

# Career Pathways Progress Update



The City of New York  
Mayor Bill de Blasio

Alicia Glen, Deputy Mayor for  
Housing & Economic Development

**NYC**

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# Letter from the Mayor

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Dear New Yorkers:

Improving job outcomes for New Yorkers has been an integral part of my Administration’s short- and long-term planning. A year ago, we unveiled *Career Pathways: One City Working Together*, a transformative plan to expand access to career-track jobs in fast-growing industry sectors, improve job quality, and foster a more cohesive workforce system.

This progress report gives an overview of our achievements since releasing *Career Pathways* and the work that is currently underway. The City has both added and shifted our resources and policies towards training and education. Nearly 7,500 people have been reached through partnerships with CUNY’s community colleges through the Accelerated Study in Associate Programs (ASAP). We have engaged employers to build trainings that can lead to employment with growth opportunities and family-sustaining wages. We are beginning to move away from “rapid attachment” job placement, almost doubling our investment in skills training, and committing more dollars towards new models, including bridge programs and targeted entrepreneurship programs, serving over 18,700 New Yorkers—34% more than in FY 2014—combined. We have also begun building system-wide consensus around common definitions of job quality so that all agencies can work systemically to achieve this ambitious vision.

Going forward we will be focusing on continuing these policy shifts, working closely with educational institutions to ensure that industry-informed coursework is available to all New Yorkers, and that career counseling expands. We will build out our Industry Partnerships in six key sectors to provide in-demand services to ensure that our home-grown talent shares in the City’s economic growth with quality, career-track jobs.

Building on all of this great foundational work, the year ahead will be about harnessing this momentum and making even bigger gains in our goal of refocusing our City’s expansive system of workforce, training, and education to create opportunities for jobs for all New Yorkers.

A handwritten signature in black ink that reads "Bill de Blasio". The signature is written in a cursive, flowing style.

Mayor Bill de Blasio

# Progress Report

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Mayor Bill de Blasio set the stage for transforming New York City's workforce development system in spring 2014, when he established the Mayor's Office of Workforce Development (WKDEV) to coordinate the City's workforce initiatives and convened the Jobs for New Yorkers Task Force to set new priorities and principles for the City's employment and training programs. *Career Pathways: One City Working Together* outlined three key pillars:

- **Building Skills Employers Seek:** Shifting away from the former strategy of placing as many people into jobs as quickly as possible, workforce programs now will focus on connecting New Yorkers to quality jobs with family-supporting wages and career advancement potential. To ensure that its training investments are closely aligned with employer needs, the City is creating strong Industry Partnerships that provide robust feedback loops with companies in priority sectors of New York's economy.
- **Improving Job Quality:** The City is taking steps to support New Yorkers in lower-wage jobs through initiatives that reward worker-friendly business practices such as consistent scheduling, access to commuter benefits and financial empowerment services. In addition to providing stability for workers, these common-sense practices support the bottom line for employers by increasing employee morale and lowering turnover costs.
- **Increasing System and Policy Coordination:** The City is aligning its workforce and economic development initiatives, utilizing local legislation and administrative policies as key levers to promote career pathway development and implementation.

These pillars set out a broad vision for transforming the City's workforce system and were supported by ten action steps needed to realize that vision (see recommendation updates beginning on pg. 17). This update highlights the progress made collaboratively by WKDEV, City agencies, and affiliated entities to reshape the City's workforce ecosystem around these three pillars, and shares progress made on the ten recommendations from the Task Force's report.

As New York City's economy rebounds, the Career Pathways framework is critical to fostering a more inclusive prosperity across the five boroughs. In the year since the report was released, the City's economy has continued to grow: as of October 2015, New York was home to a record total of 4.26 million jobs, and the unemployment rate of 4.8 percent was the lowest since the recession. Wages rose by four percent in 2014, the first such improvement since 2010, and nearly all sectors of the economy contributed to that growth.

Amidst such robust overall growth, this administration is determined to ensure that all New Yorkers can benefit from the City's success. Notably, nearly one-third of the 364,450 private sector jobs added between 2009 and October 2015 are in low-wage sectors. This trend highlights the importance of Mayor de Blasio's focus on legislative tools to increase the minimum wage and his progress in establishing a

## June 2009–October 2015 Employment Change by Industry and 2014 Average Wages

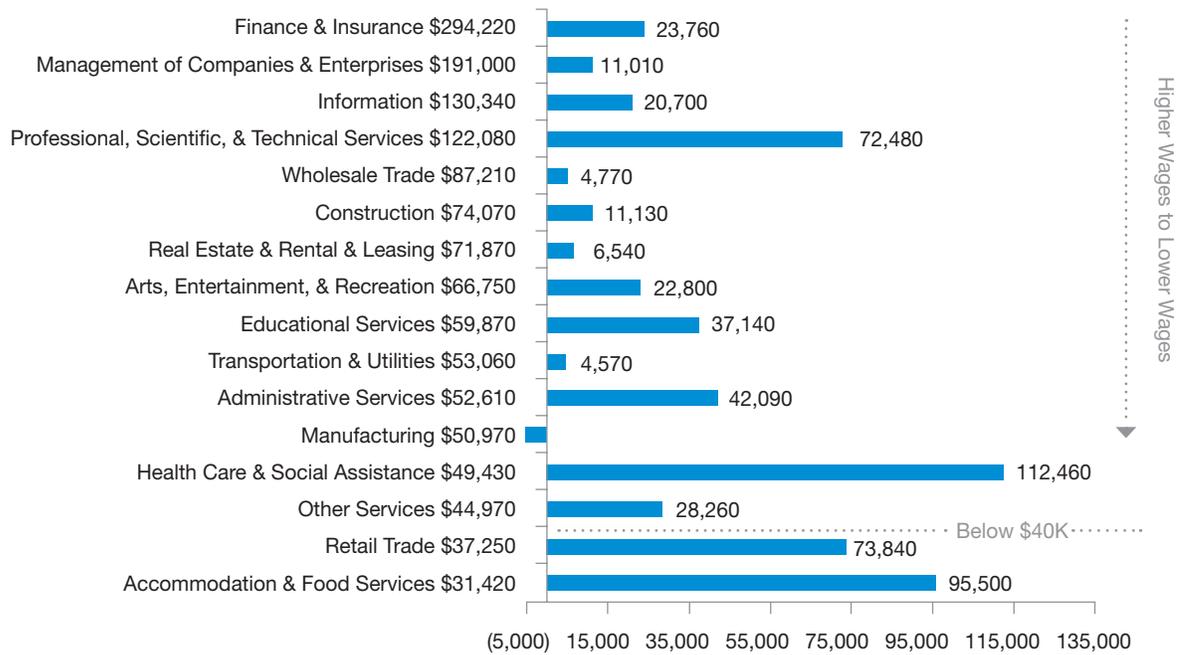


Chart source: New York City Economic Development Corporation

higher living wage for New York City. Since November 2014, there has been movement on raising the minimum wage including changes in the law for fast food workers and New York State employees and the national conversation driven by the Fight for Fifteen campaign. In fact, increasing the minimum wage to \$15 would impact 1.46 million working New Yorkers, the majority of whom (62 percent) are women and half of whom are adults 25 and older. In this economic context, maximizing opportunities for New Yorkers to access quality jobs with family-supporting wages through Career Pathways continues to be the transformational shift needed for New York City.

### Career Pathways Framework

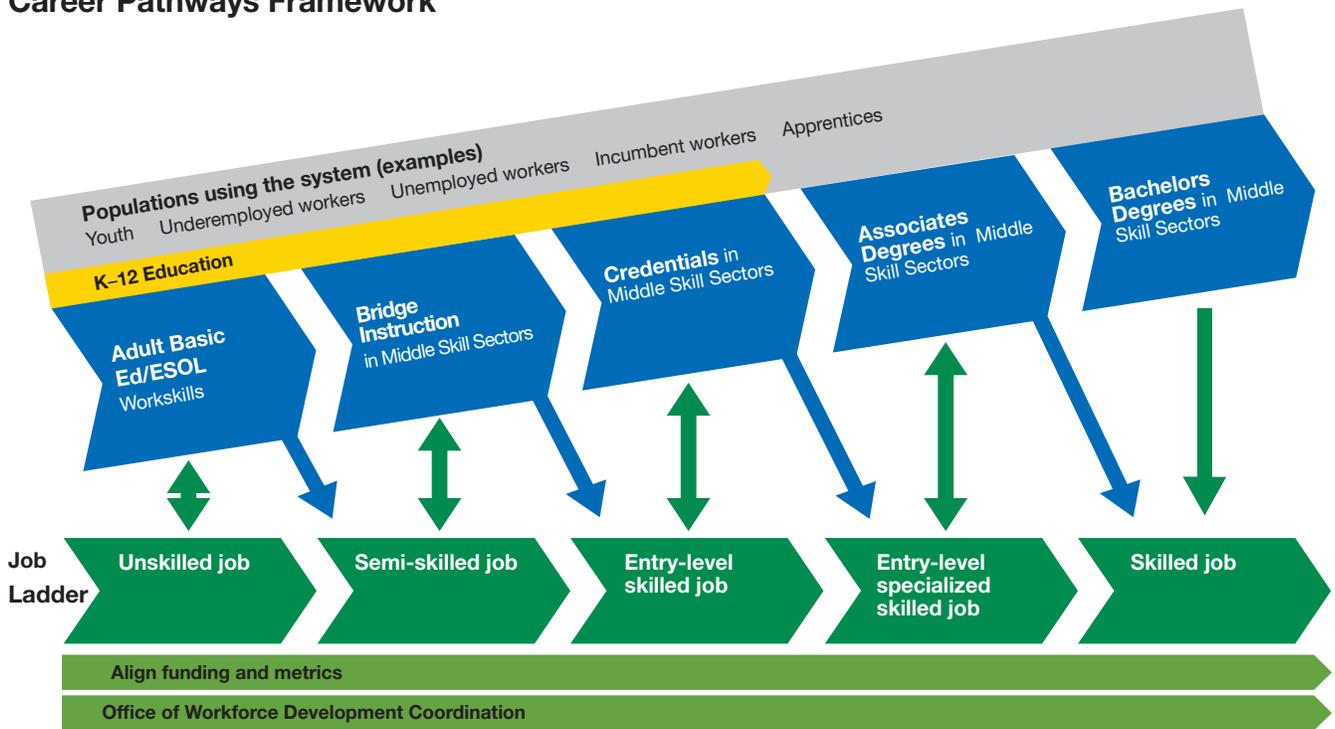
Career Pathways is a guiding strategy and framework describing how elements of the City’s workforce system should align and connect to one another—supporting individuals along an established route to stable employment offering family-supporting wages. At each level, participants can gain additional skills and prepare for the next step in their career. The career pathways approach connects progressive levels of education, training, support services, and credentials, working with employers to grow a pipeline of skilled workers for in-demand occupations.

## New York City Mayor's Office of Workforce Development

WKDEV leads the Citywide effort to implement the Career Pathways vision. WKDEV builds the capacity of City agencies and service providers to implement the vision, provides expertise in program design, identifies new opportunities for funding, and makes strategic connections across entities and programs. In the year since *Career Pathways* was released, WKDEV has laid the foundation for system-wide change.

WKDEV serves as a strategic coordinating body helping to track and guide the efforts of 17 City agencies and entities (such as the Department of Education, the City University of New York, and the Queens Public Library), the NYC Center for Economic Opportunity (CEO), and the Mayor's Office of Operations. WKDEV also houses and closely coordinates with two new influential bodies, the reconstituted NYC Workforce Development Board (WDB) and the Center for Youth Employment (CYE), a public/private initiative to coordinate, expand and improve workforce services for young adult New Yorkers. Outside city government, WKDEV engages with private foundations, training and service providers, advocates, the public, and policy and research organizations. As a result, WKDEV is the center point in bringing together the multitude of stakeholders required to enact *Career Pathways* and build a more effective workforce system leading to opportunities for more New Yorkers to gain, keep, and upgrade employment.

## Career Pathways Framework



Source: Adapted from the Center for Law and Social Policy

**“The skills required in today’s job market get more sophisticated each day and AT&T is committed to ensuring New Yorkers have access to the education and training needed to fill these roles. Building the NYC Tech Talent Pipeline is an innovative way to approach the challenge and we are excited to be a part of it.”**

—Marissa Shorestein, President,  
AT&T New York

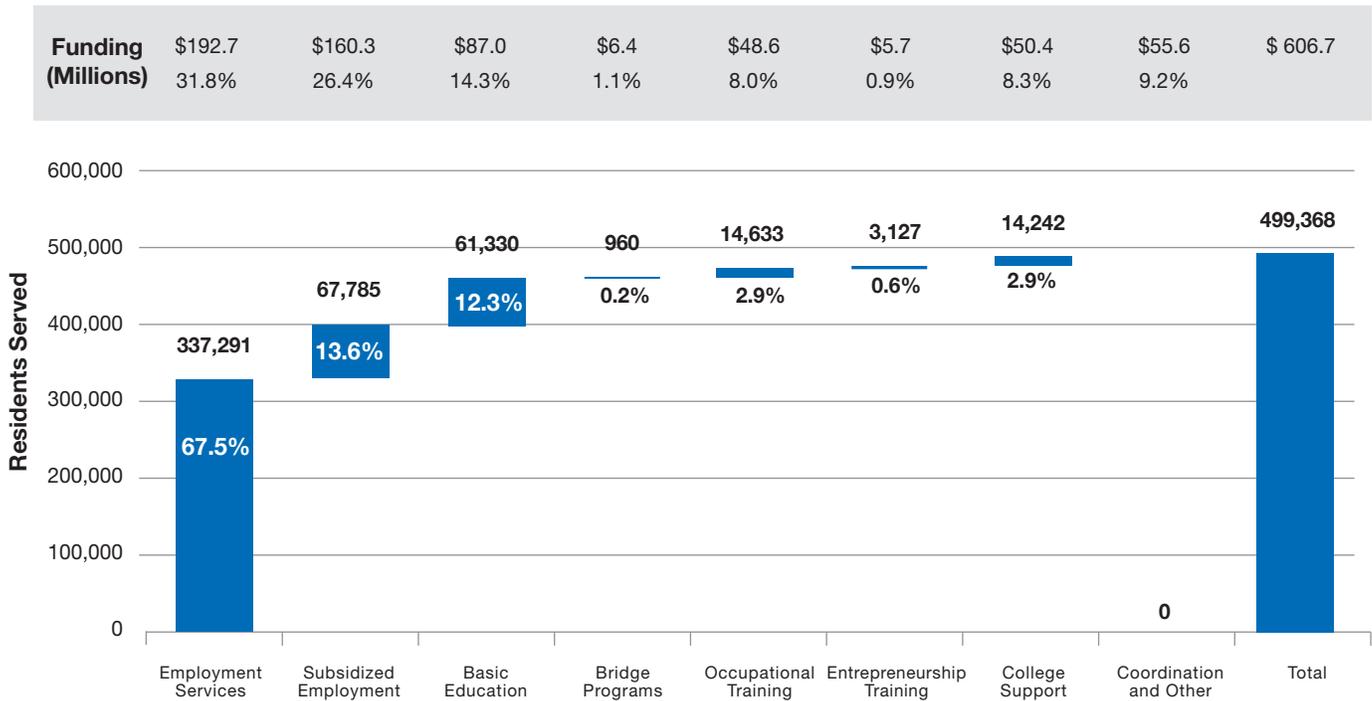
## **New Investments for a New Workforce Vision**

The *Career Pathways* report includes an overview of the investment by City agencies in programs providing services ranging from adult basic education and English for Speakers of Other Languages to subsidized jobs and occupational skills training. The report calls for a shift in resources toward higher value investments in training and education and away from “rapid attachment” employment services. In the year since the report’s release, the City has allocated significant new dollars for services other than rapid attachment, increasing the total investment to \$606.7 million to engage an estimated half million New York City residents in services. In the larger ecosystem beyond City investments, philanthropic funding for New York City nonprofit workforce programs has increased, from just under \$65 million in 2013 to \$72 million in 2014.

