

One System for One City

The State of the New York City Workforce System Fiscal Year 2011

A CITYWIDE INITIATIVE



NYCTM

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THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

Dear New Yorker,

This second annual *State of the New York City Workforce System Report* summarizes and details ongoing efforts to serve the employers and jobseekers of New York City during Fiscal Year 2011 (July 1, 2010 to June 30, 2011). Like its predecessor, this report collects information across all City-run workforce programs, including work-related education, job training and employment services. Its purpose is to provide policymakers and the general public with information on the content of our programs, the customers they are serving and how effectively they are doing so in the context of the current labor market.

The FY 2011 report differs from the first iteration in several important respects that we believe render this a more useful product with deeper applicability to the field, specifically:

- *The report offers more detail and context regarding the federal public policy landscape in which all City workforce agencies operate.*
- *In addition to the full-spectrum look at labor market conditions and demographics of public workforce system customers updated from the previous report, this report examines in greater depth a vital subpopulation within the City's labor force: 18-to 24-year-olds, who contend with a wide range of issues in the labor market and have fared particularly poorly through the difficult labor market of the last few years. It details both the unique challenges facing this group and the encouraging program models that have emerged in recent years to serve young people at every level of education and work readiness.*
- *Whereas the FY 2010 report utilized a relatively limited definition of workforce development and presented an inventory of City programming, this version features a broader look at the relevant efforts of the NYC Department of Education and City University of New York—the two largest subsystems of human capital development within the five boroughs.*
- *Finally, this version of the report includes the inventory of programming by agency in an appendix for reader ease, and each program description now lists the vendors, including community-based organizations and for profit providers, that directly deliver services.*

As co-conveners of the NYC Workforce Cabinet, we are committed to continuous improvement in workforce development programming, a key input to overall economic prosperity and a vital means of support for the jobseekers, workers and employers who have made our economy the world's most vital and dynamic. In a time when too many New Yorkers continue to struggle, it is our hope that this report will spark more attention to and critical discussion regarding how we can continue building a workforce system that offers the strongest possible support for New York City workers and businesses.

Linda I. Gibbs
Deputy Mayor for
Health and Human Services

Robert K. Steel
Deputy Mayor for
Economic Development

Dennis M. Walcott
Chancellor
NYC Department of Education

SECTION 1: EXECUTIVE SUMMARY

Overview

The annual *State of the New York City Workforce System Report* is intended to present the fullest possible picture of workforce activities within the five boroughs of New York City supported with public funds (Federal, State and City), as well as certain resources not administered by City entities. It presents and analyzes workforce services in the context of the local labor market and with focus on systemic challenges and priorities. The report also offers a comprehensive picture of the customers who receive services through the City's workforce system, a vital element in understanding and improving the array and quality of program services.

This report is intended to serve as an information resource and compendium of performance outcomes for policymakers at every level of government, as well as funders, agency staff and the general public. The information and analysis within this report should better inform internal and external stakeholders regarding both the importance of workforce services and the specific functions and contributions of City programming.

Differences Between the FY 2011 Report and the FY 2010 Version

This second iteration of the annual report differs from its FY 2010 predecessor in a number of important respects, including changes in both content and presentation. Significant changes include:

- **Description of the workforce role of NYC Department of Education and City University of New York.** *The public school system and 23 City University of New York (CUNY) campuses are the largest engines for human capital development and workforce preparation in New York City. Schools of the Department of Education (DOE) serve over 1.1 million students each year, while CUNY serves about a half million students annually between degree and continuing education programs. Where the FY 2010 report highlighted only a small number of workforce-focused programs within both institutions, including data from those programs in quantitative analyses of the full system, the current version offers a much more detailed description of how both the public schools and CUNY contribute to educating and training New York City's current and future workers within the agency descriptions for each in Section 4 of the report. This report, however, does not include demographic and outcome analyses for CUNY and DOE programs. As such, the analysis of people served by the workforce development system (Section 2b) differs from what was reported in the FY 2010 report, and the FY 2010 figures presented reflect the parameters of the analysis for FY 2011.*
- **Policy context.** *While this report focuses on workforce development activities at the local level, the programming designed and administered by City agencies cannot be understood without a grasp of the federal legislation that both enables and constrains the choices available to local policymakers. Section 3 of the report includes summaries of the major federal laws that guide workforce programming at a number of City agencies.*
- **Program inventory.** *As in the FY 2010 report, the current version includes a detailed inventory of programs funded and administered by New York City agencies, featuring program descriptions, FY 2010 and FY 2011 expenditures and outcomes, FY 2011 program highlights and FY 2012 goals. Additionally, program profiles now include the provider organizations that directly deliver services. For the reader's convenience, the program inventory now is in an appendix at the end of the report. The inventory does not include DOE and CUNY programs.*
- **Focus on a pivotal population.** *In Section 3, the report takes an in-depth look at the labor market status of older youth and young adults ages 18 to 24, one of the groups faring the worst since the start of the last recession in late 2007. A large volume of research proves the importance of early success in the labor market to young adults' later prospects for stable employment and higher wages. Considering the implications for tax revenues and social service expenditures, the effectiveness with which the City can support this group in their educational and career aspirations today will have major long-term economic and social consequences.*

