Start Date:**	September 95		**End Date:**	on-going
7a. Task/Project:	#	1.8c	Provide investment capital to disadvantaged businesses		
7b.	**Start Date:**	November 95		**End Date:**	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (ZONE-WIDE COMMERCIAL REVITALIZATION)				
1. Category of Need:	Economic Development: Revitalize, increase and diversify retail activity in commercial strips				
2. Benchmark:	#	1	Increase retail establishments in Zone and improve commercial arteries		
3. Baseline:	The number of retail establishments is 522			**Source:**	1987 Census of Retail Trade
4. Participating Entities:	Merchants and Business Groups Residents			City of New York State of New York	
5. Benchmark Activity:	#	1.1	Create structure to organize merchants and businesses, plan and make physical improvements	**Application Page #:**	Sec. IV p. 69
6. Cost/Sources:	**Total Cost:**		$3,075,000.00 ($75,000 Organizing & Planning, $3,000,000 Improvements)	**Resource:**	EZ 30%, City 35%, State 35%
7a. Task/Project:	#	1.1a	Conduct and complete survey of existing business needs in commercial areas		
7b.	**Start Date:**		July 1995	**End Date:**	October 1995
7a. Task/Project:	#	1.1b	Target key commercial areas and organize merchants		
7b.	**Start Date:**		October 1995	**End Date:**	January 1996
7a. Task/Project:	#	1.1c	Begin implementation of commercial revitalization, physical improvements (i.e. facades, lighting), and business information program		
7b.	**Start Date:**		January 1996	**End Date:**	December 1996

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (ZONE-WIDE COMMERCIAL REVITALIZATION)

5.	**Benchmark Activity:**	#	1.1	Create structure to organize merchants and business, plan and make physical improvements		**Application Page #:**	Sec. IV p. 69
7a.	Task/Project:	#	1.1e	Review progress and make adjustments			
7b.				**Start Date:**	June 1996	**End Date:**	December 1996
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (116TH ST. BUSINESS IMPROVEMENT DISTRICT)				
1. Category of Need:	Economic Development: Revitalize, increase and diversify retail activity in commercial strips				
2. Benchmark:	**#**	2	Increase commercial space occupancy rate by 10% (116th St. area), improve security, sanitation, facade and retail marketing		
3. Baseline:	Vacancy rate in 116th St. is over 20%			**Source:**	Harlem Urban Dev. Corp. Survey
4. Participating Entities:	Chamber of Commerce City of New York				State of New York Zone Business and Merchants
5. Benchmark Activity:	**#**	2.1	Create Business Improvement District (116th St.)	**Application Page #:**	Sec. IV p. 69
6. Cost/Sources:	**Total Cost:**		$125,000.00	**Resource:**	EZ 20%; City 40%, State 40%
7a. Task/Project:	**#**	2.1a	Organize businesses around BID concept		
7b.		**Start Date:**	June 1996	**End Date:**	September 1996
7a. Task/Project:	**#**	2.1b	Conduct election poll for BID		
7b.		**Start Date:**	September 1996	**End Date:**	October 1997
7a. Task/Project:	**#**	2.1c	Complete application for BID status		
7b.		**Start Date:**	October 1996	**End Date:**	November 1996

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (116TH ST. BUSINESS IMPROVEMENT DISTRICT)

5. Benchmark Activity:	#	2.1	Create Business Improvement District (116th St.)		**Application Page #:**	Sec. IV p. 69
7a. Task/Project:	#	2.1d	Seek and obtain City approvals (City Council)			
7b.			**Start Date:**	December 1996	**End Date:**	February 1997
7a. Task/Project:	#	2.1e	Seek and obtain State approvals			
7b.			**Start Date:**	February 1997	**End Date:**	April 1997
7a. Task/Project:	#	2.1f	Establish BID plan and operation			
7b.			**Start Date:**	April 1997	**End Date:**	May 1997
7a. Task/Project:	#	2.1g	Hire Staff			
7b.			**Start Date:**	May 1997	**End Date:**	May 1997
7a. Task/Project:	#	2.1h	Begin BID Activities			
7b.			**Start Date:**	June 1997	**End Date:**	on-going
7a. Task/Project:	#					
7b.			**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (INWOOD AREA BUSINESS IMPROVEMENT DISTRICT)				
1. Category of Need:	Economic Development: Revitalize, increase and diversify retail activity in commercial strips				
2. Benchmark:	#	3	Increase commercial space occupancy rate by 10% (Inwood area), improve security, sanitation, facade and retail marketing		
3. Baseline:	High commercial space turnover and vacancy rate not available			**Source:**	Area business groups, Strategic Plan
4. Participating Entities:	Chamber of Commerce City of New York				State of New York Zone Business and Merchants
5. Benchmark Activity:	#	3.1	Create Business Improvement District	**Application Page #:**	Sec. IV p. 69
6. Cost/Sources:	**Total Cost:**		$125,000.00	**Resource:**	EZ 20%; City 40%, State 40%
7a. Task/Project:	#	3.1a	Identify Inwood Commercial area and organize businesses around BID concept		
7b.		**Start Date:**	June 1996	**End Date:**	September 1996
7a. Task/Project:	#	3.1b	Conduct election poll for BID		
7b.		**Start Date:**	September 1996	**End Date:**	October 1997
7a. Task/Project:	#	3.1c	Complete application for BID status		
7b.		**Start Date:**	October 1996	**End Date:**	November 1996

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (INWOOD AREA BUSINESS IMPROVEMENT DISTRICT)

5.	**Benchmark Activity:**	#	3.1	Create Business Improvement District (Inwood area)		**Application Page #:**	Sec. IV p. 69
7a.	Task/Project:	#	3.1d	Seek and obtain City approvals (City Council)			
7b.				**Start Date:**	December 1996	**End Date:**	February 1997
7a.	Task/Project:	#	3.1e	Seek and obtain State approvals			
7b.				**Start Date:**	February 1997	**End Date:**	April 1997
7a.	Task/Project:	#	3.1f	Establish BID plan and operation			
7b.				**Start Date:**	April 1997	**End Date:**	May 1997
7a.	Task/Project:	#	3.1g	Hire Staff			
7b.				**Start Date:**	May 1997	**End Date:**	May 1997
7a.	Task/Project:	#	3.1h	Begin BID Activities			
7b.				**Start Date:**	June 1997	**End Date:**	on-going
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (LA MARQUETA, EAST HARLEM)				
1. Category of Need:	Economic Development,: Revitalize, increase and diversify retail activity in commercial strips				
2. Benchmark:	#	4	Revitalize and increase retail capacity (La Marqueta)		
3. Baseline:	Current number of commercial establishments is 12			**Source:**	Strategic Plan, HUDC
4. Participating Entities:	City of New York EZ LDC Zone Business and Merchants State of New York HUDC.. Puerto Rican Assn. For Community Affairs (PRACA) Local Initiatives Support Corporation				
5. Benchmark Activity:	#	4.1	Conduct and complete Feasibility Study and pre-development activities/Initiate Construction	**Application Page #:**	Sec. IV p. 69
6. Cost/Sources:	**Total Cost:**		3,500,000.00 ($700,000.00 Phase I: Feasibility Study) ($2,800,000.00 Phase II: Construction)	**Resource:**	EZ 25%, City 25%, State 25%, Private 25%
7a. Task/Project:	#	4.1a	Begin and complete Feasibility Study		
7b.	**Start Date:**		July, 1995	**End Date:**	September, 1995
7a. Task/Project:	#	4.1b	Identify key planning issues, concerns and needs		
7b.	**Start Date:**		September, 1995	**End Date:**	October, 1995
7a. Task/Project:	#	4.1c	Secure financial and program resources commitments from private, public and other partners		
7b.	**Start Date:**		October, 1995	**End Date:**	December, 1995