Two program areas have seen particular growth: college support and subsidized jobs. College support funding has more than doubled, increasing from \$24.5 million in Fiscal Year (FY) 2014 to \$50.4 million in FY16. This increase is driven primarily by significant expansion of the CUNY Accelerated Study in Associate Programs (ASAP) which more than doubled enrollment to 7,500 students between FY14 and FY16 (See Recommendation 5 on pg. 21 for more detail). Subsidized employment programs dramatically increased as well. The Department of Youth and Community Development’s Summer Youth Employment Program (SYEP) placed 54,263 young New Yorkers into summer internships—an increase of 50 percent over the number of young people placed in internships in FY14. SYEP’s budget increased by nearly \$33 million due both to the greater number of young people served and to the increase in the minimum wage, which rose from \$7.25 per hour in summer 2013 to \$8.75 in summer 2015, putting more money in young people’s pockets. The Department of Parks and Recreation’s Parks Opportunity Program saw an increased hourly wage paid to program participants, from \$9.62 to \$11.97 per hour, resulting in a program budget increase of more than \$8 million. Finally, the New York City Council allocated \$12 million to fund a new Department of Youth and Community Development (DYCD) program for in-school youth (Work, Learn & Grow), which provides paid employment opportunities during the school year to create a year-round program for 4,000 SYEP participants.

Additionally the City has repurposed \$6.4 million to launch bridge programs for individuals looking to build basic skills in preparation for job training or further education which is estimated to serve close to 1,000 New Yorkers with literacy levels of fourth through eighth grade. Bridge programs are the “on ramp” for lower-skilled jobseekers, providing access to education and training programs in a continuum that leads to quality jobs with family-supporting wages. In the past year, two existing programs—CUNY Prep and the DYCD Young Adult Literacy Program (YALP)—began to transition from providing general adult education or high school equivalency exam preparation to bridge programs. The YALP transition to bridge includes a two-year evaluation led by CEO that will inform the development of bridge programs in the future.

## Funding and Service Levels by Program Type (FY16)

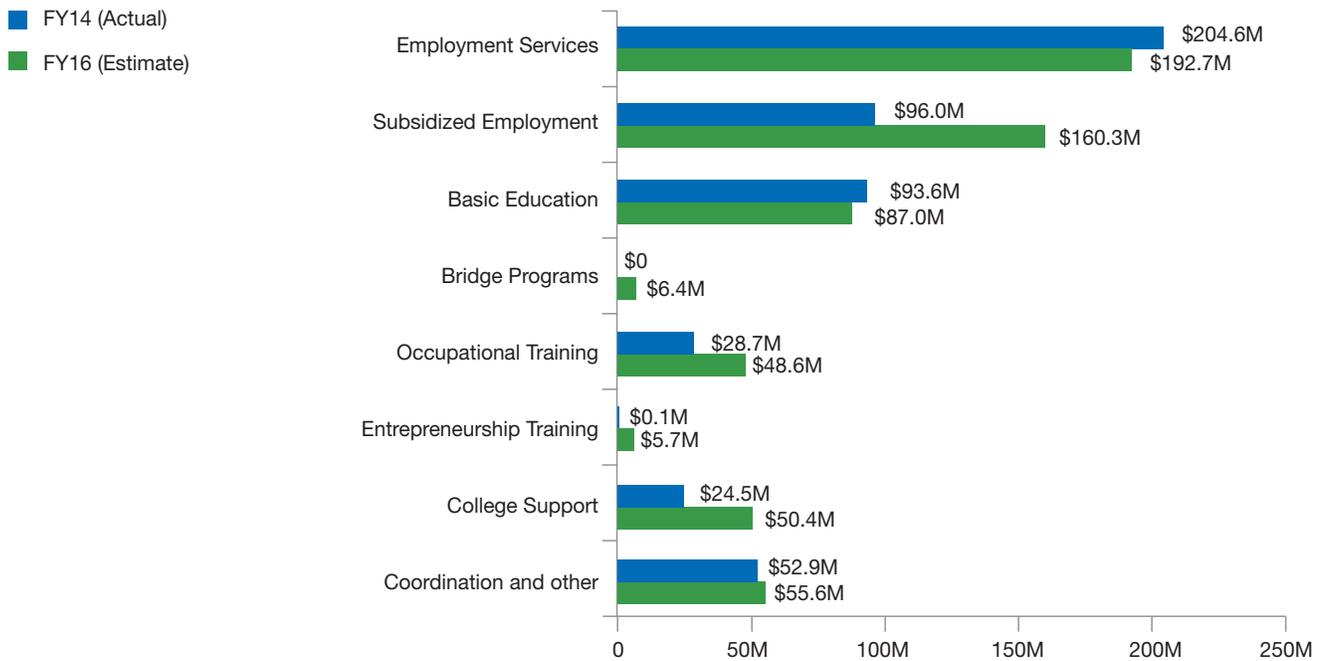


**Notes:**

- HRA's Employment Carfare program (\$34.5 million) was reclassified from Employment Services to Coordination and Other for both FY14 and FY16.
- Data may include duplications, and there are variants in definitions. Budget is based on FY16 Adopted and clients are based on estimates for the remainder of FY16.

Investment in skills and entrepreneurship training nearly doubled to \$54.3 million primarily through the addition of employer-linked training programs. The Department of Small Business Services (SBS) is driving this increase with nearly \$21 million in occupational skills programming, primarily aligned with the two existing and four soon-to-be-launched Industry Partnerships. These trainings will enroll an estimated 4,500 job seekers and incumbent workers in programs developed to prepare individuals for industry certification, entry into, or advancement in an array of in-demand occupations. The Department of Correction is also adding new certificate programs, with nearly \$6 million in new funding to support skills training for inmates to bolster their employability and reduce recidivism. An additional new commitment of \$5.7 million will go toward entrepreneurship training for over 3,100 people, targeting populations including immigrants, childcare providers, craft artisans, and women. In total, approximately 17,750 individuals are expected to receive occupational or entrepreneurial training in FY16.

## Funding Levels by Program and Type (FY14 Actuals and FY16 Estimates)



### Notes:

- The total FY14 budget has been increased by \$14.1 million to reflect retrospective inclusion of data for one program and to correct incomplete budget estimates provided for two programs; the adjusted total is \$500.4 million. Total FY16 program budgets equal \$606.7 million.
- FY14 overall spending in the Basic Education category increased by \$12.6 million to reflect 1) amended budgets not included in the 2014 *Career Pathways* report and 2) corrected allocation of funding from the Training category.
- FY14 overall spending in the College Support category increased by \$5.2 million to reflect an amended program budget reported in the 2014 *Career Pathways* report.
- A new category, Entrepreneurship Training, was created. For FY14, one program was reclassified from Training to Entrepreneurship Training. A portion of DOE's CTE program budget (\$3.7 million) was reclassified from Training in FY14 and added to the Basic Education category.

WKDEV is leading a new initiative to access federal funds through Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), a federal program to help SNAP recipients access workforce development services. Through this program, the federal government will match non-federal funds invested in providing certain services to eligible recipients. Integrating SNAP E&T, in coordination with other federal funding, has long been a recommendation by national policy experts. The City seeks to expand employment and training services available to SNAP recipients primarily through the Workforce1 Career Centers. WKDEV spearheaded this initiative with strong support from the Office of Management and Budget as well as SBS and HRA, the local administrator of SNAP and SNAP E&T.

**“As a Brooklyn-born company, we understand how important it is to educate and inspire the next generation of technologists and to cultivate a workforce that will build New York’s tech community for decades to come.”**

—Chad Dickerson, CEO, Etsy

## **Driving Innovation by Connecting City Agencies and Other Stakeholders in New Ways**

In October 2015, WKDEV launched HireNYC to help New Yorkers access jobs and opportunities through the City’s purchases and investments. Aligned with Mayor de Blasio’s Career Pathways commitments, HireNYC creates a pipeline for New Yorkers to get a first shot at jobs generated by government-subsidized projects. The launch and expansion of HireNYC required coordination among a multitude of stakeholders—including the Law Department, the Mayor’s Office of Contract Services, agency partners, vendors, developers, industry groups, and City Council sponsors. (For more information on HireNYC, see the Recommendation 9 update on pg. 25).

Beyond its role in agency coordination, WKDEV has partnered with non-governmental stakeholders to help implement the Career Pathways framework. The New York City Workforce Innovation Fund (NYCWIF), a collaboration of private foundations that has co-invested in workforce initiatives with SBS since 2005, took the release of the *Career Pathways* report as an opportunity to expand its engagement with the City. NYCWIF and WKDEV have spent several months exploring opportunities for collaboration. Resulting recommendations and next steps include expanding NYCWIF’s engagement with HRA and helping to start a field-building “boot camp” for workforce-focused Community Based Organizations (CBOs), and investment in two soon-to-be-launched Industry Partnerships (retail and food service).

Another vital role WKDEV has played is working with staff from CUNY, DYCD, HRA, SBS, and CEO to build consensus around a set of common definitions and outcome measures for workforce programs—a shared language that will help facilitate a system-wide shift to Career Pathways. These definitions will be included in future concept papers, RFPs, and contracts, shaping the way contractors approach implementation of workforce programs. One early example of this work is the Career Pathways definition of bridge programs (see sidebar on p. 14). This work has also been informed by approaches to Career Pathways taken by states such as Illinois and Minnesota, and national leaders in the field, including the Center for Law and Social Policy.

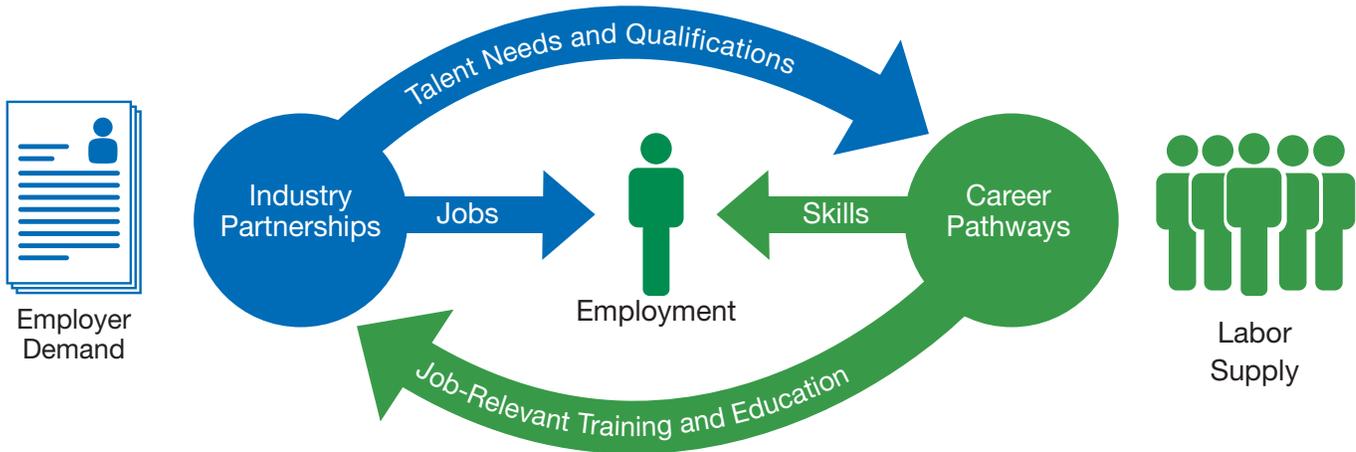
## **Formulating New Program Approaches**

Part of WKDEV’s role is to communicate the Career Pathways vision to the broader workforce development community and build its capacity to implement the vision. In May 2015, WKDEV, in partnership with CUNY and the New York Association for Training and Employment Professionals and sponsored by JP Morgan Chase & Co., hosted a day-long *Career Pathways Learning Lab*, attended by 250 stakeholders in the field. Featured speakers included national experts and directors of funding collaboratives in Chicago and Philadelphia. Attendees spent half of the day in small groups, envisioning how they might construct career pathway programs with available resources and identifying additional resources necessary to launch, sustain,

and grow these comprehensive programs. The career pathway programs developed during the break-out sessions, coupled with feedback from the event, yielded multiple suggestions for how WKDEV can support the field of workforce partners and providers as it transitions toward the Career Pathways framework.

A Career Pathways approach cannot succeed without ongoing feedback from employers defining the skills they need. Industry Partnerships collaborate with local businesses to develop workforce strategies and mobilize resources in their respective sectors. New York City’s first two Industry Partnerships were developed in partnership with the NYC Workforce Funders, the New York Community Trust, and JP Morgan Chase & Co. Housed within SBS, each Industry Partnership focuses on addressing mismatches between labor market supply and demand. WKDEV has provided support by developing consensus on how agencies and their contractors can partner with the Industry Partnerships, engaging the Aspen Institute to develop a framework for capturing and monitoring the systems-building, transformation work in which Industry Partnerships engage.