Name of Designated Area:	**UPPER MANHATTAN EMPOWERMENT ZONE (LA MARQUETA, EAST HARLEM)**				
5. Benchmark Activity:	#	4	Conduct and complete Feasibility Study and pre-development activities	**Application Page #:**	Sec. IV p. 69
7a. Task/Project:	#	4.1d	Identify anchor retail tenants		
7b.		**Start Date:**	October, 1995	**End Date:**	December, 1995
7a. Task/Project:	#	4.1e	Review and assess viability of project		
7b.		**Start Date:**	December, 1995	**End Date:**	January, 1996
7a. Task/Project:	#	4.1g	Issue bid for solicitation for developer		
7b.		**Start Date:**	May, 1996	**End Date:**	June, 1996
7a. Task/Project:	#	4.1h	Select developer and secure Zone hiring commitments		
7b.		**Start Date:**	June, 1996	**End Date:**	July, 1996
7a. Task/Project:	#	4.1i	Commence construction		
7b.		**Start Date:**	July 1996	**End Date:**	to be determined
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM BUSINESS INCUBATOR)				
1. Category of Need:	Economic Development: Expand access to economic opportunity				
2. Benchmark:	#	2	Increase rate of self-employment within zone (39 new businesses)		
3. Baseline:	Current rate of self-employment in Zone is approximately 4%			**Source:**	1990 Census; Strategic Plan
4. Participating Entities:	Harlem Restoration Project Zone Business Resource and Investment Center			Pace University Business Center NYC Economic Development Corporation	
5. Benchmark Activity:	#	2.1	Construct 80,000 sq. ft. business incubator space (Harlem Business Incubator)	**Application Page #:**	Sec. IV pgs. 68, 69
6. Cost/Sources:	**Total Cost:**		$4,750,000 (EZ share $750,000)	**Resource:**	EZ share 35%
7a. Task/Project:	#	2.1a	Finalize construction plans and drawings		
7b.		**Start Date:**	July 1995	**End Date:**	October 1995
7a. Task/Project:	#	2.1b	Develop specifications for request for qualified (RFQ) site developer		
7b.		**Start Date:**	July 1995	**End Date:**	October 1995
7a. Task/Project:	#	2.1c	Secure all necessary permits		
7b.		**Start Date:**	November 1995	**End Date:**	January 1996

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM BUSINESS INCUBATOR)

5. Benchmark Activity:	#		Construct 80,000 sq. ft. business incubator		Application Page #:	Sec. IV pgs. 68, 69
7a. Task/Project:	#	2.1d	Let bid and select contractor to develop site and secure Zone hiring commitments			
7b.			Start Date:	December 1995	End Date:	February 1996
7a. Task/Project:	#	2.1e	Outreach and marketing to identify 39 new Zone entrepreneurs			
7b.			Start Date:	January 1996	End Date:	June 1996
7a. Task/Project:	#	2.1f	Secure Zone local hiring agreements in construction and operations of tenant businesses			
7b.			Start Date:	January 1996	End Date:	June 1996
7a. Task/Project:	#	2.1g	Begin and finalize construction work			
7b.			Start Date:	March 1996	End Date:	June 1997
7a. Task/Project:	#	2.1h	Incubator tenants begin to occupy site			
7b.			Start Date:	June 1997	End Date:	July 1997
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM INTERNATIONAL TRADE CENTER)				
1. Category of Need:	Economic Development: Expand access to economic opportunity				
2. Benchmark:	#	1	Increase business opportunities for Zone businesses in international trade transactions		
3. Baseline:	None currently exist			**Source:**	HITC
4. Participating Entities:	District Export Assistance Center Public Sector Agencies		OSCP Private Sector		Harlem International Trade Center World Trade Institute
5. Benchmark Activity:	#	1.1	To define the mission, develop the programs, infrastructure and resources to establish the Center	**Application Page #:**	Sec. IV p. 69
6. Cost/Sources:	**Total Cost:**		$275,000.00 ($75,000. Plan and Dev. $100,000. Comp. Prog. Design, $100,000. Mktg. Strategy)	**Resource:**	EZ 100%
7a. Task/Project:	#	1.1a	Organize a task force of business owners and develop the scope of services for a Request for Proposal (RFP)		
7b.		**Start Date:**	July, 1995	**End Date:**	To be determined
7a. Task/Project:	#	1.1b	Circulate the RFP, review submissions and select a consultant to develop the Center		
7b.		**Start Date:**	To be determined	**End Date:**	
7a. Task/Project:	#	1.1c	Compile information and develop the program design and operation of the Ctr.		
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM INTERNATIONAL TRADE CENTER)				
1. Category of Need:	Economic Development: Identifying international business opportunities in developing nations				
2. Benchmark:	#	1	Increase business opportunities for Zone businesses in international trade transactions		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.2	To design and set-up a computer data base and to facilitate international business transactions	**Application Page #:**	Sec. IV p. 69
6. **Cost/Sources:**	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.2a	Compile information program design & computer data base used by agencies that provide similar services		
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#	1.2b	Compile information on the computer hardware requirements		
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#	1.2c	Define the program and services HITCC will provide and determine what the hard and software needs will be to provide it		
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM INTERNATIONAL TRADE CENTER)				
1. Category of Need:	Economic Development: Expand access to economic opportunity				
2. Benchmark:	#	1	Increase business opportunities for Zone businesses in international trade transactions		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.3	Prepare marketing materials and develop a marketing strategy to develop a pool of tenants	**Application Page #:**	
6. Cost/Sources:	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.3a	Develop and circulate a RFP for a advertising consultant that specializes in commercial leasing		
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#	1.3b	Select consultant and negotiate contract		
7b.			**Start Date:**	**End Date:**	
7a. Task/Project:	#	1.3c	Develop and prepare materials, marketing strategy and outreach plans		
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM TECHNOLOGY PARK)

1. Category of Need: Economic Development: Attract private investment to the Zone

2. Benchmark: # 1 — Increase investment and create jobs in technologically-based industries

3. Baseline: Data not available on the number of information based companies and jobs in Zone — **Source:** N/A

4. Participating Entities:

City University	City of New York	Private Sector	Community Board
Port Authority of NY & NJ	State of New York	EDA	Local Planning Councils

5. Benchmark Activity: # 1.1 — Design concept and Feasibility Study for Technology Park (Washburn Wire Park) — **Application Page #:** Sec. IV pgs. 70, 72

6. Cost/Sources: **Total Cost:** $100,000.00 — **Resource:** EZ 30%, City 35%, State 35%

	#	Task/Project	Start Date	End Date
7a./7b. Task/Project:	1.1a	Conduct and complete site planning feasibility study	July 1995	October, 1995
7a./7b. Task/Project:	1.1b	Identify key planning issues, concerns and needs, including review of enviornmental iues an costs	October, 1995	December, 1995
7a./7b. Task/Project:	1.1c	Identify private sector, public and non-profit partners	December, 1995	February, 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HARLEM TECHNOLOGY PARK)

5. Benchmark Activity:	#	1.1.	Plan and develop Harlem Technology Park		Application Page #:	Sec. IV pgs. 70, 72	
7a. Task/Project:	#	1.1d	Identify and determine component elements (space requirements, amenities, etc.)				
7b.			Start Date:	February, 1995	End Date:	March, 1995	
7a. Task/Project:	#	1.1e	Develop scope of work for site planning & development				
7b.			Start Date:	March, 1996	End Date:	May, 1996	
7a. Task/Project:	#	1.1f	Issue final report and Development Plan				
7b.			Start Date:	May, 1996	End Date:	June, 1996	
7a. Task/Project:	#						
7b.			Start Date:		End Date:		
7a. Task/Project:	#						
7b.			Start Date:		End Date:		
7a. Task/Project:	#						
7b.			Start Date:		End Date:		

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (TOURISM PROMOTION)				
1. Category of Need:	Economic Development: Increase tourism dollars within EZ				
2. Benchmark:	#	1	Development of a marketing plan and campaign for Zone tourism		
3. Baseline:	45,000 tourists visit Zone annually (spend approx. $6 to $8m.)			**Source:**	Chamber of Commerce
4. Participating Entities:	Chamber of Commerce Museums & Cultural Centers		BIDS, LDC's Tourism Bd.		N.Y. Convention Center Port Authority
5. **Benchmark Activity:**	#	1.1	Develop a mktg. plan & implement campaign to attract tourists	**Application Page #:**	Sec. IV p. 71
6. **Cost/Sources:**	**Total Cost:**		$750,000. ($50,000 Mktg. Study & Plan, $350,000 Phase I Campaign, $350,000 Phase II Campaign	**Resource:**	EZ 100%
7a. **Task/Project:**	#	1.1a	Develop task force on tourism		
7b.		**Start Date:**	July 1995	**End Date:**	August 1995
7a. **Task/Project:**	#	1.1b	Define scope of work for study		
7b.		**Start Date:**	August 1995	**End Date:**	September 1995
7a. **Task/Project:**	#	1.1c	Let RFP, select contractor, complete study		
7b.		**Start Date:**	September 1995	**End Date:**	December 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (TOURISM PROMOTION)

5. Benchmark Activity:	#	1.1	Develop a mktg. Plan & implement campaign to attract tourists		Application Page #:	Sec. IV p. 71
7a. Task/Project:	#	1.1d	Implement study; begin campaign			
7b.			Start Date:	December 1995	End Date:	June 1997
7a. Task/Project:	#	1.1e	Interim review			
7b.			Start Date:	January 1996	End Date:	February 1996
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

EDUCATION, TRAINING AND EMPLOYMENT

SUMMARY

EZ Workforce development initiatives include launching job placement and career development centers, training in growth industries, strategies to maximize local hiring through the use of tax incentives and employer-driven training. The initial workforce development initiatives will feature programs to train and employ residents for jobs in high-tech industries and the service sector, and to create work opportunities in the prevention and abatement of environmental hazards such as waste management, lead poisoning, recycling and supporting entrepreneurship in the use of open spaces and vacant lots. A Workforce Development Council will provide guidance to the Zone efforts in delivering effective training and securing good jobs that pay a *living* wage and offer career advancement. Efforts will undertaken to expand basic education in the Zone as part of an overall strategy to make sure that residents get the education they need to enter and stay in the economic mainstream.

Funding new, expanding and retooling existing educational strategies and programs such as instruction in basic skills and English to increase educational levels and the employability of disadvantaged and dependent individuals. In the local schools, Zone sponsored partnerships will introduce efforts to make Upper Manhattan a "technology smart" community by augmenting the use, involvement and exposure of parents, teachers, students and employers to state of the art instructional, communications and business technology. Several school-based projects are planned, including a year-round youth employment program and a pilot to assist Zone youth make the transition from the school to the work setting. Both are intended to impact on the distressingly low levels of employment among our working age youth.

1. Job Placement and Career Centers. The heart of the strategy to increase employment levels and access the jobs, education and the promise of expanded economic opportunity lies with the establishment of the two Job Placement and Career Centers. The Centers are not intended to replace existing services but rather to restructure access and to build on all existing human resource development programs within and outside the area. Phase I of the strategy begins with the renovation of two state of the art facilities where under one roof a full range of services will be concentrated to provide job ready youth and adults to employers and for work in projects within the Zone. A collaborative approach under the aegis of the Workforce Development Council will guide the activities and content of the Center's program.

2. Workforce Training Programs. Employment and training will place emphasis on training areas that have the greatest growth in the EZ and are not fully covered by the existing job training approaches. Areas identified for priority include health, construction, technology areas and lead abatement.

3. Youth Pre-Apprenticeship Program. The NYCHA Youthbuild/Youth Apprenticeship Training Program is designed to provide out of school youth with a unique opportunity to gain skills in a variety of the construction trades, receive their GED, and be placed either in a full time union Apprenticeship Training Program or a full time job. This program is a partnership effort between the New York City Housing Authority, The New York City Board of Education and private sector Construction Management firms who all work together to provide participants with an educational and training experience which will lead them to a life time career opportunity. The program will run for one year, administered by NYCHA's office of Economic Development, and will commence in July, 1996.

4. Workforce Training and Education in Green Projects. The hard to employ population in the Zone is the target of the Green Projects initiative which combines supported work experience and educational activities with job placement. Environmental problems abound in the EZ but are also an opportunity to create situations in which residents acquire solid work experience through community improvement projects. Participants in these projects will be among the first targeted to take advantage of job created by projects sponsored by the Zone.

5. Year Round Youth Jobs Program. The program emphasizes exposure to actual work environments in public and private settings for Zone youth who will work both during the summer and the school-year. The program also provides youth leadership and development and community service.

6. School To Work Transition Program. In partnership with the Board of Education and employers, the School to Work Transition Program will target Zone high school students and provide school-based learning linked to work-based activities. The program will provide the students with the necessary linkage between academic learning and applied skills that are critical to marketability in the work the workforce.

7. Harlem Environmental Access Project. An initiative already underway is the Harlem Environmental Access Project---a collaboration among Columbia University, the Zone and the Environmental Defense Fund to provide Internet access to a major library, teaching resources and data on the environment to five Zone schools. second, and equally important emphasis in the schools, is to expand and focus the arts and cultural curriculum, particularly music, to include
the diverse backgrounds of our student population.

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (JOB PLACEMENT AND CAREER CENTERS)

1. Category of Need:	Training and Employment: Develop skills and job networks of Zone workforce				
2. Benchmark:	#	1	Increase Zone job participation rate by placing 700 to 800 residents into jobs		
3. Baseline:	The current labor force participation is less than 50%			**Source:**	1990 Census and Strategic Plan
4. Participating Entities:	Private Sector, NYC HRA, Zone Work Force Dev. Council, USDOL, USDOEd, NYS DSS, NYS DOL, NYS Ed, NYS DED, NYC Dept. Of Empl., NYC Bd of Ed, NYC CDA				
5. Benchmark Activity:	#	1.1	Renovate 2 sites for Job Centers (1st stage of career centers)	**Application Page #:**	Sec. IV p.67
6. Cost/Sources:	**Total Cost:**		$1,350,000.00 ($500,000 Renovation, $850,000 Program	**Resource:**	EZ 26%, City 37%, State 37%
7a. Task/Project:	#	1.1a	Secure agreements & resources from participating entities		
7b.	**Start Date:**		August, 1995	**End Date:**	September, 1995
7a. Task/Project:	#	1.1b	Develop specifications and requirements for space		
7b.	**Start Date:**		September, 1995	**End Date:**	October, 1995
7a. Task/Project:	#	1.1c	Identify and secure 2 sites in Zone		
7b.	**Start Date:**		October, 1995	**End Date:**	October, 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (JOB PLACEMENT AND CAREER CENTERS)

5.	**Benchmark Activity:**	#	1	Renovate 2 Job Sites for Centers (1st stage of career centers)		**Application Page #:**	Sec. IV p.67
7a.	Task/Project:	#	1.1d	Perform and complete all necessary renovations per specifications			
7b.				**Start Date:**	October, 1995	**End Date:**	January, 1996
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	
7a.	Task/Project:	#					
7b.				**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (JOB PLCEMENT AND CAREER CENTERS)				
1. Category of Need:	Training and Employment: Develop skills and job networks of Zone residents				
2. Benchmark:	#	1	Increase Zone job participation by placing 700 to 800 residents into jobs		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.2	Establish two (2) job placement & career programs	**Application Page #:**	Sec. IV, p.67
6. **Cost/Sources:**	**Total Cost:**			**Resource:**	
7a. Task/Project:	#	1.2a	Develop agreement & links with Workforce Development Council employers and all participating entities		
7b.	**Start Date:**	August, 1995		**End Date:**	September, 1995
7a. Task/Project:	#	1.2b	Develop Bid Solicitation Criteria (RFP)		
7b.	**Start Date:**	September, 1995		**End Date:**	October, 1995
7a. Task/Project:	#	1.2c	Let out Bid solicitation		
7b.	**Start Date:**	November, 1995		**End Date:**	December, 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (JOB PLACEMENT AND CAREER CENTERS)