While high quality training is an important component of Career Pathways, training on its own is usually not sufficient to address entering employment and industry needs at the appropriate scale and in a durable way. System change is often also required. System change strategies include action, both large and small, by industry, education and training providers, public partners, and workers themselves to better align labor market needs, job quality, and workforce development services. The Industry Partnerships embody this new way of doing business by working to re-align curricula in partnership with colleges across the CUNY system and supporting employers in adopting new hiring practices.



## **Elevating NYC’s Career Pathways Framework Nationally**

While no other municipality can match the scale of New York City’s workforce system, we are not alone in thinking about how to shift focus, investments, and governance to better support workers and jobseekers. In recent years, cities such as Boston, Hartford, and Baltimore have established or reconstituted offices of workforce development.

To serve the larger field and present the City’s vision, WKDEV has communicated the Career Pathways framework at conferences hosted by the US Conference of Mayors, the National Skills Coalition, the Center for Law and Social Policy, the National Association of Workforce Boards, and the National Fund for Workforce Solutions. Audiences in these forums have included workforce boards, mayoral staff, workforce policymakers, workforce advocates, philanthropic leaders, businesses, and workforce service providers. WKDEV also represented the City at the White House’s Upskill Summit in April 2015 in acknowledgement of the framework’s novel approach to integrating career pathways with a focus on job quality. Announced by President Obama during the 2015 State of the Union address, the *Upskill Initiative* is a public/private effort geared towards helping workers obtain the education and training they need to develop new skills and earn higher wages and increase the productivity and competitiveness of employers in the global market.

Career Pathways is an innovation in its approach to workforce and in its commitment to evidence-based replication and investment strategies. By extension, it is also at the forefront of using data to ensure that funding flows to what is most effective. The Mayor’s Office of Operations Director Mindy Tarlow represents New York City in Results for America’s prestigious “Moneyball for Government” Fellowship, and selected Career Pathways to exemplify how the City is using evidence-based decision-making to improve the effectiveness of government.

Employers are already seeing the benefit of working with HireNYC:

**“Working with HireNYC has been an honor and pleasure for Kings Theatre. They continue to help us find local candidates, who are pre-screened and excited to be part of our team. Hiring quality employees is integral for the success of any business, and HireNYC helps us achieve that goal.”**

—Jason Sandoval, Associate Director of the Kings Theatre

#### New York City Definition:

Bridge programs prepare individuals with low educational attainment and limited skills for entry into a higher education level, occupational skills training, or career-track jobs, building the competencies necessary for work and education alongside career and supportive services. Bridge programs contextualize programming to specific industry sectors and have established relationships with partners (occupational skills training, education, and/or specific sector employment) that inform program design and serve as the primary “next step” destination for program participants.

Bridge programs pair educational instruction and workforce development services using one of two approaches:

**1. Contextualized Bridge:** teaching academic skills against a backdrop of sector-specific content

**2. Integrated Bridge:** incorporating literacy and numeracy instruction into an occupation-specific training

These core services are tailored to meet the needs of the target population (e.g. youth, re-entry, low-income clients, etc.) and the bridge destination (e.g. employer, training provider, education provider, etc.).

## Building Foundations

Great progress has been made, and the foundation for larger systemic transformation in the next year is set. The three City agencies that serve hundreds of thousands of New Yorkers—HRA, DYCD, and SBS—have each begun to align resources in their programs along Career Pathways lines. HRA has made perhaps the most dramatic shift, releasing concept papers earlier this year adding skill building and education. DYCD released an RFP for its Out-of-School Youth programs that articulates an unprecedented level of investment in skill development in advanced career options for young adults. SBS’s launch of a combination of sector- and population-based centers—one focused on Youth and one focused on foreign-born New Yorkers—will inform new Workforce1 Career Center RFPs being released in summer 2016. Each of these new contracts will serve to embed key elements of the Career Pathways framework in programs large and small for years to come: incorporating Common Metrics; building handoffs between programs that had been siloed in the past; shifting programmatic design to a focus on preparing individuals for entry into skills-training programs; and creating the steps to achieve the vision of system and policy coordination. These systems-shifting changes lay the groundwork to realizing the Career Pathways goals of helping every New Yorker access and maintain stable employment and earn a family-supporting wage, and ensuring that businesses in the City can find the talent they need.

## Career Pathways Recommendations

The collaborations and achievements highlighted above represent various stages of progress towards fulfillment of the 10 recommendations highlighted in the 2014 *Career Pathways* report (See *Career Pathways: One City Working Together, Our Plan*, pg 60).

Each recommendation represents a concrete step in realigning the City’s workforce system around the pillars of building skills employers seek, improving job quality and increasing system and policy coordination. The table on page 15 summarizes WKDEV’S overall progress toward each short-term goal. Following this summary are one-page updates on each recommendation.

**“New York City is one of the best talent centers in the world and the Ladders for Leaders interns we hosted this summer were a real asset to the teams at AOL. The program we designed with the city greatly added not just to the culture and energy of the office, but to the day-to-day business and long-term strategy for the company. Talent is the most important asset in our business and access to a diverse set of talent is what our partnership with the Center for Youth Employment delivered—and we hope to grow the partnership in the years to come.”**

–Tim Armstrong, CEO of AOL

# Career Pathways Recommendations



	Recommendation	Page	Short-term Goals
1.	Launch or expand Industry Partnerships with real-time feedback loops in six sectors: healthcare, technology, industrial/manufacturing, construction, retail, food service	p.17	
2.	Establish Career Pathways as the framework for the City's workforce system	p.18	
3.	Invest \$60 million annually by 2020 in bridge programs that prepare low-skill jobseekers for entry-level work and middle-skill job training	p.19	
4.	Triple the City's training investment to \$100 million annually by 2020 in career-track, middle-skill occupations, including greater support for incumbent workers who are not getting ahead	p.20	
5.	Improve and expand CTE and college preparedness programs, adjust CUNY's alternative credit policy, and invest in career counseling to increase educational persistence and better support students' long-term employment prospects	p.21	
6.	Increase work-based learning opportunities for youth and high-need jobseekers	p.22	
7.	Create a standard that recognizes high-road employers who have good business practices, with the goal of assessing at least 500 local businesses by the end of 2015	p.23	
8.	Improve the conditions of low-wage work by expanding access to financial empowerment resources in partnership with at least 100 employers and pursuing legislative changes such as increasing the minimum wage	p.24	
9.	Maximize local job opportunities through the City's contracts and economic development investments by establishing a "First Look" hiring process and enforcing targeted hiring provisions in social service contracts	p.25	
10.	Reimburse workforce agencies on the basis of job quality instead of the quantity of job placements by aligning service providers under a system-wide data infrastructure that measures job outcomes such as full-time work, wage growth, and job continuity	p.26	

# Update on Recommendations

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# Recommendation 1: Launch or expand Industry Partnerships with real-time feedback loops in six sectors: healthcare, technology, industrial/manufacturing, construction, retail, food service.

## Progress Report

City launches new Industry Partnerships	
Expand NYACH and TTP	
Accountability metrics	
Labor market data	
Identify funding needs and develop public/private partnerships	

The New York Alliance for Careers in Healthcare (NYACH) has worked with its Partners Council, including trade associations representing more than 40 employers and more than 100,000 workers, a labor-management partnership, and CUNY, to develop a common agenda and set of activities. Through industry feedback loops driven by these partners, NYACH has re-aligned eight curricula and launched 12 new industry-informed trainings. These trainings have already connected more than 1,000 New Yorkers to new jobs or promotions.

The NYC Tech Talent Pipeline (TTP) mobilized 150 industry partners around its mission and launched an advisory board representing the City’s top CEOs and CTOs and a workforce of more than 40,000. Together, they have defined employer needs, developed 10 new and expanded training programs, realigned curricula for 15 academic and training programs, and connected more than 250 New Yorkers to jobs and internships in the sector. As a result, employer and academic partners are working to implement new curricula, expand entry-level opportunities for New Yorkers, revise hiring practices, and create policies to scale and sustain this work.

Start-up and launch activities for the four new Industry Partnerships in **Construction, Industrial/Manufacturing, Foodservice** and **Retail** are underway. Executive searches have been conducted for industry leaders to direct the Partnerships, start-up activities have been identified through consultation with employers, industry and trade organizations, labor unions, non-profits, training providers, private philanthropy, and workforce organizations, and some employer-informed trainings have already begun.



Mayor de Blasio and Deputy Mayor Glen at TTP Advisory Board meeting

## Nationally-Recognized Industry Partnerships

Both NYACH and TTP have earned national recognition and awards, serving as models for communities across the country. Earlier this year, President Obama recognized TTP as a model partnership in his announcement of the White House’s TechHire initiative, which will award \$100 million in grants in early 2016 to collaborative initiatives that prepare lower-skilled and entry-level individuals for tech jobs. The National Fund for Workforce Solutions, an initiative of national and local funders committed to the development of Industry Partnerships, recognized NYACH and the New York City Workforce Innovation Fund with the Chair’s Award for Exemplary Collaborative, highlighting the strong public/private partnership that has supported the expansion of NYACH’s work in the past year.



## Recommendation 2: Establish Career Pathways as the framework for the City’s workforce system.

WKDEV guides the implementation of Career Pathways by holding agencies accountable for their program design, performance and investments and helping to drive innovation by connecting agencies, providers and other stakeholders in new ways. Since Mayor de Blasio took office, the three biggest City agencies in workforce each have made significant changes to align with the administration’s vision:

- The Human Resources Administration (HRA) is dramatically changing its approach from a single rapid-attachment model to a population-specific menu of services emphasizing education and employment skills (see example below).
- The Department of Small Business Services (SBS) set a job quality standard for employers receiving recruiting services from the Workforce1 Career Center: full-time employment or \$11.50 per hour.
- The Department of Youth and Community Development (DYCD) is piloting bridge programming and making substantial investments in advanced training.

### Progress Report

#### All workforce agencies:

Assess the needs of targeted populations to inform program delivery	
Implement specific funding changes	
Develop interagency handoffs that allow for a continuum of training and education	

In addition to its work with these and other agency partners, WKDEV engages outside funders, advocates, capacity-building entities, and members of the City’s large service provider community to better understand the factors that inform their efforts and shape policies and programs to implement Career Pathways. In the past year, events bringing workforce agencies together with each other and the larger community have included:

- Career Pathways Learning Lab sponsored by JPMorgan Chase & Co., facilitated by WKDEV, the New York Association for Training and Employment Professionals, and the City University of New York.
- Sharing by Workforce Investment Board of research conducted by the University of Pennsylvania and New York University on the Summer Youth Employment Program.
- WKDEV Long Term Unemployment for Older New Yorkers panel and workgroup in partnership with the Department for the Aging, the Workplace, and the John J. Heldrich Center for Workforce Development.
- New HRA and DYCD concept paper forums for the workforce community.

### Interagency Collaborations for Workforce and Education

HRA, SBS and District 79 of the New York City Department of Education (DOE) are partnering to launch new career and education services for young adults. The partners are creating High School Equivalency Diploma (HSED) Career Pathways programs contextualized for specific occupations. The programs will help young adults seamlessly blend work and learning in preparation for jobs in the target sectors identified in the *Career Pathways* report.

The model will be piloted through a new Workforce1 Career Center in the Bronx, and will offer integrated career coaching, work and learning supports, contextualized HSED preparation, occupational skill training, work-based learning, and connection to employment. Furthermore, as part of its efforts to provide community-based services, HRA will have staff on-site to assist clients with their public assistance cases when necessary.

**Progress to Bridge Funding Goal of \$60 Million per Year by 2020**



**Progress Report**

HRA and DYCD determine scale, scope and funding for new bridge programs	✓
DYCD, DOE, CUNY and CEO determine which basic education courses can transition to a sector-contextualized approach	⚙️



Building Bridges participants in break-out group discussion

**Recommendation 3: Invest \$60 million annually by 2020 in bridge programs that prepare low-skill jobseekers for entry-level work and middle-skill job training.**

Bridge programs pair academic instruction and workforce services, building the competencies necessary for work and education alongside career and supportive services. WKDEV’s focus in the first year of implementation has been two-fold: 1) to build the field by providing technical assistance to and resources for designing and implementing bridge programs; and 2) to help position workforce agencies to administer bridge programming. The New York State Department of Education has proposed \$10 million for bridge programs as part of a plan to support providers as they transition and includes partnership with CUNY’s Adult Education department to develop contextualized curricula in eight sectors.

The transition to bridge programming is aiding New Yorkers to prepare for HSED and jobs.

- DYCD and the Center for Economic Opportunity (CEO) will pilot and evaluate bridge through the Young Adult Literacy Program, which serves young people who lack a high school credential and are neither in school nor working in career-track jobs. Participants’ low educational attainment makes them ineligible for nearly all middle-skill training and entry into HSED programs.
- In 2015, NYACH expanded its work on bridge programming, supporting an ESL Bridge to Home Health Aide Training in partnership with 1199SEIU Home Care Education Fund and CEO and has developed two new contextualized bridge programs with nine different employer partners to date: an ESL Bridge to Medical Assistant Training; and a High School Equivalency Bridge to Medical Assistant Training helping participants get promotions and new jobs.

**Coordinating Bridge Building**

Programs will need support as they implement bridge models and learn or adapt to new instructional approaches. WKDEV is coordinating support to ensure quality, consistency, and efficiency. In November 2015, WKDEV established the NYC Bridge Bank ([www.nyc.gov/bridge](http://www.nyc.gov/bridge)), an online resource of contextualized bridge and occupational bridge program curricula as well as program design manuals and teachers’ guides to support the development and implementation of quality bridge programs. The Bank will grow as new open-source materials are identified and developed.

As a related step, CEO and CUNY launched the Building Bridges Professional Development course in summer 2015. Building Bridges grounded participants in bridge programming within the context of the Career Pathways framework and provided workshops, site visits, panel presentations, materials, and other resources in the areas of bridge program administration, data-driven program design and implementation, instruction and advisement, and industry engagement. More than 120 staff from 60 community-based organizations attended the course.