5. Benchmark Activity:	#	1.2	Establish job placement & career programs		Application Page #:	Sec. IV, p.67
7a. Task/Project:	#	1.2d	Select 2 providers to operate programs			
7b.			Start Date:	December, 1995	End Date:	January, 1996
7a. Task/Project:	#	1.2e	Finalize leasing agreements of center and contracts with providers			
7b.			Start Date:	January, 1996	End Date:	January, 1996
7a. Task/Project:	#	1.2f	Begin program operations			
7b.			Start Date:	February, 1997	End Date:	On-going
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (WORKFORCE TRAINING PROGRAMS)					
1. Category of Need:	Training and Employment: Develop skills and job networks of Zone workforce					
2. Benchmark:	#	1	Increase Zone job participation rate by placing 700 to 800 residents into jobs			
3. Baseline:					**Source:**	
4. Participating Entities:						
5. Benchmark Activity:	#	1.3	Establish 4 workforce training programs		**Application Page #:**	Sec. IV, p.67
6. **Cost/Sources:**	**Total Cost:**		$1,600,000.00		**Resource:**	EZ 25%, State 37.5%, City 37.5% (using Fed funds)
7a. Task/Project:	#	1.3a	Identify priority areas for training (i.e. growth industries, Zone job creation projects)			
7b.			**Start Date:**	May, 1995	**End Date:**	July, 1995
7a. Task/Project:	#	1.3b	Develop content of training and cycles with Zone Workforce Dev. Council/employers			
7b.			**Start Date:**	July, 1995	**End Date:**	October, 1995
7a. Task/Project:	#	1.3c	Develop Bid Solicitation Criteria (RFP)			
7b.			**Start Date:**	October, 1995	**End Date:**	December, 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (WORKFORCE TRAINING PROGRAMS)				
5. Benchmark Activity:	#	1.3	Establish 4 training programs	Application Page #:	Sec. IV, p.67
7a. Task/Project:	#	1.3d	Let RFP		
7b.			Start Date: January, 1996	End Date:	February, 1996
7a. Task/Project:	#	1.3e	Select and contract training providers		
7b.			Start Date: February, 1996	End Date:	March, 1996
7a. Task/Project:	#	1.3f	Begin Program operations and first training cycle		
7b.			Start Date: July, 1996	End Date:	to be determined
7a. Task/Project:	#				
7b.			Start Date:	End Date:	
7a. Task/Project:	#				
7b.			Start Date:	End Date:	
7a. Task/Project:	#				
7b.			Start Date:	End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (YOUTH PRE-APPRENTICESHIP TRAINING)

1. Category of Need:	Training and Employment: Develop skills and job networks of Zone Workforce				
2. Benchmark:	#	1	Increase Zone job participation rate by placing 700 to 800 residents into jobs		
3. Baseline:				**Source:**	
4. Participating Entities:	Specific entities involved in this activity:				
5. Benchmark Activity:	#	1.4	Establish EZ pre Apprenticeship Program for Public Housing Youth	**Application Page #:**	Sec. IV p. 84
6. **Cost/Sources:**	**Total Cost:**		$436,000.00 (EZ share $100,000)	**Resource:**	NYCHA 50%, NYC Bd. Of Ed. 27%, EZ share 23%
7a. Task/Project:	#	1.4a	Identify Construction Training Site		
7b.	**Start Date:**		July 1996	**End Date:**	August 1996
7a. Task/Project:	#	1.4b	Recruit and Screen 25 NYCHA youth living in Empowerment Zone		
7b.	**Start Date:**		July 1996	**End Date:**	September 1996
7a. Task/Project:	#	1.4c	GED and Construction Training Commences		
7b.	**Start Date:**		September 1996	**End Date:**	June 1997

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (YOUTH PRE-APPRENTICESHIP TRAINING)

5. Benchmark Activity:	#	1.4	Establish EZ Pre Apprenticeship Program for Public Housing Youth		Application Page #:	Sec. IV p. 84
7a. Task/Project:	#	1.4d	Counseling and World of Work Training			
7b.			Start Date:	September 1996	End Date:	June 1997
7a. Task/Project:	#	1.4e	GED and/or High School Diploma completed for 20 participants			
7b.			Start Date:	December 1996	End Date:	July 1997
7a. Task/Project:	#	1.4f	Job Placement in Empowerment Zone for 20 participants			
7b.			Start Date:	December 1996	End Date:	July 1997
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (WORKFORCE TRAINING & EDUCATION/GREEN PROJECTS)				
1. Category of Need:	Training and Employment: Develop skills and job networks of Zone Workforce				
2. Benchmark:	**#** 1	Increase Zone job rate participation by placing 700 to 800 residents into jobs			
3. Baseline:			**Source:**		
4. Participating Entities:	Additional entities: Community based Organizations; Block and Civic Associations; NYC Dept. of Parks and Rec.; Zone Ed and Training Providers; NYC Dept. of Sanitation				
5. Benchmark Activity:	**#** 1.5	Establish Pilot Education and Supported Work Program (EZ Green Projects)	**Application Page #:**	Sec. IV pgs. 86, 87	
6. Cost/Sources:	**Total Cost:**	$1,600,000.00	**Resource:**	EZ 25%, City 25%, State 25%, Other Fed. 25%	
7a. Task/Project:	**#** 1.5a	Identify Zone Environmental Remediation Sites/Green Projects			
7b.		**Start Date:** May 1996		**End Date:**	June 1996
7a. Task/Project:	**#** 1.5b	Determine target groups to be served (HR recipients, homeless, etc.)			
7b.		**Start Date:** May 1996		**End Date:**	June 1996
7a. Task/Project:	**#** 1.5c	Recruit and screen 25 residents for first program cycle			
7b.		**Start Date:** June 1996		**End Date:**	June 1996

Name of Designated Area:	**UPPER MANHATTAN EMPOWERMENT ZONE (WORKFORCE TRAINING & EDUCATION/GREEN PROJECTS)**

5. Benchmark Activity:	#	1.5	Establish Pilot Education and Supported Work Program (EZ Green Projects)		**Application Page #:**	Sec. IV pgs. 86, 87
7a. Task/Project:	#	1.5d	Education and Supported Work Component Commences (1st cycle)			
7b.			**Start Date:**	July 1996	**End Date:**	September 1996
7a. Task/Project:	#	1.5e	Job Placement Assistance begins (through job placement center)			
7b.			**Start Date:**	September 1996	**End Date:**	June 1997
7a. Task/Project:	#	1.5f	Education achievement and job placement completed for 20 participants			
7b.			**Start Date:**	August 1996	**End Date:**	December 1996
7a. Task/Project:	#	1.5g	Program continues (2, 3 and 4th cycles)			
7b.			**Start Date:**	September 1996	**End Date:**	June 1997
7a. Task/Project:	#					
7b.			**Start Date:**		**End Date:**	
7a. Task/Project:	#					
7b.			**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (YEAR-ROUND YOUTH JOBS PILOT)					
1. Category of Need:	Training and Employment: Develop skill and job networks of Zone Workforce					
2. Benchmark:	#	1	Prepare 300 Zone youth for the world of work			
3. Baseline:	Current youth job participation rate is 33%				**Source:**	1990 Census and Zone Strategic Plan
4. Participating Entities:	NYC Dept. of Employment NYS DOL			USDOL Private sector employers		NYC Board of Education Zone Workforce Dev. Council
5. Benchmark Activity:	#	1.6	Establish year round youth jobs pilot program for 300 youth		**Application Page #:**	Sec. II p. 20 Sec. IV pgs .64, 72
6. Cost/Sources:	**Total Cost:**		$2,000,000.00		**Resource:**	EZ 50%, City 25% (with Federal Funds) State 25%
7a. Task/Project:	#	1.6a	Develop solicitation criteria (RFP)			
7b.			**Start Date:**	May, 1995	**End Date:**	May, 1995
7a. Task/Project:	#	1.6b	Let out Bid solicitation			
7b.			**Start Date:**	May, 1995	**End Date:**	May, 1995
7a. Task/Project:	#		NEXT PAGE			
7b.			**Start Date:**		**End Date:**	

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (YEAR-ROUND YOUTH JOBS PILOT)

5. Benchmark Activity:	#	6	Establish year round youth jobs pilot program for 300 youth		Application Page #:	Sec. II p.20 Sec. IV pgs. 64, 72
7a. Task/Project:	#	1.6d	Select project sponsor and work sites			
7b.			Start Date:	May 1995	End Date:	June 1995
7a. Task/Project:	#	1.6e	Begin program operations of summer component			
7b.			Start Date:	July 1995	End Date:	September 1995
7a. Task/Project:	#	1.6f	Begin operations of school year component			
7b.			Start Date:	September 1995	End Date:	June 1996
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (SCHOOL TO WORK TRANSITION)				
1. Category of Need:	Training and Employment: Develop skills and job networks of Zone Workforce				
2. Benchmark:	**#**	1	Prepare 300 Zone youth for the world of work		
3. Baseline:	Current youth job participation rate is 33%			**Source:**	1990 Census
4. Participating Entities:	NYC Board of Education NYS Dept. of Labor		US Dept. of Labor Private Sector		NYC Dept. Of Employment
5. Benchmark Activity:	**#**	1.2a	Establish School-to-Work Transition Program for 100 high school youth	**Application Page #:**	Sec. IV p. 73
6. Cost/Sources:	**Total Cost:**	600,000.00		**Resource:**	EZ 50%, Other Federal 50%
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HEAP)				
1. Category of Need:	Education: Develop basic and advanced skills of Zone youth				
2. Benchmark:	**#**	1	Increase access to and learning of advanced computer technology in four (4) Zone intermediate schools		
3. Baseline:	N/A			**Source:**	N/A
4. Participating Entities:	Columbia University Environmental Defense Fund		National Telecommunication Information Zone Intermediate Schools		
5. Benchmark Activity:	**#**	1.1	Create and establish Harlem Environmental Access Project (HEAP)	**Application Page #:**	Sec. IV p. 84, 85
6. **Cost/Sources:**	**Total Cost:**			**Resource:**	Private 100%
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HANDS-ON SCIENCE PROGRAM)				
1. Category of Need:	Education: Develop basic and advanced skills of Zone youth				
2. Benchmark:	#	1	Increase aptitudes and performance in science of students in three (3) Zone intermediate schools		
3. Baseline:	To be determined			**Source:**	Board of Ed data
4. Participating Entities:	NYC Board of Education Zone Internediate School			Zone Community School Boards	
5. Benchmark Activity:	#	1.1	Establish hands-on Science Program	**Application Page #:**	Sec. IV pgs. 72,74 & 84
6. **Cost/Sources:**	**Total Cost:**	$225,000.00		**Resource:**	EZ 75%, City 25%
7a. Task/Project:	#				
7b.		**Start Date:**	July 1995	**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (HANDS-ON MATH PROGRAM)				
1. Category of Need:	Education: Develop basic and advanced skills of Zone youth				
2. Benchmark:	#	2	Increase aptitudes and performance in math of students in three (3) Zone intermediate schools		
3. Baseline:	To be determined			**Source:**	Board of Ed data
4. Participating Entities:	NYC Board of Education Zone Intermediate Schools		Zone Community School Boards		
5. **Benchmark Activity:**	#	2.1	Establish Hands-on Science and Math Program	**Application Page #:**	Sec. IV pgs. 72, 74 & 84
6. **Cost/Sources:**	**Total Cost:**	$225,000.00		**Resource:**	EZ 75%, City 25%
7a. **Task/Project:**	#				
7b.	**Start Date:**	July 1995		**End Date:**	
7a. **Task/Project:**	#				
7b.	**Start Date:**			**End Date:**	
7a. **Task/Project:**	#				
7b.	**Start Date:**			**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (EARLY ALGEBRA PROGRAM)				
1. Category of Need:	Education: Develop basic and advanced skills of Zone youth				
2. Benchmark:	**#**	5	Enhance analytical thinking, logic and problem solving skills of students in one (1) Zone elementary school		
3. Baseline:	Math scores of school districts			**Source:**	Board of Education
4. Participating Entities:	NYC Board of Education Zone Elementary School			Zone Community School Boards	
5. Benchmark Activity:	**#**	5.1	Establish Early Algebra Program	**Application Page #:**	Sec. IV, p. 72, 74 & 84
6. **Cost/Sources:**	**Total Cost:**	$160,000.00		**Resource:**	EZ 50%, City 50%
7a. Task/Project:	**#**				
7b.		**Start Date:**	July 1995	**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (INSTRUMENTAL MUSIC PROGRAM)

1. Category of Need:	Education: Foster social, creative, academic and personal development of Zone youth				
2. Benchmark:	**#**	1	Strengthen arts instruction in twenty five (25) Zone elementary		
3. Baseline:	To be determined			**Source:**	NYC Board of Ed; Strategic Plan
4. Participating Entities:	NYC Board of Education Zone Community School Boards			Parents/Parents Assn. Private Sector	Arts Organizations
5. Benchmark Activity:	**#**	1.1	Create and establish Zone Instrumental Music Program	**Application Page #:**	Sec. IV p. 74
6. Cost/Sources:	**Total Cost:**		$453,000.00	**Resource:**	EZ 25%, City 25%, State 25%, Private 25%
7a. Task/Project:	**#**				
7b.		**Start Date:**	July 1996	**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Na e of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (BASIC EDUCATION)				
1. Category of Need:	Education: Develop basic educational skills and employability of Zone residents				
2. Benchmark:	**#**	1	Increase rate of adults with high school level education		
3. Baseline:	Current rate of adults with high school diploma			**Source:**	1990 Census
4. Participating Entities:	NYC Board of Education City University of NY		State Education Department Zone Education Agencies	NY Public Library Civic Associations	Community based Organizations
5. Benchmark Activity:	**#**	1.1	Expand 6 instruction programs in GED, Basic Ed and ESL	**Application Page #:**	Sec. IV p. 67, 74
6. Cost/Sources:	**Total Cost:**		$700,000.00	**Resource:**	EZ 25%, City 50%, State 50%
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (WORKFORCE DEVELOPMENT COUNCIL)				
1. Category of Need:	Training and Employment: Develop a workforce development strategy				
2. Benchmark:	**#**	1	Increase employer participation and capacity of Zone training programs		
3. Baseline:	Training lacks coordination; limited employer involvement			**Source:**	Strategic Plan
4. Participating Entities:	Private Sector Training Providers	City of N.Y. State of N.Y.	Small Business Zone Universities	U.S. Dept. Of Labor CBOs	
5. Benchmark Activity:	**#**	1.1	Organize and develop a Zone Workforce Development Council and TA program	**Application Page #:**	Appendix: Employment Projects
6. Cost/Sources:	**Total Cost:**	$200,000.00		**Resource:**	EZ 50%, State 50%
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

HEALTH & HUMAN SERVICES

SUMMARY

Expansion of human service programs to eliminate barriers and support the transition of Zone residents to the world of work. Among the initial programs scheduled to begin are a year round jobs program to enable the passage of youth from the school setting to the working world, a broad range of support programs such as day care, legal assistance, and a Zone-wide effort to link and improve existing services to maximize their impact and effectiveness. Included are projects to improve the health conditions of high-risk children and adults through increased immunization, programs to prevent the spread of communicable disease such as AIDS.