**Progress to Training Funding Goal of \$100M per year by 2020**



**Recommendation 4: Triple the City’s training investment to \$100 million annually by 2020 in career-track, middle-skill occupations, including greater support for incumbent workers who are not getting ahead.**

The City has supported training investments that will reach thousands of New Yorkers, allowing incumbent workers to advance and jobseekers to connect to family-sustaining, living-wage jobs and allowing businesses to find the talent they need. Investments include:

- Creating a new, enhanced medical assistant training, using City funding to support CUNY’s implementation of the new model.
- Launching four new tech trainings—including Mobile Development—that require no previous professional tech experience and lead to high-wage, career-track jobs.
- Sharpening the focus on underrepresented groups in entrepreneurship including immigrants, New York City Housing Authority residents, and women.
  - Entrepreneurs are key economic actors in New York City—building businesses that support families, uplift communities, and generate jobs. WENYC is a first-of-its-kind effort in a major American city to address the gender gap and empower women business-owners to reach their full economic potential. WENYC includes mentorship, access to capital, and business growth supports.
- Food Business Pathways, an entrepreneurship initiative designed to empower NYCHA residents to start and grow food businesses, is a ten-week training that provides graduates with a comprehensive business plan, grants for licenses and permits to start their businesses, business coaching, and a network of contacts for future advice and support. The program is a collaboration between NYCHA, SBS, NYCEDC, Hot Bread Kitchen, and Citi Community Development. Food Business Pathways exemplifies the types of services that WENYC will offer to women interested in starting a business, ensuring that graduates are prepared to succeed in the marketplace.

**Progress Report:**

Industry Partnerships identify strategic investments for entry-level, lateral and advanced trainings	✓
HRA, DYCD and Industry Partnerships develop training tracks	⚙️
SBS and Industry Partnerships develop training for career changers	⚙️
SBS scales Customized Training Program for employers	⚙️



NYC Web Development Fellowship graduate and new MasterCard employee, Jayana Johnson.

**Training for a Career, Not Just a Job**

Previously working as an assistant, Jayana Johnson was unsure of her career path until accepted into the NYC Web Development Fellowship, an initiative of the NYC Tech Talent Pipeline. The Fellowship is designed to equip New Yorkers with the skills necessary to launch careers in web development. After completing the five-month training, Jayana was connected to a paid internship at MasterCard, where she ultimately accepted a full time position as a UX developer. Today, she and her fellow program graduates are earning an average salary of \$65,000 per year, supporting the thriving tech industry in New York City. She also spoke at the White House as part of President Obama’s TechHire initiative, which includes \$100 million in grants offered by the Department of Labor.

## Recommendation 5: Improve and expand CTE and college preparedness programs, adjust CUNY’s alternative credit policy, and invest in career counseling to increase educational persistence and better support students’ long-term employment prospects.

With support from the de Blasio administration, CUNY is expanding its heralded Accelerated Study in Associate Programs (ASAP) initiative to 25,000 students over the next four years. ASAP has more than doubled associate degree completion rates for participating students. The expansion includes a focus on serving more STEM majors, ensuring that a significantly greater number of low-income, minority New Yorkers have every opportunity to graduate with in-demand skills for careers with strong earning potential. In addition to significantly expanding ASAP at individual partner colleges, CUNY is poised to launch a campus-wide ASAP expansion at Bronx Community College (BCC). This ambitious undertaking will aim to enroll most first-time, full-time freshmen in ASAP by academic year 2018/19 with the goal of graduating at least 50 percent of students within three years. BCC expects to enroll more than 5,000 full-time students in ASAP by 2018/19.

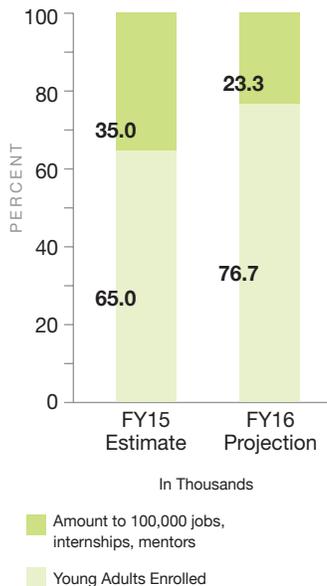
### Progress Report

DOE and Industry Partnerships work together to increase industry connection	 In Progress
DOE scales work-based learning	 In Progress
CUNY develops new policy for earning credit and converting non-credit to credit	 In Progress
CUNY develops new career counseling in seven community colleges	 In Progress

### Keeping Students on Track for Success

Hostos Community College’s Student Success Coaching Unit offers a strong example of proactive counseling. The Success Coaching Unit, developed with a federal grant, focuses on academic and career counseling as well as helping students address barriers to attendance, persistence, and program completion. The program uses an “Intrusive Counseling” model to identify potential issues before they have a chance to derail students’ progress. The model was highlighted in a March 2015 episode of the public radio program, *This American Life*: <http://tinyurl.com/nmyoeu7>.

## 100,000 Goal Progress



## Recommendation 6: Increase work-based learning opportunities for youth and high-need jobseekers.

The Center for Youth Employment (CYE), a project of the Mayor’s Fund to Advance NYC, was established in May 2015 to coordinate and expand programming to youth and young adults in New York City to opportunities for employment, career exploration and guidance, and quality skills-building programs. Its overall goal is to support 100,000 jobs, internships, mentorships, and related experiences per year across all city agencies and programs by 2020. Housed within WKDEV, CYE is focused on expanding employment opportunities for vulnerable youth in foster care and the shelter system; deepening employer engagement in youth workforce programs as host sites, funders, and thought partners; supporting career and technical education programs within the DOE; and binding the disparate programs across agencies that provide workforce services for youth into a coherent and functional system.

### Progress Report

City engages employers and philanthropy to expand career exposure for youth	✓ Completed
CUNY and DOE work with Industry Partnerships to integrate for students	⚙️ In progress



NYC First Lady Chirlane McCray at a Center for Youth Employment convening.

### Public / Private Partnerships Supporting New York City Youth

The Mayor’s Fund to Advance NYC and CYE partnered with DYCD to add 754 new private sector work sites into its Summer Youth Employment Program (SYEP) in 2015. In total, 2,949 private sector sites participated in SYEP, comprising 35 percent of all sites—an increase from 28 percent a year earlier. The agency has set a goal that half of all SYEP sites will be with private sector employers by 2018.

Ladders for Leaders, an elite competitive internship program serving 16-21 year-olds, saw particularly strong growth: the program more than doubled from 475 participants in 2014 to 1,035 this year.

## Recommendation 7: Create a standard that recognizes high-road employers who have good business practices, with the goal of assessing at least 500 local businesses by the end of 2015.

Practices such as competitive wages, consistent scheduling, on-the-job training, and access to benefits for employees have demonstrated higher productivity and returns to business. However, many businesses lack the know-how and resources to improve work conditions.



### Progress Report

NYCEDC launches a standard tool to measure, compare and business practices improve	✓
500 NYC business participate	⚙️
SBS launches HR for Small Business to help smaller employers	⚙️

Earlier this year, the New York City Economic Development Corporation (NYCEDC) launched Best for NYC, a campaign and set of business tools designed to inspire and equip businesses to measure and improve their impact on workers, the community and the environment. Best for NYC challenges businesses to compete not only to be the best in the city, but also the best *for* the city, strengthening their bottom lines and improving New Yorkers' quality of life. Through Best for NYC, businesses assess their practices on issues such as diversity and inclusion, compensation, benefits, and governance, and are able to compare their practices to more than 30,000 other business, using the leading global tool for measuring, benchmarking, and improving economic and social impact—the B Impact Assessment—developed by the nonprofit business-certification organization, B Lab. The assessment tool helps businesses gauge where their practices are above the mark and where there are opportunities for improvement and offers best practices and a roadmap for action. Businesses that complete the assessment have access to assistance from SBS and other business organizations, supporting their adoption of high-road business practices.

Best for NYC seeks to celebrate diverse businesses and the myriad practices that enhance quality of life for workers. Businesses that complete the assessment and commit to seeking ways to improve practices can be recognized as “Competing to be Best for NYC” and compete for the inaugural Best for NYC Awards in 2016.

The primary goal in the first phase of this project is to have 500 businesses take the assessment. As of November 2015, 350 businesses have started the assessment, and the initiative is on pace to achieving the 500-businesses goal by early 2016.



Liddabit Sweets is one of 350 businesses participating in Best for NYC.

### A Commitment to Job Quality

Among the businesses participating in Best for NYC is Liddabit Sweets. As a business competing to be Best for NYC, Liddabit Sweets is committed to providing its employees competitive wages, maintaining quality in their supply chain, and improving their community impact. With the support of Best for NYC business service partner Business Outreach Center Network (BOC), Liz Gutman and Jen King, Liddabit Sweets founders, and other business leaders are taking steps to implement the findings from the B impact assessment.

## Progress Report

DCA expands tax season campaign	✓
DCA launches employer-based financial empowerment campaign	✓
HRA reviews and streamlines the application for transitional benefits	⚙️
City pursues local control of minimum wage	⚙️

## Recommendation 8: Improve the conditions of low-wage work by expanding access to financial empowerment resources in partnership with at least 100 employers and pursuing legislative changes such as increasing the minimum wage.

The NYC Department of Consumer Affairs (DCA) assisted more than 150,000 New Yorkers in filing tax returns through the citywide free tax preparation campaign—an increase of over 55,000 from 2014. DCA increases awareness about tax credits that put money back in the pockets of working New Yorkers, and helps qualifying New Yorkers file their taxes for free. For working families in New York City, Earned Income Tax Credit claims average \$2,500 and can be worth as much as \$8,293. Families with low incomes who are employed or underemployed and have child care costs for children up to age four could also be eligible for up to \$1,733 with the New York City Care Tax Credit. Combined, these credits can total more than \$10,000.

On October 27th, Mayor de Blasio signed the Fair Chance Act into law, making it illegal to deny qualified candidates employment solely based on their criminal records. The new law bans job ads written to weed out candidates with criminal records and bans job application and interview questions about criminal history. This legislation—a result of the “Ban the Box” campaign—will enable millions of New Yorkers who have a criminal record the chance to compete for a broader range of jobs, broaden the range of candidates employers can consider, and ensure that public and private employers are considering applicants based on their skills, experience, and qualifications, before weighing whether their conviction history is relevant.



Neighborhood Trust providing financial counseling at the workplace via The Employer Solution.

### Fostering Financial Resiliency

With support from Citi Community Development, DCA, and SBS are partnering with Neighborhood Trust Financial Partners to help connect low-wage workers to financial empowerment resources through their workplaces, engaging willing employers to offer supports to their employees. Neighborhood Trust works with employers to design customized solutions to help employees reduce debt, improve credit scores, enroll in direct deposit, and build savings, assets, and long-term financial stability. Employers benefit from increased employee engagement, reduced stress among employees, and increased morale.



## Recommendation 9: Maximize local job opportunities through the City’s contracts and economic development investments by establishing a “First Look” hiring process and enforcing targeted hiring provisions in social service contracts.

### Progress Report

City releases guidelines for “HireNYC” citywide	✓
NYCEDC expands “HireNYC” with enforcement	✓
HRA expands hiring requirements to additional agencies	✓

HireNYC was launched in October 2015 to help New Yorkers access jobs resulting from the City’s purchases and investments. The program expands current targeted hiring programs and creates new guidelines to require employers receiving City contracts, working on development projects receiving City subsidies, or meeting job projection targets to work with the City’s public workforce system. Large contracts make up over 90 percent of the City’s non-emergency spending, and HireNYC will leverage that spending to help provide New Yorkers access to thousands of jobs, ranging from positions like security guards and administrative assistants to design coordinators and project managers.



Mayor de Blasio at a Build It Back event—Build It Back is a part of HireNYC.

**“HireNYC has a phenomenal support system for us (The Sports Authority) in hiring all of our associates for our brand new location at Broadway Plaza in the Bronx. The level of professionalism and organization is outstanding.”**

Tony Grave, District Manager, The Sports Authority

### Connecting High-Need New Yorkers with Quality Training and Employment Options

HireNYC expands and creates new opportunities for New Yorkers. Going forward, as funding is made available through new contracts and development deals, HireNYC will be included as a requirement. Expansion will include the addition of posting construction positions and increasing

the number of social service positions required. There are also new areas of opportunity for jobs in Good and Services contracts. HireNYC will expand successful connections such as with Equity One, Inc., selected by the NYCEDC to re-develop a parking lot into a 130,000 sq. ft. multi-level retail center. Each retailer in the center has utilized the HireNYC Program for their hiring. Retailers include: Aldi Food Market, TJ Maxx, Party City, and The Sports Authority. The new retail center has created 188 new jobs to date, of which, close to 80 percent were filled by Bronx residents. Upon full occupancy, which is expected in the first quarter of 2016, the project is expected to create more than 250 new full- and part-time jobs. The HireNYC Program has assisted each business in having a successful start with qualified and talented candidates and will continue partnering with each for ongoing hiring.

## Recommendation 10: Reimburse workforce agencies on the basis of job quality instead of the quantity of job placements by aligning service providers under a system-wide data infrastructure that measures job outcomes such as full-time work, wage growth, and job continuity.

As a first step to changing reimbursement standards, WKDEV has led efforts to establish common definitions and metrics across all City workforce programs. WKDEV has engaged staff from each agency administering workforce programs, worked to understand the program model and types of services offered, and requested aggregate client data. This process has confirmed that the criteria shaping how a program defines activities such as “occupational skills training” or outcomes like “job placement” can vary widely, obstructing efforts to arrive at meaningful estimates of the number of individuals participating in types of workforce programs and achieving relevant outcomes.

In partnership with the Mayor’s Office of Operations and CEO, WKDEV established a set of 13 common metrics for the workforce system (See Appendix, pg. 48). With cooperation from agency Commissioners, these metrics will be included in future concept papers, RFPs, and contracts, eventually facilitating easier aggregation of activity and outcome data across workforce programs.

### Progress Report

Finalize one set of metrics for the City	
Develop unified service standards	
New guidelines for reimbursement based on job quality	



### Tracking Common Metrics

Common metrics are intended to improve employment services by defining, reporting, and sharing results across a common set of performance measures. Given the numerous interactions a client can have within and across agencies, Common Metrics seeks to develop a single platform to integrate workforce data. Building a shared data system across all workforce programs will reduce spending and administrative burden, increase the City’s capacity to measure performance, and enable a better understanding of how clients overlap across agencies and programs.



# Appendix

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# Snapshot of NYC Workforce System

This snapshot describes the NYC Workforce System's programs as of FY 2016. Enrollment numbers and funding levels are estimated and are subject to adjustment throughout the course of the fiscal year.