1. <u>Immunization Program.</u> The Immunization Program will increase the amount of children immunized by the age of two, an interconnected computerized immunization registry will notify parents of guardians when children are overdue for immunizations.

2. <u>AIDS Prevention.</u> The AIDS Prevention Program will expand prevention services and enable residents to access health services. This project will greatly expand the training of health professional in HIV prevention and treatment, and will organize a network of experts for back-up and consultation.

3. <u>Day Care Center Program.</u> The Day Care Center Program will support the completion of two Zone day care facilities thereby increasing by 226 slots the quality services to parents need in order for them to seek and maintain employment.

4. <u>Family Day Care Training and Certification Program.</u> This program will train 100 new providers of family day care and provide technical assistance towards the completion of leasing/certification.

5. <u>Legal Assistance Services.</u> Both individuals and organizations who face a myriad of legal problems will benefit from the expansion of the Zone's expanded legal support and assistance services.

8. Hands-on Science Program. The Hands-on Science Programs in three (3) elementary schools in the Empowerment Zone would provide children from the earliest grades with weekly opportunities to explore, discover, analyze, inquire and test, in a laboratory setting, the world around them.

9. Hands-on Math Program. Math instruction in three (3) elementary schools will provide vivid, practical, fun and relate math to sports, music, and experiences children face in their everyday lives.

10. Early Algebra Program. The Early Algebra Program will help young people to better engaged in analytical thinking, logic, and problem solving. It also helps students to better engage technology and grasp political issues such as the environment, energy, and health care. Its role in the Empowerment Zone is critical and it should be introduced earlier.

11. Instrumental Music Program. The freedom and ability to engage in creative expression is an integral part of being empowered. Strengthening instrumental music programs in schools in the Zone would enhance this. The Zone will build upon efforts already underway to create instrumental music programs in schools throughout the city.

12. Expansion of Basic Education/English as a Second Language. This project builds the existing a network of learning centers throughout the EZ and increase the availability of basic adult education, ESL and GED instruction.

13. Workforce Development Council/Technical Assistance. This Council will be the mechanism for designing and implementing the employment and training approaches contained in the Strategic Plan of the UMEZ. Community participation in the Council will build on the efforts of the Zone's working group committee on employment and training, and other community collaborative efforts already underway. This Council will comprise employment and training experts, agencies, CBOs, and private sector representatives.

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (CHILD IMMUNIZATION PROGRAM)				
1. Category of Need:	Health and Human Services: Raise health status and life expectancy of Zone residents				
2. Benchmark:	#	1	Increase by 25% the number of children immunized by age 2		
3. Baseline:	Currently 34-38% of all children are immunized properly by age 2			**Source:**	NYC Health Dept.
4. Participating Entities:	Depts. Of Health (NYC,NYS) Community Development Agency Family and Congregate Daycare Providers Human Resources Admin. Local Healthcare Providers				
5. Benchmark Activity:	#	1.1	Develop and establish Zone immunization strategy	**Application Page #:**	Sec. IV p. 80
6. Cost/Sources:	**Total Cost:**		$400,000.00	**Resource:**	33%EZ, 33%City, 33%State
7a. Task/Project:	#	1.1a	Develop computerized immunization registry for Zone children		
7b.		**Start Date:**	June 1995	**End Date:**	August 1995
7a. Task/Project:	#	1.1b	Link children and healthcare providers to registry		
7b.		**Start Date:**	September 1996	**End Date:**	August 1995
7a. Task/Project:	#	1.1c	Establish mechanism for increasing immunization resources to health and human service providers		
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (AIDS PREVENTION PROGRAM)				
1. Category of Need:	Health and Human Services: Raise health stattus and life expectancy of Zone residents				
2. Benchmark:	#	2	Increase community awareness and knowledge of AIDS		
3. Baseline:	Determine effectiveness through pre and post program survey			**Source:**	N/A
4. Participating Entities:	Zone Health Centers Public and Private Hospitals		Health Care Practitioners NYC Dept. Of Health		CBOs Civic Groups
5. **Benchmark Activity:**	#	2.1	Establish comprehensive AIDS Prevention Information Network Professionals	**Application Page #:**	Sec. IV p. 80
6. **Cost/Sources:**	**Total Cost:**	$400,000.00		**Resource:**	EZ 34%, City 33%, State 33%
7a. Task/Project:	#				
7b.		**Start Date:**	July 1996	**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (DAY CARE CENTERS)				
1. Category of Need:	Health and Human Services: Develop Child care Services				
2. Benchmark:	# 1	Increase by 225 the availability of slots in quality affordable Child Care development program			
3. Baseline:	Shortage of 10,000 slots in Zone		**Source:**	H.A./AFDC 190 data	
4. Participating Entities:	City of NY:HRA/ACD State of NY Dept. Of Social Services		Zone Child Care Providers		
5. Benchmark Activity:	# 1.1	Construct New Day Care Facility in Central Harlem (HCCI Site)	**Application Page #:**	Sec. IV, p. 75, 76	
6. Cost/Sources:	**Total Cost:**	$2,385,420.00 (EZ share 600,000)	**Resource:**	EZ 25%, City 37.5%, State 37.5%	
7a. Task/Project:	# 1.1a	Complete working drawings and plan			
7b.	**Start Date:**	Underway	**End Date:**	July 1995	
7a. Task/Project:	# 1.1b	Complete bid process			
7b.	**Start Date:**	Underway	**End Date:**	August 1995	
7a. Task/Project:	# 1.1c	Complete property transfer (City ULURP)			
7b.	**Start Date:**	Underway	**End Date:**	September 1995	

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (DAY CARE CENTERS)

5.	**Benchmark Activity:**	#	1.1	Construct New Day Care Facility in Central Harlem (HCCI Site)	**Application Page #:**	Sec. IV pgs. 75, 76
7a.	Task/Project:	#	1.1d	Final underwriting		
7b.				**Start Date:**	**End Date:**	October 1995
7a.	Task/Project:	#	1.1e	Lease negotiated		
7b.				**Start Date:**	**End Date:**	November 1995
7a.	Task/Project:	#	1.1f	Construction start date		
7b.				**Start Date:**	**End Date:**	December 1995
7a.	Task/Project:	#	1.1g	Construction completed		
7b.				**Start Date:**	**End Date:**	April 1997
7a.	Task/Project:	#	1.1h	Program start		
7b.				**Start Date:**	**End Date:**	June 1997
7a.	Task/Project:	#				
7b.				**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (DAY CARE CENTERS)					
1. Category of Need:	Health and Human Services: Develop Child care Services					
2. Benchmark:	#	1	Increase by 110 the availability of slots in quality affordable Child Care development program			
3. Baseline:	Shortage of 10,000 slots in Zone				**Source:**	H.A./AFDC 190 data
4. Participating Entities:	City of NY:HRA/ACD State of NY Dept. Of Social Services				Zone Child Care Providers	
5. Benchmark Activity:	#	1.1	Construct New Day Care Facility in Washington Heights (NMIC Site)		**Application Page #:**	Sec. IV, p. 75, 76
6. Cost/Sources:	**Total Cost:**		$2,385,420.00 (EZ share 600,000)		**Resource:**	EZ 25%, City 37.5%, State 37.5%
7a. Task/Project:	#	1.1a	Complete working drawings and plan			
7b.			**Start Date:**	Underway	**End Date:**	July 1995
7a. Task/Project:	#	1.1b	Complete bid process			
7b.			**Start Date:**	Underway	**End Date:**	August 1995
7a. Task/Project:	#	1.1c	Complete property transfer (City ULURP)			
7b.			**Start Date:**	Underway	**End Date:**	September 1995

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (FAMILY DAY CARE TRAINING)					
1. Category of Need:	Health and Human Services: Develop childcare services					
2. Benchmark:	#	2	Increase by 100 the number of certified family daycare providers in Zone			
3. Baseline:	To be determined			**Source:**	NYC H.A./ACD	
4. Participating Entities:	City of NY:HRA/ACD State of NY Dept. Of Social Services			Zone Childcare Providers Child Care, Inc.		
5. Benchmark Activity:	#	2.1	Establish Family Day Care Provider Training Certification Program	**Application Page #:**	Sec. IV p. 76	
6. **Cost/Sources:**	**Total Cost:**	$500,000.00		**Resource:**	EZ 20%, City 30%, State 30%	
7a. Task/Project:	#	2.1a	Identify all family Day Care programs in Zone			
7b.		**Start Date:**	June 1996	**End Date:**	July 1996	
7a. Task/Project:	#	2.1b	Conduct needs assessment to determine scope of services			
7b.		**Start Date:**	July 1996	**End Date:**	September 1996	
7a. Task/Project:	#	2.1c	Develop RFP process			
7b.		**Start Date:**	August 1996	**End Date:**	September 1996	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (FAMILY DAY CARE TRAINING)				
1. Category of Need:	Health and Human Services: Develop childcare services				
2. Benchmark:	# 2	Increase by 100 the number of certified family daycare providers in Zone			
3. Baseline:	To be determined		**Source:**	NYC H.A./ACD	
4. Participating Entities:	City of NY:HRA/ACD State of NY Dept. Of Social Services		Zone Childcare Providers Child Care, Inc.		
5. Benchmark Activity:	# 2.1	Establish Family Day Care Provider Training Certification Program	**Application Page #:**	Sec. IV p. 76	
6. Cost/Sources:	**Total Cost:**	$500,000.00	**Resource:**	EZ 20%, City 30%, State 30%	
7a. Task/Project:	# 2.1a	Identify all family Day Care programs in Zone			
7b.	**Start Date:**	June 1996	**End Date:**	July 1996	
7a. Task/Project:	# 2.1b	Conduct needs assessment to determine scope of services			
7b.	**Start Date:**	July 1996	**End Date:**	September 1996	
7a. Task/Project:	# 2.1c	Develop RFP process			
7b.	**Start Date:**	August 1996	**End Date:**	September 1996	

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (FAMILY DAY CARE TRAINING)

5. Benchmark Activity:	#	2.1	Establish Family Daycare Provider Training Certification Program	Application Page #:	Sec. IV p. 76

7a. Task/Project:	#	2.1d	Implement program			
7b.			Start Date:	October 1995	End Date:	on-going @ cycles every three months
7a. Task/Project:	#	2.1e	Evaluate program			
7b.			Start Date:	June 1997	End Date:	June 1997
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (LEGAL ASSISTANCE SERVICES)				
1. Category of Need:	Health and Human Services: Develop and ensure availability of high quality basic support services				
2. Benchmark:	#	1	Expand by at least 5% legal counseling to low income Zone residents		
3. Baseline:	Demand exceeds supply (currently, between 10 to 18,000 cases seen per year)			**Source:**	Legal Aid Socity, NYS Legal Services Corporation
4. Participating Entities:	City of NY State of NY	Legal Aid Society Legal Services Corp.	No. Manhattan Improvement Corp. NY Bar Association	Private Law Firms Community Based Organizations	
5. Benchmark Activity:	#	1.1	Establish Legal Services Assistance Program to handle approximately 500 new cases	**Application Page #:**	Sec. IV p. 91
6. Cost/Sources:	**Total Cost:**	$600,000		**Resource:**	EZ 50%, City 25%, State 25%
7a. Task/Project:	#	1.1a	Develop merchanism to provide resources and select providers		
7b.		**Start Date:**	July, 1995	**End Date:**	August, 1995
7a. Task/Project:	#	1.1b	Formulate outreach strategy		
7b.		**Start Date:**	September, 1995	**End Date:**	October, 1995
7a. Task/Project:	#	1.1c	Implement outreach strategy		
7b.		**Start Date:**	October, 1995	**End Date:**	on-going

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (LEGAL ASSISTANCE SERVICES)

5.	Benchmark Activity:	#	1.1	Establish Legal Services Assistance Program to handle approximately 500 new cases		Application Page #:	11
7a.	Task/Project:	#	1.d	Begin Zone Legal Services Program			
7b.				Start Date:	November, 1995	End Date:	Continuation to be determined
7a.	Task/Project:	#					
7b.				Start Date:		End Date:	
7a.	Task/Project:	#					
7b.				Start Date:		End Date:	
7a.	Task/Project:	#					
7b.				Start Date:		End Date:	
7a.	Task/Project:	#					
7b.				Start Date:		End Date:	
7a.	Task/Project:	#					
7b.				Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (LEGAL ASSISTANCE SERVICES)				
1. Category of Need:	Health and Human Services: Develop and ensure availability of high quality support services				
2. Benchmark:	#	2	Expand legal support services to 50 new Zone organizations		
3. Baseline:	to be determined			**Source:**	n/a
4. Participating Entities:					
5. Benchmark Activity:	#	2.1	Establish legal support service to support community economic development	**Application Page #:**	Sec. IV p. 91
6. Cost/Sources:	**Total Cost:**		(Included in Benchmark 1)	**Resource:**	
7a. Task/Project:	#	2.1a	Develop mechanism to provide resources to providers		
7b.		**Start Date:**	July, 1995	**End Date:**	August, 1995
7a. Task/Project:	#	2.1b	Identify groups and projects to be served		
7b.		**Start Date:**	August, 1995	**End Date:**	on-going
7a. Task/Project:	#	2.1c	Begin Legal Support Program		
7b.		**Start Date:**	November, 1995	**End Date:**	Continuation to be determined

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (DAY CARE CENTERS)

5. Benchmark Activity:	#	1.1	Construct New Day Care Facility in Washington Heights (NMIC Site)		Application Page #:	Sec. IV pgs. 75, 76
7a. Task/Project:	#	1.1d	Final underwriting			
7b.			Start Date:		End Date:	October 1995
7a. Task/Project:	#	1.1e	Lease negotiated			
7b.			Start Date:		End Date:	November 1995
7a. Task/Project:	#	1.1f	Construction start date			
7b.			Start Date:		End Date:	December 1995
7a. Task/Project:	#	1.1g	Construction completed			
7b.			Start Date:		End Date:	April 1997
7a. Task/Project:	#	1.1h	Program start			
7b.			Start Date:		End Date:	June 1997
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

COMMUNITY DEVELOPMENT

SUMMARY

Community development is a key factor to the success of the Upper Manhattan Empowerment Zone (UMEZ) initiative. By increasing community participation and providing access to expert technical assistance and resources, UMEZ residents would be better prepared to compete in today's economic climate. These ideas of increasing community participation in planning, facilitating public access to information and resources, as well as management of such services are evident in the first year projects.

Community development will allow parents and grandparents to take a pro-active role in the development of their children and youth. In order to carry out these goals, there is a need to develop a more technologically literate community and create full access to advanced information and telecommunications technology. The UMEZ must ensure the availability of quality support services, education, and public safety.

1. Community Outreach Planning Center. This joint project between Columbia University and City College of New York is designed to facilitate partnerships between institutions of higher education and the EZ community to solve urban problems through research outreach and exchange of information. Jointly both institutions have been granted $580,000 from HUD to a center in Harlem. The funds in the EZ budget acts as the required leverage.

2. Parent Involvement in Schools Project. The involvement of parents in the activities of their children's schools is linked to children doing better in their educational performance. This project works with parents and focuses on their being able to negotiate the bureaucracy of the schools.