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
BPL	Adult ABE/HSE/Literacy	<p>The BPL Pre-HSE Program is a free program for beginning adult readers and writers over 17 years of age. The foundational skills provided include reading strategies, writing, mathematics, and a background in social and natural sciences at a fifth through eighth grade instructional level. The Pre-HSE Program prepares students to enter a HSE program and receive their HSE diploma. <b>Target Population:</b> English speakers older than 17 years of age reading below a Pre-HSE level</p> <p>URL: <a href="http://www.bklynlibrary.org/only-bpl/literacy/pre-hse-preparation-0">http://www.bklynlibrary.org/only-bpl/literacy/pre-hse-preparation-0</a></p>	1,500	\$2,414,537
	ESOL/Civics	<p>The BPL ESOL/Civics Program provides free classes to English language learners who are unable to speak, read or write in English. BPL ESOL/Civic participants learn to communicate in English for everyday needs. <b>Target Population:</b> Non-Native English speakers older than 17 years old</p> <p>URL: <a href="http://www.bklynlibrary.org/only-bpl/literacy/english-classes">http://www.bklynlibrary.org/only-bpl/literacy/english-classes</a></p>	650	\$434,962
	Job Search Training	<p>BPL offers a host of job search trainings at various locations throughout its 60 branch system. Workshops cover topics ranging from career planning and job searches, to resume composition and interviewing. BPL also offers technology such as laptops and online e-learning resources that provide training courses and opportunities for certifications in a variety of fields. <b>Target Population:</b> Adult and young adult job seekers</p> <p>URL: <a href="http://www.bklynlibrary.org/resume-and-career-help">http://www.bklynlibrary.org/resume-and-career-help</a></p>	1,500	\$303,251

\* Data may include duplications, and there are some variants in definitions. Some service levels are estimated due to overlapping funding streams that are not counted in this snapshot, and some may also not be final due to the need for longer time frames to complete data collection.

\*\* Funding is generally based on the FY16 Adopted Expense Budget though some programs made adjustments to funding where there were significant changes that were made during the fiscal year.

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
CEO	Jobs-Plus [funded through the Social Innovation Fund, FY2012-FY2016]	Jobs-Plus is designed to increase the level of earnings and employment among residents of public housing by saturating targeted developments with job and career support, community building, and rent incentives. Participants are connected with on-site employment-related services such as job search assistance, HSE courses, vocational training, and more. SIF-funded Jobs-Plus services will end on March 31, 2016. <b>Target Population:</b> Public housing residents. <b>Partner Agency:</b> NYCHA  URL: <a href="http://www.nyc.gov/html/ceo/html/initiatives/sif_jobs-plus.shtml">http://www.nyc.gov/html/ceo/html/initiatives/sif_jobs-plus.shtml</a>	400	\$1,300,000
	Project Rise [funded through the Social Innovation Fund, FY2012-FY2016]	Project Rise serves low-income young people between the ages of 18 and 24 who are neither working nor in school and who lack a high school diploma or HSE. Participants are placed in paid internships conditioned on regular attendance in educational classes, receive job readiness preparation, and strong individualized case management. Participant outcomes include transitioning from lower educational levels into a HSE program, earning a HSE, and obtaining employment in a full-time job. At least half of participants' reading levels are between sixth and eighth grade at the start of the program. SIF-funded Project Rise services will end on June 30, 2016. <b>Target Population:</b> Young adults who are out of school and out of work <b>Partner Agency:</b> CUNY  URL: <a href="http://www.nyc.gov/html/ceo/html/initiatives/sif_rise.shtml">http://www.nyc.gov/html/ceo/html/initiatives/sif_rise.shtml</a>	150	\$1,441,227
	WorkAdvance [funded through the Social Innovation Fund, FY2012-FY2016]	WorkAdvance seeks to boost the earnings of unemployed and low-wage working adults by helping them obtain quality jobs in targeted sectors with opportunities for career growth. The program takes a dual customer approach by helping both job-seekers, and businesses that need assistance meeting their human resource needs. It prepares, trains, and places unemployed and low-wage workers in good quality jobs with established career tracks. Providers continue to work with participants to help them retain their jobs and advance in their careers. SIF-funded WorkAdvance services will end on March 31, 2016. <b>Target Population:</b> Unemployed individuals; low-income workers.  URL: <a href="http://nycppf.org/html/ceo/html/sif/work_advance.shtml">http://nycppf.org/html/ceo/html/sif/work_advance.shtml</a>	172	\$1,286,836

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
CUNY	Call Centers Internship Program	<p>The CUNY 311 Project trains Student Call Takers to complement permanent full-time staff of the NYC 311 Call Center. Student Call Takers answer incoming calls within the 24-hour/7-day/week operations and enter call data into a computerized tracking system. Student Call Takers receive paid training and demonstrate a commitment to customer satisfaction. Student Call Takers are in good academic standing at a City University of New York College and able to work 12-18 hours per week. <b>Target Population:</b> Matriculated CUNY students</p> <p>URL: <a href="http://www.cuny.edu/employment/student-jobs/jobs/311-proj.html">http://www.cuny.edu/employment/student-jobs/jobs/311-proj.html</a></p>	322	\$2,908,921
	CUNY Adult Literacy/HSE/ESOL Program	<p>CUNY provides a comprehensive range of literacy-related education that at one end of the continuum enables beginning readers, writers, English language learners, and math users to achieve greater proficiency. At the other end of the spectrum, more advanced learners prepare for high school credentialing and college-level work. Every instructional level provides students with opportunities to utilize their learning for the achievement of goals beyond the classroom. Classroom instruction is supplemented with course-related field trips and technology-based learning opportunities. <b>Target Population:</b> Limited English speakers (ESOL); jobseekers</p> <p>URL: <a href="http://www.literacy.cuny.edu/academics/programs/notable/CATA/lit.html">http://www.literacy.cuny.edu/academics/programs/notable/CATA/lit.html</a></p>	8,173	\$9,859,068
	CUNY ASAP	<p>Launched in 2007 with support from CEO, CUNY ASAP (Accelerated Study in Associate Programs) is designed to help community college students earn their degrees as quickly as possible, with a goal of graduating at least 50 percent of students within three years. Key program features include a consolidated block schedule, cohorts by major subject, small class sizes, required full-time study, comprehensive advisement and career development services, and a range of special programs. Financial incentives include tuition waivers for financial aid eligible students, free use of textbooks, and monthly Metrocards for all students. <b>Target Population:</b> Matriculated CUNY community college students <b>Partner Agency:</b> CEO</p> <p>URL: <a href="http://www1.cuny.edu/sites/asap/">http://www1.cuny.edu/sites/asap/</a></p>	7,501	\$25,701,611
	CUNY Fatherhood Academy	<p>The CUNY Fatherhood Academy started at LaGuardia Community College in 2012, is a comprehensive program designed to promote responsible parenting and foster economic stability for unemployed and underemployed young fathers through education, employment, and personal development. The program's central focus is to help young fathers prepare for and enroll into college or training programs, gain work experience through part-time employment or internships, and learn about effective parenting, financial literacy, and how to cultivate healthy relationships. The program is targeted to serve Black and Latino fathers, ages 18-24, from throughout New York City and operates at LaGuardia, Hostos, and Kingsborough Community Colleges. <b>Target Population:</b> Young adult fathers and expectant fathers. <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.lagcc.cuny.edu/cunyfaterhood/">http://www.lagcc.cuny.edu/cunyfaterhood/</a></p>	160	\$2,100,000

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
CUNY	CUNY Prep	<p>CUNY Prep is an innovative college preparatory program that offers a full-time day program for out-of-school youth between the ages of 16 and 18. Students gain the educational skills necessary to earn their HSE and successfully enter college. All students who graduate the program receive follow-up services such as alumni meetings and individualized advisement and counseling support from CUNY Prep staff while in college. <b>Target Population:</b> 16-19 year old out-of-school youth</p> <p>URL: <a href="http://www.cunyprep.org/cp.html">http://www.cunyprep.org/cp.html</a></p>	320	\$2,700,000
	IMPACT	<p>IMPACT provides technical assistance training to HSE programs at Hostos Community College and Medgar Evers College. In the IMPACT model, Peer-Mentors are trained to assist HSE students in obtaining their HSE diploma, transitioning to college, and providing support while they attend college. The technical assistance includes strategic college-prep instruction, mentoring, workshops, and presentations intended to promote college entry and, longer-term, graduation in a timely manner. <b>Target Population:</b> Young adults <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.nyc.gov/html/yml/downloads/pdf/impact.pdf">http://www.nyc.gov/html/yml/downloads/pdf/impact.pdf</a></p>	270	\$270,000
	IT Specialists Internship Program	<p>Through its IT Specialists Internship Program, CUNY provides City agencies and public schools with a streamlined and cost-effective way to acquire IT interns and staffing support to government call centers. The IT Specialist Program is open to undergraduate and graduate students in good standing at a CUNY college. Students gain valuable hands-on experience while earning a wage. Those who are in the IT Specialists Internship program typically study a computer discipline, which gives them an opportunity to relate their experience to their field of study. <b>Target Population:</b> Matriculated CUNY students</p> <p>URL: <a href="http://www.qcc.cuny.edu/careerservices/intopfiles/fall-2014/CUNY-IT-Specialists-Internship.pdf">http://www.qcc.cuny.edu/careerservices/intopfiles/fall-2014/CUNY-IT-Specialists-Internship.pdf</a></p>	600	\$8,927,652
	NYC Justice Corps	<p>The NYC Justice Corps aims to reduce the risk of recidivism among young adults (ages 18-24) who have been involved in the criminal justice system and to help them embark on pathways to education and employment. Corps members identify and address unmet community needs by completing meaningful, reparative service projects in their communities. The program is undergoing a redesign as an early Career Pathways program model that draws from bridge program workforce development strategies with recidivism reduction interventions. The redesign aims to boost program capacity and to strengthen risk reduction services. The redesigned program will align with bridge program strategy, preparing participants for placement in contextualized educational and occupational training programs as well as job placements. <b>Target Population:</b> Justice involved young adults <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.nycjusticecorps.org/">http://www.nycjusticecorps.org/</a></p>	80	\$2,400,000
	Perfect Opportunity for Individual Skills and Educational Development (POISED)	<p>POISED for Success offers academic skills development for HSE attainment and college prep in addition to health and parenting classes, career planning and counseling, job search and placement, and computer classes. The program serves women on cash assistance who are pregnant and/or have a child under the age of three. <b>Target Population:</b> Cash assistance recipients <b>Partner Agency:</b> HRA</p>	153	\$672,069

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
DFTA	SCSEP-Title V	The Senior Community Service Employment Program (SCSEP) offers training resources and job placement for older adults in such settings as government agencies and non-profit businesses. At the same time, the program ensures that the community benefits from the unique skills and talents that older New Yorkers offer. SCSEP emphasizes community service; empowers participants with marketable skills that lead to employment; guides and supports unemployed individuals during the job search process; offers employment opportunities through direct referrals, postings and employer recruitments, and helps participants refine techniques that will allow them to find and retain employment. <b>Target Population:</b> Unemployed, low-income Seniors (55 years old +)	418	\$4,872,611
DOC	Youth Justice Programming	Youth Justice Programming will offer two occupational skills programs to sentenced and detained adolescents and young adults. One component is Trading Futures, which will offer 20-hour introductory training modules in automotive, culinary arts, carpentry, plumbing, electrical installation, and unisex salon services, combined with cognitive behavioral therapy, job readiness training, and individual case management, and completion of a strength-based needs assessment. The remaining component focuses on industry-recognized trainings that include OSHA-10, OSHA Scaffolding, CPR/First Aid/AED, and Food Protection. Participants will also have the opportunity to practice driving using simulators during the pre-release phase, and acquire a driver's license during the post-release phase. <b>Target Population:</b> Young adults (16-21 years old) sentenced and detained on Rikers Island	575	\$3,775,990
	Food Handlers	The Food Protection Course prepares inmates for careers in the food sector following their release. The course covers food safety topics including storage, allergies, food borne illnesses, personal hygiene, (re) heating, and cooling. Because all food service establishments – retail and non-retail – must have at least one food protection certified staff member present at all times, successfully completing this course enhances participants' employment prospects. All participants also receive information about Employment Works, a city funded job training and placement program. <b>Target Population:</b> Individuals incarcerated on Rikers Island and in NYC DOC detention centers <b>Partner Agency:</b> CEO, DOHMH	600	\$23,975
	Individualized Corrections Achievement Network	Individualized Corrections Achievement Network (I-CAN) is an innovative, evidence-based program that provides individuals who are incarcerated in DOC custody with tools and resources to successfully re-enter the community. Services include employment, housing, cognitive behavioral therapy, parenting, and financial literacy, among others. Employment services include job readiness classes, hard-skills training, paid internships and job placement. <b>Target Population:</b> Incarcerated individuals	6,400	\$3,267,000
	Next Steps	Detained adults ages 22 and older participate in a comprehensive employment training program focused on job readiness including resume/cover letter writing, interview preparation, cognitive behavioral therapy including strategies to succeed in the workplace, computer literacy training, and library services. In addition, participants earn industry-recognized training certificates including OSHA10, OSHA30, Food Protection, CPR/First Aid/AED, Mold Removal and Asbestos Awareness. <b>Target Population:</b> Incarcerated individuals	128	\$1,736,590

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
DOE	ABE/ASE/Adult Literacy/ELL	ABE/ASE, Adult Literacy instruction emphasizes reading, writing, and mathematics centered on literacy needs, educational goals and life-related interests in a contextualized setting. Adults enrolled in the ABE classes advance along a continuum of options ranging from literacy, pre-TASC®, TASC® preparation and vocational training. ESOL instruction prepares students with basic language skills, as well as critical academic and civic skills needed to successfully complete higher education or job training programs. Instructional themes include work, family, citizenship and topics based on student interests. <b>Target Population:</b> Adults (21 years old +) who lack a high school diploma and need to master English speaking, reading, writing and math skills URL: <a href="http://schools.nyc.gov/community/AdultEd/default">http://schools.nyc.gov/community/AdultEd/default</a>	28,979	\$39,664,366
	Career and Technical Education (CTE)	Through the Office of Adult and Continuing Education, the NYC Department of Education offers tuition-free Career and Technical Education (CTE) courses for NYC adult residents 21 and over that have not obtained a high school diploma. CTE enables participants to acquire technical, trade, construction, or entrepreneurial skills enabling them to pursue meaningful employment and/or post-secondary education. Courses are offered at over 175 sites across the five boroughs. <b>Target Population:</b> Adult (21 years old +) jobseekers  URL: <a href="http://schools.nyc.gov/ChoicesEnrollment/SpecialPrograms/CTE/default.htm">http://schools.nyc.gov/ChoicesEnrollment/SpecialPrograms/CTE/default.htm</a>	3,495	\$4,501,131
DOHMH	Assisted Competitive Employment (ACE) programs	ACE provides supported employment services to adults with psychiatric disabilities. ACE program services are delivered using the enhanced evidence-based practice model of Individual Placement and Support (IPS) with the basic tenet that regardless of psychiatric disability, skills, experience and personal history, anyone who wishes to work must be served. Specific services include individual vocational assessment, formulation of an employment plan, job search, and placement. Ongoing support ensures job retention in collaboration with the individuals served. <b>Target Population:</b> Adults with serious mental illness	1,350	\$5,008,950
DOP	Justice Community	Justice Community serves court involved young adults ages 16-24 at the time of enrollment. Participants engage in community benefit projects, education, subsidized work and civic engagement, as well as youth leadership, peer mentorship, life skills and case management. The program promotes an understanding of participants' legal rights as a means of reducing barriers to future gainful employment. Justice Community offers basic education and HSE classes, and encourages postsecondary academic education, technical education and/or occupational training leading to nationally recognized credentials. Each participant is assessed to determine his/her individual needs, interests and appropriate educational setting. <b>Target Population:</b> Court involved young adults <b>Partner Agency:</b> CEO, YMI	252	\$1,949,311

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
DOP	Justice Plus	<p>Justice Plus is a flexible six month wrap around program designed to support participants by providing a range of work readiness opportunities. Participants are ages 16-30 and are referred by a designated Cure Violence service provider. Justice Plus emphasizes work readiness opportunities that link to trades/vocations and soft skills taught in a workplace context including, but not limited to, community benefit projects and internships. Justice Plus offers up to 6 month follow-up or aftercare services. <b>Target Population:</b> At-risk young adults and adults up to 30 years old <b>Partner Agency:</b> MOCJ</p> <p>URL: <a href="http://www.nyc.gov/html/prob/html/community/justice_plus.shtml">http://www.nyc.gov/html/prob/html/community/justice_plus.shtml</a>  Cure Violence URL: <a href="http://www.nyc.gov/html/ceo/html/initiatives/yml_violence.shtml">http://www.nyc.gov/html/ceo/html/initiatives/yml_violence.shtml</a></p>	306	\$2,399,200
	Justice Scholars	<p>Justice Scholars is a six month education-based program serving court involved young adults ages 16-24 living in communities with high rates of poverty and incarceration, and low rates of high school completion. The program offers multiple educational tracks including: basic education, HSE, High School, or Post-secondary instruction. The program emphasizes job-readiness and explains the educational requirements for a variety of careers. Justice Scholars offers financial incentives during the program and follow-up period based on: attendance rates, educational accomplishments, weekly meetings, and monthly follow-up meetings. <b>Target Population:</b> Court involved young adults and young adult probation clients <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.nyc.gov/html/prob/html/young_men/yajs.shtml">http://www.nyc.gov/html/prob/html/young_men/yajs.shtml</a></p>	272	\$2,099,311
	YouthWRAP	<p>The NYC Youth Weekend Restoration Assistance Program (Youth WRAP) was launched in response to the destruction caused by Superstorm Sandy. The program is designed to help youth ages 14-17 build life and career readiness skills while providing an opportunity to give back to their larger community. NYC YouthWRAP deploys teams of leaders/clients and DOP staff to assist these communities with restoration and motivated leaders/clients to complete great, valued, and meaningful work within their communities. <b>Target Population:</b> Youth ages 14-17</p>	450	\$140,000
DPR	Parks Opportunity Program (POP)	<p>The Parks Opportunity Program (POP) is a transitional employment program administered by DPR in partnership with the HRA. In addition to maintaining high-quality parks and playgrounds throughout the city, trainees receive comprehensive employment services and career coaching and have the opportunity to attend weekly on-site classes to prepare for the TASC®, build computer skills, and learn to conduct successful job searches. Trainees can also receive licensing and certification in the following areas: NYC Food Handler's License, OSHA10 General Industry, NYS Driver's License, 8- and 16-hour and NYS Security Guard License, as well as training in careers in forestry and horticulture. <b>Target Population:</b> Cash assistance recipients <b>Partner Agency:</b> HRA</p>	4,329	\$49,165,595
	Parks Training Programs (PLUS & ED HORT)	<p>POP Plus and Education Horticulture (ED HORT) Programs are transitional employment programs for young adults ages 18-24 which includes intensive counseling, case management, and a mentoring component. POP ED HORT is designed to prepare trainees for careers in the horticultural field. The program combines adult education, driver training, and horticulture education with on-the-job training. <b>Target Population:</b> Young adult cash assistance recipients</p> <p>URL: <a href="http://www.nycgovparks.org/opportunities/jobs/pop">http://www.nycgovparks.org/opportunities/jobs/pop</a></p>	250	\$352,000

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
DSNY	Job Training Program	<p>The Job Training Participant (JTP) program is a six-month temporary paid employment and job search activities program. JTP is a HRA Grant Diversion for individuals receiving public assistance and are identified via the Work Experience Program (WEP). JTP participants perform custodial duties at DSNY garages citywide. Participants work forty hours a week -four days at the worksite and one day a week in-house receiving job search and retention training. <b>Target Population:</b> Cash assistance recipients <b>Partner Agency:</b> HRA</p> <p>URL: <a href="http://www1.nyc.gov/site/dsny/about/inside-dsny/job-training-program.page">http://www1.nyc.gov/site/dsny/about/inside-dsny/job-training-program.page</a></p>	140	\$1,690,138
DYCD	Adult Literacy Programs	<p>DYCD's Adult Literacy Programs help New Yorkers attain reading, writing and communication skills to gain employment and/or pursue further education. ABE programs provide instruction in reading, writing and mathematics to native English or English-fluent speakers; HSE programs prepare students for the tests required for a HSE diploma. ESOL classes help students to improve their English language communication skills. Programs provide comprehensive instructional and support services to students who are at least 16 years of age, not enrolled or required to be enrolled in secondary school and who lack sufficient mastery of basic educational skills or are unable to speak, read and/or write the English language well enough to participate in education or training programs conducted in English. <b>Target Population:</b> Young adults not enrolled in secondary school</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/reading/adult.shtml">http://www.nyc.gov/html/dycd/html/reading/adult.shtml</a></p>	5,058	\$6,010,667
	Immigrant Opportunities Initiative (IOI)	<p>The Immigrant Opportunities Initiative provides ESOL and legal services for immigrants in New York City. <b>Target Population:</b> Adult immigrants</p>	1,190	\$1,000,000
	In-School Youth (ISY) program	<p>The In-School Youth (ISY) program provides services to low income high school juniors and seniors attending high schools with heightened drop-out rates. ISY services include objective assessments, creating individual service strategies, counseling, work readiness skill building activities, basic skills attainment instruction and activities, tutoring, summer youth employment, alternative secondary school services, leadership development activities, paid/unpaid work experience, mentoring, and follow-up services. <b>Target Population:</b> High school juniors and seniors</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/jobs/isy.shtml">http://www.nyc.gov/html/dycd/html/jobs/isy.shtml</a></p>	1,848	\$5,513,701
	NDA Opportunity Youth: Supported Work Experience	<p>The Neighborhood Development Agency Opportunity Youth: Supported Work Experience program provides young people ages 16-24 who are not in school or working with work-readiness training, counseling and paid short-term work experience in jobs that match youths' interests and provides opportunities for career exploration. Activities include education/career counseling, employment assistance, job readiness and life skills training, plus one or more support activities: education and training support; mediation/conflict resolution; peer counseling. After their work experience, youth are placed in employment, education, advanced training or the military. <b>Target Population:</b> Disconnected youth</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/afterschool/neighborhood.shtml">http://www.nyc.gov/html/dycd/html/afterschool/neighborhood.shtml</a></p>	872	\$2,252,932

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
DYCD	Out of School Youth (OSY) program	<p>The Out of School Youth program (OSY) serves young adults between the ages of 16 and 24 who are low-income, not connected to school or work, and need assistance upgrading their educational and occupational skills. OSY programs offer a wide range of services—over the course of two years—designed to increase young adults' success in the workplace and beyond. Providers emphasize sector-focused occupational training within high demand areas, and are required to develop strong partnerships with employers to create career-track employment for participants upon completion of the program. <b>Target Population:</b> Disconnected youth</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/jobs/osy.shtml">http://www.nyc.gov/html/dycd/html/jobs/osy.shtml</a></p>	1,533	\$16,541,105
	Summer Youth Employment Program (SYEP)	<p>The Summer Youth Employment Program (SYEP) provides New York City youth between the ages of 14 and 24 with summer employment and educational opportunities. Participants work in a variety of entry-level jobs at government agencies, hospitals, summer camps, nonprofits, small businesses, law firms, museums, sports enterprises, and retail organizations. SYEP is designed to emphasize real-world labor expectations; increase awareness of services offered by local community-based organizations; and provide opportunities for career instruction, financial literacy training, academic improvement, and social growth. <b>Target Population:</b> Youth and young adults (ages 14-24) <b>Partner Agency:</b> CYE</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/jobs/syep.shtml">http://www.nyc.gov/html/dycd/html/jobs/syep.shtml</a></p>	54,263	\$79,966,213
	Work, Learn & Grow Employment Program	<p>The Work, Learn &amp; Grow Employment Program (WLG) is a New York City Council funded initiative designed to build off of the experiences gained in SYEP. WLG provides participants of the 2015 SYEP who are between the ages of 14-24 and currently in-school with career readiness training and paid employment opportunities for up to twenty five weeks from October to April. Participants are selected by lottery for the program. <b>Target Population:</b> Young adult SYEP participants</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/jobs/WLG_application.shtml">http://www.nyc.gov/html/dycd/html/jobs/WLG_application.shtml</a></p>	4,000	\$12,000,000
	Young Adult Internship Program (YAIP)	<p>Jointly developed by CEO and DYCD, the Young Adult Internship Program (YAIP) serves young adult New York City residents aged 16 to 24 who are not working and not in school. The program offers 14 weeks of paid orientation, educational workshops, counseling, and short-term work experiences. YAIP provides follow-up services for up to nine months to support placement into educational opportunities and permanent employment. <b>Target Population:</b> Disconnected youth <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/jobs/internship.shtml">http://www.nyc.gov/html/dycd/html/jobs/internship.shtml</a></p>	1,795	\$12,108,996
	Young Adult Literacy Program (YALP)	<p>The Young Adult Literacy Program (YALP) targets youth between the ages of 16 and 24 who lack the reading, writing, and/or math skills needed to enroll in a HSE test preparation program. Participants receive pre-HSE basic skills training along with full support services. In FY16, half of the YALP program sites have been selected to implement a modified YALP bridge model as part of a random assignment evaluation, which will be used to inform future policy and program decisions. <b>Target Population:</b> Disconnected youth <b>Partner Agency:</b> CEO, YMI</p> <p>URL: <a href="http://www.nyc.gov/html/dycd/html/reading/young.shtml">http://www.nyc.gov/html/dycd/html/reading/young.shtml</a></p>	640	\$3,717,249

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
EDC	NYC Tech Talent Draft	<p>The NYC Tech Talent Draft provides computer science and engineering students with a firsthand look at start-up careers in New York City's booming tech sector, while providing NYC start-ups with a convenient, effective way to recruit top computer science and engineering students. The program brings students from universities across the country into NYC for a full day of startup office tours and a full day at the Uncubed career fair, giving them access to over 120 startups hiring in the city. <b>Target Population:</b> Young adult college students</p> <p>URL: <a href="http://www.nycedc.com/services/nyc-tech-talent-draft-program/past-drafts">http://www.nycedc.com/services/nyc-tech-talent-draft-program/past-drafts</a></p>	200	\$49,979
HRA	Back to Work (B2W)	<p>The Back to Work program is an employment program through which HRA vendors assist cash assistance applicants, cash assistance recipients, and non-custodial parents in finding employment. Vendors work with individuals from the time they interface with HRA through job placement services and retention. To help individuals find and keep jobs, vendors provide assessment, resume and interview preparation, job readiness training, job placement services, clothing referrals, financial empowerment, contextualized literacy and HSE preparation, and career counseling and advancement services. HRA is in the process of changing the program through an RFP process to align it with the Career Pathways approach. <b>Target Population:</b> Cash assistance recipients</p> <p>URL: <a href="http://www1.nyc.gov/site/hra/help/employment-services.page">http://www1.nyc.gov/site/hra/help/employment-services.page</a></p>	69,837	\$53,817,139
HRA	Business Link	<p>Business Link offers the following services:</p> <p>URL: <a href="http://www.nyc.gov/html/hra/businesslink/html/home/home.shtml">http://www.nyc.gov/html/hra/businesslink/html/home/home.shtml</a></p>		
		<ul style="list-style-type: none"> <li>Through Business Link Contractor Hiring, all HRA contracting entities are required to hire one cash assistance recipient for every \$250,000 of annualized contract value with the City of New York. Business Link provides assistance to those organizations by screening potential candidates for job openings and sending appropriate candidates to businesses based on their hiring needs. <b>Target Population:</b> Cash assistance recipients</li> </ul>	3,167	
		<ul style="list-style-type: none"> <li>The Employer Incentive Plus (EIP) is a three month wage subsidy program. The goal of EIP is to help qualified candidates maintain employment and to achieve self-sufficiency. In addition to NYS employment-based tax credits, the program offers monthly reimbursements to offset employers' initial hiring and training costs. <b>Target Population:</b> Cash assistance recipients</li> </ul>	516	
		<ul style="list-style-type: none"> <li>Business Link - Other Unsubsidized Jobs offers job placement assistance with pre-screening orientation sessions for low income individuals, including recipients of cash assistance and food stamps. <b>Target Population:</b> Cash assistance and SNAP recipients</li> </ul>	822	
		<ul style="list-style-type: none"> <li>The Shelter Exit Transitional (SET) Jobs Program is a two-phase subsidy program for clients living in DHS homeless shelters, with the goal of helping individuals move out of shelter and transition in to unsubsidized work. The program offers 100 percent wage reimbursement to employers for the first 6 weeks, followed by 80 percent reimbursement for remaining 13 weeks. SET requires that a candidates work a minimum of 30 hours per week. <b>Target Population:</b> Unemployed or underemployed shelter residents</li> </ul>	48	\$2,927,441