3. Seniors' Council. This council will ensure that all the needs of the UMEZ seniors community is addressed. It will provide a vehicle for Senior Centers and providers to coordinate their efforts in order to better serve seniors. This Council will work and in hand with the Zone's working group committee. It will also advise the UMEZ governing body on seniors' issues.

4. Public Safety Council. This council will ensure accountability for public safety and justice throughout the UMEZ. It will help solve public safety problems, collect and disseminate information, and coordinate public safety initiatives. This Council will work together with the Zone's working group committee and advise the UMEZ governing body on issues related to public safety. This Council will also include experts, government agency representatives, CBOs, and UMEZ community residents.

5. Resource Development & Technical Assistance. Resource development and technical assistance will be provided to community-based organizations, local service providers, tenants' associations and the UMEZ community at large. This will enable the community to take advantage of the myriad of resource available to them by providing expert help in fund development and planning.

6. Community Outreach, Organizing, Participation & Planning. Continued participation in the decisions impacting the lives of residents is an integral part of the Empowerment Zone process. This calls for an effective campaign to organize residents within the UMEZ to have input on any project that would affect them. This will allow for the continuation of the "working groups" as a forum in which input can be given to the governing body of the UMEZ.

7. Marketing and Publications. Understanding that the Upper Manhattan Empowerment Zone (UMEZ) community must have access to information and voice their opinions on the Empowerment Zone initiatives, a marketing and publications strategy will ensure that these needs are met. The coordination of meeting and bilingual newsletters will facilitate and sustain the participation of residents in the decisions that affect their lives.

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (COMMUNITY OUTREACH PARTNERSHIP)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	#	1	Increase measurably Zone residents involvement in planning, decision-making and service delivery		
3. Baseline:	N/A			**Source:**	
4. Participating Entities:	Columbia University City College		CBOs Local Service Providers	Tenant Associations	
5. Benchmark Activity:	#	1.5	Develop plan and scope of Community Outreach Partnerships Center	**Application Page #:**	Sec. IV p. 91
6. Cost/Sources:	**Total Cost:**		$100,000.00	**Resource:**	EZ 100%
7a. Task/Project:	#	1.5a	Identify partnerships between participating entities and community groups		
7b.			**Start Date:**	**End Date:**	February 1, 1995
7a. Task/Project:	#	1.5b	TBD		
7b.			**Start Date:** January 1, 1995	**End Date:**	May 31, 1995
7a. Task/Project:	#				
7b.			**Start Date:**	**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (PARENT INVOLVEMENT)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	**#**	1	Increase measurably Zone residents' involvement in planning, decision making and service delivery		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	**#**	1.2	Develop and establish Parental Involvement in School Project	**Application Page #:**	Sec. IV p. 75
6. Cost/Sources:	**Total Cost:**	$40,000.00		**Resource:**	EZ 100%
7a. Task/Project:	**#**	1.2a	Define scope of project and milestones for project		
7b.	**Start Date:**	June 1995		**End Date:**	July 1995
7a. Task/Project:	**#**	1.2b	Recruit and hire staff		
7b.	**Start Date:**	July 1995		**End Date:**	July 1995
7a. Task/Project:	**#**	1.2c	Identify and select schools		
7b.	**Start Date:**	July 1995		**End Date:**	September 1995

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (PARENT INVOLVEMENT)

5. Benchmark Activity:	#	1.2	Develop and establish Parental Involvement is School Project		Application Page #:	Sec. IV p. 75
7a. Task/Project:	#	1.2d	Begin program operations			
7b.			Start Date:	August 1995	End Date:	on-going
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	
7a. Task/Project:	#					
7b.			Start Date:		End Date:	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (COUNCIL OF SENIOR CITIZENS)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	**#**	1	Increase measurably Zone residents' involvement in planning, decision making and service delivery		
3. Baseline:				**Source:**	
4. Participating Entities:	Additional entities:		Zone Senior Citizen Centers	Advocacy groups	
5. Benchmark Activity:	**#**	1.3	Develop and establish Zone Council of Senior Citizens	**Application Page #:**	Sec. IV p. 79
6. Cost/Sources:	**Total Cost:**		$40,000.00	**Resource:**	EZ 100%
7a. Task/Project:	**#**	1.3a	Define scope of project and milestones for project		
7b.	**Start Date:**		July 1995	**End Date:**	July 1995
7a. Task/Project:	**#**	1.3b	Recruit and hire staff		
7b.	**Start Date:**		July 1995	**End Date:**	July 1995
7a. Task/Project:	**#**	1.3c	Begin program operations		
7b.	**Start Date:**		July 1995	**End Date:**	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (PUBLIC SAFETY COUNCIL)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	#	1	Increase measurably Zone residents' involvement in planning, decision making and service delivery		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.3	Develop and establish Zone Public Safety Council	**Application Page #:**	Sec. IV p. 91
6. Cost/Sources:	**Total Cost:**	$40,000.00		**Resource:**	EZ 100%
7a. Task/Project:	#	1.3a	Define scope of project and milestones for project		
7b.	**Start Date:**	July 1995		**End Date:**	July 1995
7a. Task/Project:	#	1.3b	Recruit and hire staff		
7b.	**Start Date:**	July 1995		**End Date:**	July 1995
7a. Task/Project:	#	1.3c	Begin program operations		
7b.	**Start Date:**	July 1995		**End Date:**	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (RESOURCE DEVELOPMENT AND TA)				
1. Category of Need:	Community Development: Expand resources and capacity in the Zone				
2. Benchmark:	**#**	1	Increase leveraging of resources, build capacity and increase coordination in Zone service delivery system		
3. Baseline:	N/A			**Source:**	N/A
4. Participating Entities:					
5. Benchmark Activity:	**#**	1.7	Develop and implement Zone Resource Dev. and Technical Assistance Strategy	**Application Page #:**	
6. Cost/Sources:	**Total Cost:**	$150,000.00		**Resource:**	EZ 100%
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	**#**				
7b.		**Start Date:**		**End Date:**	

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (OUTREACH & ORGANIZING)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	#	1	Increase measurably Zone residents involvement in planning, decision-making and service delivery		
3. Baseline:	Currently less than 5% of residents participate in community planning processes			**Source:**	EZ application process, Strategic Plan
4. Participating Entities:	CBOs, Business and Merchant Groups, Local service providers, Tenants Associations, Residents, Schools, Community Boards, Civic Association, Block Associations, Public Agencies				
5. Benchmark Activity:	#	1.1	Develop and Establish Zone Outreach, Organizing, Planning and Participation Program	**Application Page #:**	Sec. IV p.91
6. Cost/Sources:	**Total Cost:**	$240,000.00		**Resource:**	EZ 100%
7a. Task/Project:	#	1.1a	Define scope of project and milestones for project		
7b.	**Start Date:**	June 1995		**End Date:**	July 1995
7a. Task/Project:	#	1.1b	Recruit and hire staff		
7b.	**Start Date:**	July 1995		**End Date:**	July 1995
7a. Task/Project:	#	1.1c	Begin program operations		
7b.	**Start Date:**	July 1995		**End Date:**	on-going

BENCHMARKS & ACTIVITIES FOR THE FIRST TWO YEARS OF DESIGNATION

Name of Designated Area:	UPPER MANHATTAN EMPOWERMENT ZONE (MARKETING & PUBLICATIONS)				
1. Category of Need:	Community Development: Broaden and sustain community participation				
2. Benchmark:	#	1	Increase measurably Zone residents' involvement in planning, decision making and service delivery		
3. Baseline:				**Source:**	
4. Participating Entities:					
5. Benchmark Activity:	#	1.6	Develop publications and implement a marketing Strategy for Zone activities	**Application Page #:**	Sec. IV pgs. 90, 91
6. Cost/Sources:	**Total Cost:**		$100,000.00	**Resource:**	EZ 100%
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	
7a. Task/Project:	#				
7b.		**Start Date:**		**End Date:**	