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
HRA	College and Related Experience (CARE)	The College and Related Experience (CARE) program develops and supervises work assignments for cash assistance recipients who are enrolled in academic programs at CUNY colleges and other academic and training organizations. The work assignments are based at CUNY campuses or off-campus sites such as non-profit organizations. Assignments are geared towards promoting academic continuity while simultaneously ensuring that participants are meeting their work requirements. CARE designs assignments that enhance students' educational experiences and help prepare them for employment in their field of study. <b>Target Population:</b> Cash assistance recipients matriculated in college <b>Partner Agency:</b> CUNY	1,862	\$1,137,000
	College Opportunity to Prepare for Employment (COPE)	COPE is a program within the CUNY system that provides job placement and supportive services to cash assistance recipients or former recipients who are enrolled in college and progressing towards approved occupational degrees or certificates. Services provided through COPE include educational counseling, registration/scheduling, and childcare referrals. <b>Target Population:</b> Cash assistance recipients who are matriculated college students <b>Partner Agency:</b> CUNY  URL: <a href="http://www.cuny.edu/academics/programs/notable/cope.html">http://www.cuny.edu/academics/programs/notable/cope.html</a>	2,838	\$1,343,367
	CUNY Work Study	CUNY students who are pursuing an undergraduate degree and need between 5 and 19 hours to meet their HRA work requirement are provided a paid work opportunity in CUNY Work Study. This opportunity for paid employment enables students to earn \$10/hr. These earnings are subject to taxes but are not budgeted against their case assistance grant. <b>Target Population:</b> Cash assistance recipients matriculated in college	575	\$7,600,000
	COPE Graduation Success Initiative (GSI)	GSI is a year-long, structured academic and personal support program to help matriculated CUNY students graduate in one year. Participants must matriculate at full-time status, have between 30 and 45 credits, and a cumulative GPA of 2.0 or higher upon enrollment. GSI provides special services, including but not limited to textbook and tuition assistance, academic skills workshops, and job placement services. <b>Target Population:</b> Cash assistance and SNAP recipients who are matriculated college students <b>Partner Agency:</b> CUNY  URL: <a href="http://www.cuny.edu/academics/programs/notable/gsi.html">http://www.cuny.edu/academics/programs/notable/gsi.html</a>	299	\$1,762,057
	ITA Vouchers	Individual Training Account (ITA) vouchers provide clients with the opportunity to have vocational training (recommended through an HRA-contracted provider) approved and paid for by HRA. <b>Target Population:</b> Cash assistance recipients	155	\$2,015,000
	Jobs-Plus	Jobs-Plus is designed to increase the level of earnings and employment among residents of public housing by saturating targeted developments with job and career support, community building, and rent incentives that allow residents to keep more of their earnings. Participants are connected with on-site employment-related services such as job search assistance, HSE courses, off-site vocational training, and more. <b>Target Population:</b> Public housing residents <b>Partner Agency:</b> CEO, YMI, NYCHA, DCA-OFE  URL: <a href="http://opportunitynych.org/workforce-development/jobs-plus/">http://opportunitynych.org/workforce-development/jobs-plus/</a>	3,149	\$9,176,581

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
HRA	Parent Support Program	<p>The Parent Support Program is a partnership between the Office of Child Support Enforcement, the New York State Family Court and the Center for Court Innovation. This initiative serves low income non-custodial parents (NCP) who have been summoned to the Brooklyn Family Court for violation of their child support orders. These NCPs are connected to employment, mediation, and other services designed to address their specific needs. The program uses proven problem-solving court principles to hold participants accountable through rigorous compliance monitoring and regular court hearings. They must complete the program, attend frequent compliance hearings, maintain employment, and make child support payments to avoid court imposed legal penalties. <b>Target Population:</b> Low-income non-custodial parents with child support violation petitions</p> <p>URL: <a href="http://www.courtinnovation.org/project/parent-support-program">http://www.courtinnovation.org/project/parent-support-program</a></p>	98	\$244,000
	Support Through Employment Program (STEP)	<p>The Support Through Employment Program (STEP) provides employment services to NCPs who cannot make child support payments because they are unemployed or underemployed. STEP participants are referred to the program by family court and receive job skills training and job search assistance. The goal is to help NCPs find employment so they can financially support their children. <b>Target Population:</b> Non-custodial parents on cash assistance or receiving SNAP benefits</p>	4,080	\$950,861
	Training Assessment Group (TAG)	<p>The Training Assessment Group (TAG) provides services to HRA participants who are currently enrolled in approved training/education courses. Additionally, TAG monitors the participants' performance and attendance in training/education, provides debt counseling and referrals, and maintains a list of available training providers (CUNY, private colleges, proprietary schools, non-profits) for selection by clients. <b>Target Population:</b> Cash assistance recipients</p> <p>URL: <a href="http://www1.nyc.gov/site/hra/help/types-training-education.page">http://www1.nyc.gov/site/hra/help/types-training-education.page</a></p>		\$1,005,847
	Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) Vocational Rehabilitation	<p>The Wellness, Comprehensive Assessment Rehabilitation and Employment (WeCARE) program addresses the needs of cash assistance clients with medical and/or mental health disabilities by providing customized assistance and services to help clients achieve their highest levels of self-sufficiency. WeCARE is available by referral only. Based on the outcome of a comprehensive assessment, a case manager works with an individual client to develop a customized plan that connects them to a range of appropriate services. Depending on the assessment, a client may:</p> <ul style="list-style-type: none"> <li>• Obtain treatment to improve their health conditions and progress toward wellness;</li> <li>• Be given specialized employment services including a work setting that accommodates their disability;</li> <li>• Receive assistance with legal or family problems;</li> <li>• Assistance applying for disability benefits.</li> </ul> <p><b>Target Population:</b> Cash assistance recipients with medical and/or mental health barriers to employment</p>	14,502	\$60,916,735

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
HRA	Work Experience Program (WEP)	In FY16, HRA is continuing to phase out the Work Experience Program (WEP). Since inception, the program has relied upon unpaid work experience in office services, maintenance and human/community service to enable HRA clients to engage in eligible work assignments for a number of hours that are determined by a combination of the household's cash assistance and SNAP budget divided by minimum wage. During FY16, HRA will continue and complete the replacement of WEP by offering more individualized, effective and sustainable activities that include a mix of unsubsidized and subsidized employment opportunities along with education and career supporting opportunities. Upon the full implementation of the WEP phase-out, HRA will offer clients a choice of options to fulfill the federal and state law work activity requirement. <b>Target Population:</b> Cash assistance recipients	33,821	\$892,258
	Work Progress Program (WPP/ NYC Recovers)	Work Progress Program (WPP) is a subsidized wage program designed to complement existing youth services programs by providing participating low-income young adults with work experience. Community-based organizations (CBO) serve participating young people with subsidized job placement and wrap-around services; the participants' wages are reimbursed to the CBO through WPP. Jobs typically do not exceed 20 hours per week, and/or can last from one to three months. The subsidized jobs contribute to career exploration, meet a community need, and help young people develop their technical skills.  NYC Recovers is a sub-program of WPP designed to support the rebuilding efforts in Superstorm Sandy-affected neighborhoods in all five boroughs. Participants are either placed in employment opportunities to help Superstorm Sandy recovery efforts, or come from a Sandy-affected neighborhood. <b>Target Population:</b> Low-income young adults; NYC Recovery participants are from Superstorm Sandy-affected neighborhoods <b>Partner Agency:</b> CEO	1,000	\$2,094,234
MOME	Made in NY Production Assistant Training	Made in NY Production Assistant Training provides unemployed and low-income New York City residents with training and placement into entry-level positions in film and television production. Assistants gain experience and make connections to further their career. The program is also designed to promote diversity within New York City's entertainment production workforce and provides additional resources as an incentive for attracting new production to New York. <b>Target Population:</b> Unemployed and low-income New Yorkers <b>Partner Agency:</b> SBS  URL: <a href="http://www.nyc.gov/html/film/html/jobs_training/pa_training.shtml">http://www.nyc.gov/html/film/html/jobs_training/pa_training.shtml</a>	60	\$300,000
NYCHA	Food Business Pathways Program	The Food Business Pathways Program is an interagency partnership between SBS, NYCHA and NYCEDC funded by Citi Community Development and administered in partnership with Hot Bread Kitchen for NYCHA Residents. Students participate in a 10-week training program that provides 28 hours of classroom time covering topics such as developing a business concept and operations and management. At the end of the program all participants have well-developed business plans, receive grants for licenses and permits to start their businesses, and an opportunity for additional business coaching to turn their dream into reality. <b>Target Population:</b> Public housing residents  URL: <a href="http://www.nyc.gov/html/nycha/html/news/food-business-pathways-201502.shtml">http://www.nyc.gov/html/nycha/html/news/food-business-pathways-201502.shtml</a>	70	\$363,960

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
NYCHA	NYCHA Resident Training Academy (NRTA)	The NYCHA Resident Training Academy (NRTA) provides employment-linked training opportunities and job placement assistance to NYCHA residents in the construction, pest control, maintenance and janitorial fields. NRTA is a collaboration among NYCHA, the Robin Hood Foundation, and many of the premier training providers in the city, currently including Brooklyn Workforce Innovations (BWI) and the New York City College of Technology (City Tech). <b>Target Population:</b> Public housing residents	252	\$825,000
	Resident Economic Empowerment & Sustainability (REES)	NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) supports residents' increased income and assets through programs, policies and collaborations in the areas of employment and advancement, adult education and training, financial literacy and asset building and resident business development through an outcome-driven resident economic opportunity platform called the Zone Model. REES enters into official partnerships with organizations interested in partnering with NYCHA under the Zone Model. Zone Partners access NYCHA resources to implement a series of strategic projects that connect residents to economic opportunity services and support resident outcomes. (Note: The REES budget covers calendar year 2015) <b>Target Population:</b> Public housing residents	7,000	\$5,255,568
	TechPortal	Funded by Citi Foundation, TechPortal is an innovative partnership between Per Scholas, The Door's Bronx Youth Center (BYC), and NYCHA REES aimed at expanding post-secondary education and career pathway options in the technology industry for young adults, 18-24 years old. Through the program, REES works in collaboration with the partners to connect NYCHA young adults to one of three possible paths: 1) Per Scholas' IT Support course, 2) TechBridge, or 3) other BYC programming to best prepare a resident for entry into the technology sector or another career pathway. <b>Target Population:</b> Young adult public housing residents	233	\$250,000
NYPL	Adult ABE/HSE/Literacy/ESOL	The New York Public Library helps adults who have difficulties reading and writing to improve their communication skills through ABE, HSE and ESOL courses at their Adult Learning Centers. <b>Target Population:</b> Low literacy adults  URL: <a href="http://www.nypl.org/events/classes/crw">http://www.nypl.org/events/classes/crw</a>	5,600	\$5,250,000
QPL	Adult ABE/HSE/Literacy	The Queens Library Adult Learner Program is comprised of seven Adult Learning Centers and a Young Adult Learning Program where Queens' residents can improve their literacy in reading, writing and mathematics. Additionally, Queens Library offers classes in preparation for the HSE exam. <b>Target Population:</b> English speakers older than 17 years of age reading below a Pre-HSE level  URL: <a href="https://www.queenslibrary.org/services/adult-literacy/adult-learner-program">https://www.queenslibrary.org/services/adult-literacy/adult-learner-program</a>	1,574	\$2,218,096
	ESOL	The Queens Library has seven Adult Learning Centers and an ESOL Adult Learning Program located in many of the 62 Community Library branches. In these programs Queens' resident immigrants learn English to better communicate with their family, friends, co-workers and community. Classes are taught by professional teachers and emphasize learning how to speak and understand English. Class levels given include beginner, intermediate and advanced. <b>Target Population:</b> Non-Native English speakers older than 17 years old  URL: <a href="https://www.queenslibrary.org/services/learn-english">https://www.queenslibrary.org/services/learn-english</a>	3,593	\$1,794,283

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
QPL	Jobs & Business Academy	Queens Library's Job & Business Academy provides the following services: URL: <a href="https://www.queenslibrary.org/services/job-business-academy">https://www.queenslibrary.org/services/job-business-academy</a> <b>Target Population:</b> Open to all adult and young adult jobseekers		
		<ul style="list-style-type: none"> <li>• Entrepreneurship services through partnerships with organizations including QEDC (Start UP! Business Plan Competition) and Accion (business finance). Trainings include workshops and individual assistance, with an emphasis on technology.</li> </ul>	1,555	\$230,000
		<ul style="list-style-type: none"> <li>• Entry-level job skills training through qualified partners, including training for security guard licensing, OSHA, and Home Health Aide certification.</li> </ul>	989	\$90,000
		<ul style="list-style-type: none"> <li>• Specialized training and learning opportunities, with an emphasis on job search skills and technology training.</li> </ul>	4,700	\$707,400
		<ul style="list-style-type: none"> <li>• Technology training including basic, intermediate and advanced topics. Training courses are available for Introduction to Computers, Microsoft Office Suite, and Social Media &amp; Social Networking. Technology training services are offered through workshops and individual assistance.</li> </ul>	3,100	\$100,000
SBS	Construction Sector Programs	SBS will establish a construction Industry Partnership during the second half of FY16. Construction-focused trainings to be offered during the fiscal year include: woodworking; cool roof installation; and training to prepare Superstorm Sandy-impacted residents for entry to union sponsored construction apprenticeships. <b>Target Population:</b> Jobseekers and incumbent workers.	355	\$2,534,561
	Customized Training	Customized Training is a competitive program that provides funding to enable NYC business owners to invest in their workforce. With financial support, business applicants can afford training programs that can impact a business's bottom line; for example, by reducing turnover, becoming more efficient or productive, or by increasing and retaining customers. As a business's employees gain new skills and become more valuable, they are compensated with wage increases. Customized Training provides awards of up to \$400,000, which can cover 60-70 percent of eligible training costs. <b>Target Population:</b> Incumbent workers at small to medium sized businesses <b>Partner Agency:</b> CEO  URL: <a href="http://www.nyc.gov/html/sbs/nycbiz/html/summary/training.shtml">http://www.nyc.gov/html/sbs/nycbiz/html/summary/training.shtml</a>	500	\$1,863,580
	Day Labor Center	Day Laborers play an integral role in the economic development of New York City. Funded by the New York City Council through the Day Labor Initiative—the first of its kind in NYC—Day Labor Centers provide referrals to job or support services, workforce training and development, and legal services to address issues such as wage theft and unsafe working conditions. Day Labor Centers also connect employers in need of skilled workers to complete projects throughout the city. <b>Target Population:</b> Day laborers		\$650,114
	Employment Works	Employment Works supports New Yorkers referred from the Department of Probation to the necessary educational, training and support services to be prepared for long-term employment. <b>Target Population:</b> Justice involved adults <b>Partner Agencies:</b> CEO, DOP	2,800	\$3,740,893

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
SBS	Entrepreneurship Trainings	SBS runs several programs focused on training entrepreneurs and small business owners including: the Immigrant Business Initiative; the Northwest Bronx Childcare Entrepreneurship Program; NYC Craft Entrepreneurship; NYC Small Business Technology Coalition; Strategic Steps for Growth; Worker Cooperatives; and Women Entrepreneurs NYC (WE NYC). <b>Target Population:</b> Entrepreneurs and small businesses	2,593	\$5,129,849
	Food Service Programs	SBS will establish a food service Industry Partnership during the second half of FY16. The start-up and launch activities will be supported in part by a grant from the NYC Workforce Funders. The Industry Partnership will work with employers, employer associations and trade groups, non-profits, training providers, private philanthropy, and workforce organizations to build a sustainable and robust pipeline of local talent to fill New York City's jobs. In FY16 the Food Service Industry Partnership will work with public and private partners to define employer needs and develop training and education models to meet these needs. It will invest in uncovering and developing new models of delivering quality talent for the City's businesses and quality jobs for New Yorkers, including through on-the-job programs building on the "stage" tradition in foodservice. It will also identify, support and help scale job quality best practices such as improved scheduling, job sharing, and financial empowerment initiatives that offer benefit to both workers and businesses. <b>Target Population:</b> Jobseekers and incumbent workers. <b>Partner Agencies:</b> CUNY, DOE, CEO		\$823,917
	Healthcare Sector Programs - New York Alliance for Careers in Healthcare (NYACH)	The New York Alliance for Careers in Healthcare (NYACH) was established to assess the labor market needs of the New York City healthcare industry and devise ways to address systematic skill gaps in hiring. NYACH is working with the Community Health Care Association of New York State, the Greater New York Hospital Association, the Southern New York Association, and 1199SEIU Training and Employment Funds to create employer-driven workforce partnerships that address the needs of acute, long-term and primary healthcare facilities. Trainings supported by NYACH, in collaboration with SBS, include: Certified Peer Health Specialists; Clinical Medical Assistant; Community Health Worker Apprenticeship; Direct Support Professional; Emergency Medical Technician; English as a Second Language for Home Health Aides; Home Health Aide; Medical Billing; Medical Coding Apprenticeship; NCLEX Preparation and ESL for Foreign Trained RNs; Patient Service Representative; and Transition to Practice for RNs. NYACH is supported by several philanthropic partners, including its founding investor, the NYC Workforce Funders and the New York Community Trust. <b>Target Population:</b> Jobseekers and incumbent workers <b>Partner Agency:</b> CUNY, DOE, CEO  URL: <a href="http://nyachnyc.org/">http://nyachnyc.org/</a>	935	\$4,778,972
	Individual Training Grants (ITGs)	Individual Training Grants (ITGs) help qualified jobseekers get specialized occupational training to find a new job or advance in their careers. ITGs can fund course tuition, registration fees, testing fees, and books.	1,500	\$2,600,457
	Industrial/Transportation Programs	SBS will establish an industrial/transportation Industry Partnership during the second half of FY16. Trainings launched during the fiscal year include: CAD/CAM/CNC; CDL Class B; Green Building Operators; Scholars at Work; Principles of Supervising. <b>Target Population:</b> Jobseekers and incumbent workers <b>Partner Agencies:</b> CUNY, DOE	469	\$2,537,279

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
SBS	Jobs to Build On	The program's purpose is to recruit and transition low-skilled, long-term unemployed and under-employed individuals, prepare them for entry into union and non-union jobs, help them attain credentials enabling them to meet general employer standards, and place participants in real jobs with career prospects at a living wage. <b>Target Population:</b> Unemployed and underemployed adults	13,000	\$5,636,000
	Media/Film, Theatre, and Broadcast Programs	SBS and MOME will offer workshops, training, and work-based learning for film, theatre and broadcast sub-sectors, including mentorship programs for mid-career professionals to advance along career pathways, early career program to help production assistants transition to specialized jobs in post-production and editing, and workshops about navigating project-based work/economy. <b>Target Population:</b> Jobseekers and incumbent workers <b>Partner Agency:</b> MOME	150	\$1,950,342
	New Skills, New Jobs	Created in partnership with the New York City Council, New Skills, New Jobs connects Superstorm Sandy-impacted New Yorkers, veterans and military spouses, long term unemployed, and new graduates with up to eight weeks of paid job training at companies with full-time openings. <b>Target Population:</b> Superstorm Sandy-impacted New Yorkers veterans and military spouses, long-term unemployed, and new graduates  URL: <a href="http://nycworkforce1.tumblr.com/post/58429231958/new-skills-new-jobs-training-program-for-vets#.VjKWArerS70">http://nycworkforce1.tumblr.com/post/58429231958/new-skills-new-jobs-training-program-for-vets#.VjKWArerS70</a>	300	\$598,000
	NYC Business Solutions Centers	NYC Business Solutions helps businesses start, operate, and expand in New York City through services including financing assistance, legal advice, recruitment, and assistance with permits or licenses. <b>Target Population:</b> Small to medium sized businesses  URL: <a href="http://www.nyc.gov/html/sbs/nycbiz/html/home/home.shtml">http://www.nyc.gov/html/sbs/nycbiz/html/home/home.shtml</a>	8,000	\$4,222,157

Funding Agency	Program Name	Program Description	FY16 Estimated Enrollments	FY16 Estimated Funding Level
SBS	Retail Sector Programs	SBS will establish a retail Industry Partnership during the second half of FY16. The start-up and launch activities will be supported in part by a grant from the NYC Workforce Funders. The Industry Partnership will work with employers, organized labor, non-profits, training providers, private philanthropy, and workforce organizations to build a sustainable and robust pipeline of local talent to fill New York City's jobs. Among its key activities will be identifying, highlighting, supporting and helping to scale employer practices that offer benefit to both workers and businesses. Traditional job quality activities such as improved scheduling, support for moving jobs from part-time to full-time, and retention/ advancement through training will be part of the overall strategy. In addition, emerging/newer areas such as job sharing, providing technical assistance to businesses in measuring change, employer education campaigns, and employer-based financial empowerment initiatives may be included. <b>Target Population:</b> Jobseekers and incumbent workers		\$638,635
	Tech Sector Programs–NYC Tech Talent Pipeline (TTP)	TTP is an Industry Partnership designed to support the growth of the City's tech sector and prepare New Yorkers for 21st century jobs. TTP works with public and private partners to define employer needs, develop training and education models to meet these needs, and scale solutions throughout the City, delivering quality talent for the City's businesses and quality jobs for New Yorkers. Trainings supported by TTP, in collaboration with SBS, include: the Brooklyn Tech Triangle Internship Program; CUNY Tech Prep; Mobile Development Corps; Tech Jobs Academy; NYC Web Development Fellowship; TTP Residency at Queens College; and Series A trainings (data analysis, quality assurance testing, and IT engineering). TTP is supported by several philanthropic partners including founding investors JP Morgan Chase & Co., the New York Community Trust, and the NYC Workforce Funders. <b>Target Population:</b> Jobseekers and incumbent workers <b>Partner Agencies:</b> CUNY, DOE, MOTI  URL: <a href="http://www.techtalentpipeline.nyc/">http://www.techtalentpipeline.nyc/</a>	475	\$5,565,453
	Trade Adjustment Assistance (TAA)	Trade Adjustment Assistance (TAA) helps individuals who are unemployed, or may become unemployed, as a result of foreign trade adversely affecting the industries in which they work. TAA helps these individuals obtain new skills, credentials and the support necessary to become re-employed. <b>Target Population:</b> Trade Adjustment Act-eligible individuals		\$1,072,688
	Workforce1 Career Centers	Workforce1 prepares and connects qualified candidates to job opportunities in New York City. Through the Career Centers, Workforce1 makes matches for both candidates and employers by using a combination of recruitment expertise, industry knowledge, and skill-building workshops to strengthen candidates' employment prospects. In addition Workforce1 dedicated Veteran specialists across the City through its Priority1 service funded by the Robin Hood Foundation to help veterans and their spouses explore career paths, develop resumes, prepare for interviews, and identify education opportunities, training initiatives, and other support services. <b>Target Population:</b> WIA eligible adults	140,000	\$34,610,547



# New York City Common Metrics for Career Pathways Programs

Common Metrics have been developed in partnership with the Mayor’s Office of Workforce Development, and the Mayor’s Office of Operations. They are intended to improve Career Pathways services by defining, reporting, and sharing results across a common set of performance measures. The following 13 metrics—along with definitions and valid forms of verification—were finalized and disseminated to City agencies in July 2015. Going forward, Common Metrics relevant to a given program’s design and goals will be included in concept papers, RFPs, and contracts.

Throughout FY16, the Common Metrics team is assessing the feasibility of accessing and using administrative data sources, such as Wage Record System (WRS) data, for the following metrics: Retention Rate, Job Continuity, and Wage Growth.

Metric	Definition
<b>Clients Served</b>	A count of unduplicated clients who have received value-added services—not including activities such as registration, enrollment, assessment or brief orientations (e.g., shorter than one hour)—that directly contribute to clients attaining an employment or educational outcome.
<b>Full-Time Hires</b>	A count of unduplicated clients who are connected into unsubsidized full-time jobs that meet the following criteria: after services are received, there is new employment; pays the legal industry minimum wage; and employment is equal to at least 30 hours per week.
<b>Part-Time Hires</b>	A count of unduplicated clients who are connected into unsubsidized part-time jobs that meet the following criteria: after services are received, there is new employment; pays the legal industry minimum wage; and employment is equal to at least 15 hours per week or the equivalent of 15 hours per week multiplied by the minimum legal industry hourly wage, but not equal to more than 30 hours per week.
<b>Median Wage</b>	The median hourly wage for all hired with wage information within a given timeframe.
<b>Industry-Based Training Enrollments</b>	A count of unduplicated clients who, during a program or within two quarters of completing a program, are enrolled in a non-degree/non-credit bearing education or training program that leads to a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential. Industry-based training enrollments can occur at academic institutions.
<b>Academic-Based Education Enrollments</b>	A count of unduplicated clients who, during a program or within two quarters of completing a program, are enrolled in an education or training program that leads to a degree recognized by an education institution with the relevant authority or assumed competence to issue such a credential. Academic-based enrollments can be at the secondary or post-secondary level.

Metric	Definition
<b>Industry-Based Credential Attainment</b>	A count of unduplicated clients who, during a program or within one year of program completion, obtain a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential.
<b>Academic Degree Attainment</b>	A count of unduplicated clients who, during the program or within one year of program completion, obtain a degree recognized by an educational institution with the relevant authority or assumed competence to issue such a credential.
<b>Academic-Based Skill Gains</b>	A count of unduplicated clients who do not obtain a new credential or degree but who demonstrate proof of skills acquisition based on educational standards.
<b>Employer-Validated Training Completion</b>	A count of unduplicated clients who do not obtain a new industry-recognized credential, but who complete employer-validated curriculum.
<b>Retention Rate</b>	<p>6 Month/2nd Quarter Retention: A count of unduplicated clients who confirm they are employed 180 days after the initial placement. This count includes clients who switch jobs or lose employment but are re-engaged in employment within the 2nd quarter.</p> <p>12 Month/4th Quarter Retention: A count of unduplicated clients who confirm they are employed 365 days after the initial placement. This count includes clients who switch jobs or lose employment but are re-engaged in employment within the 4th quarter.</p>
<b>Job Continuity</b>	<p>One-Year Job Continuity: Percent of clients employed four of the four quarters after the quarter in which the initial job placement occurred.</p> <p>Two Year Job Continuity: Percent of clients employed six, seven or eight of the eight quarters after the quarter in which the initial job placement occurred.</p>
<b>Wage Growth (Pre- and Post-Program)</b>	Percent wage growth from the sum of the wages in the 3rd and 4th quarters prior to participation in a training or education program to the sum of the wages of the 3rd and 4th quarters after the reference quarter.

# Acronyms

<b>ABE</b>	Adult Basic Education	<b>NYCWIF</b>	New York City Workforce Innovation Fund
<b>ASAP</b>	Accelerated Study in Associate Programs	<b>TTP</b>	NYC Tech Talent Pipeline
<b>ASE</b>	Adult Secondary Education	<b>NYPL</b>	New York Public Library
<b>BCC</b>	Bronx Community College (CUNY)	<b>NYSDOL</b>	New York State Department of Labor
<b>BPL</b>	Brooklyn Public Library	<b>OACE</b>	Department of Education-Office of Adult and Continuing Education
<b>CBOs</b>	Community-Based Organizations	<b>OPS</b>	Mayor's Office of Operations
<b>CEO</b>	Center for Economic Opportunity	<b>Pre-HSE</b>	HSE preparation
<b>CTE</b>	Career and Technical Education	<b>QPL</b>	Queens Public Library
<b>CUNY</b>	City University of New York	<b>SBS</b>	Department of Small Business Services
<b>CYE</b>	Center for Youth Employment	<b>SIF</b>	Social Innovation Fund
<b>DCA</b>	Department of Consumer Affairs	<b>SNAP E&amp;T</b>	Supplemental Nutrition Assistance Program Employment and Training
<b>DFTA</b>	Department for the Aging	<b>STEM</b>	Science, Technology, Engineering, and Math
<b>DOC</b>	Department of Corrections	<b>SYEP</b>	Summer Youth Employment Program
<b>DOE</b>	Department of Education	<b>TASC</b>	Test Assessing Secondary Completion
<b>DOHMH</b>	Department of Health and Mental Hygiene	<b>WDB</b>	Workforce Development Board
<b>DOP</b>	Department of Probation	<b>WF1CC</b>	Workforce1 Career Center
<b>DPR</b>	Department of Parks and Recreation	<b>WIOA</b>	Workforce Innovation and Opportunity Act
<b>DSNY</b>	New York City Department of Sanitation	<b>WKDEV</b>	Mayor's Office of Workforce Development
<b>DYCD</b>	Department of Youth and Community Development	<b>YALP</b>	Young Adult Literacy Program
<b>ELL</b>	English Language Learner		
<b>ESOL</b>	English for Speakers of Other Languages		
<b>FY</b>	Fiscal Year		
<b>HRA</b>	Human Resources Administration		
<b>HSD/E</b>	High School Diploma or Equivalent		
<b>HSED</b>	High School Equivalency Diploma		
<b>MOCJ</b>	Mayor's Office of Criminal Justice		
<b>MOME</b>	Mayor's Office of Media and Entertainment		
<b>MOTI</b>	Mayor's Office of Technology and Innovation		
<b>NYACH</b>	New York Alliance for Careers in Healthcare		
<b>NYCHA</b>	New York City Housing Authority		
<b>NYATEP</b>	New York Association for Training and Employment Professionals		
<b>NYCEDC</b>	New York City Economic Development Corporation		
<b>NYCETC</b>	New York City Employment and Training Coalition		

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