Labor Market Snapshot: Fiscal Year 2011

Section 2 of the report features analysis conducted by the NYC Labor Market Information Service of New York City's labor market between July 2010 and June 2011, as the City continued its upward climb toward pre-recession employment levels. In contrast to previous recent economic contractions, the City has fared better than the U.S. as a whole over the nearly four years since the beginning of the downturn: significant employment losses did not begin until well after the start of the national recession in December 2007, and employment growth resumed just six months after its official end in June 2009. At the end of FY 2011, employment in New York City remained about two percent—approximately 80,800 jobs—below pre-recession levels. Both locally and nationally, however, unemployed individuals have remained out of work for a longer period on average than at any time on record. The average length of unemployment over the two years between the official end of the recession in June 2009 and the end of FY 2011 increased from about 30 weeks to 42 weeks.

Jobs in New York City grew by 24,000 during FY 2011. The sectors of the economy that enjoyed the strongest growth were educational services, which added 18,900 jobs; professional, scientific and technical services (12,200); and accommodation and food services (10,000). The largest job losses during FY 2011 were in government, which lost 29,700 positions, in part driven by the end of hiring for the decennial Census; construction (-6,200); and manufacturing (-3,400). When government jobs are excluded, the private sector gained 53,700 jobs in FY 2011.

Individual outcomes in labor market attachment and earnings varied substantially by borough, nativity, educational attainment, sex, race/ethnicity, and age:

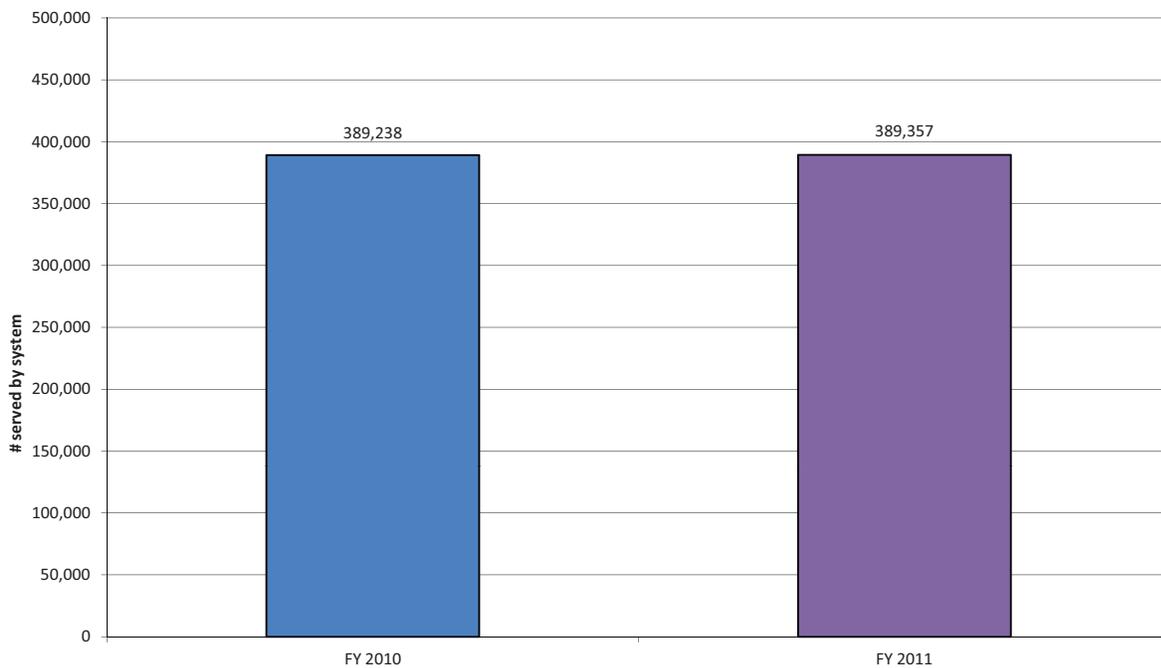
- *Bronx residents had the highest rate of unemployment during FY 2011, as had been the case a year earlier. Employment levels were highest in Staten Island and Manhattan. Median real wages rose for Staten Island residents in FY 2011, but fell for residents of the other four boroughs. Bronx residents earned the lowest median wages, while real wages for Staten Islanders passed those of Manhattan residents in FY 2011.*
- *Foreign-born New Yorkers comprised 44 percent of the City's working age population, and had higher employment rates than their native-born counterparts: 57 percent of immigrant workers were employed part-time or full-time, compared to 52 percent of New York City workers born in the United States. Median real wage and salary earnings for American-born workers was 50 percent higher than for foreign-born workers, though median pay dropped by 6 percent for those born in the U.S. in FY 2011 and rose 1 percent for foreign-born workers.*
- *New Yorkers with higher educational attainment continued to fare better in terms of both employment and earnings than their less educated counterparts. Seventy-four percent of New Yorkers with a bachelor's degree or higher were employed part- or full-time during FY 2011, compared to 45 percent of those with a high school degree or less. Full-time employed New Yorkers with a four-year college degree earned more than twice as much as those with a high school diploma or less. Although median real wages and salaries decreased at all levels of educational attainment in FY 2011, full-time workers with a bachelor's degree or more declined the least on a relative basis.*
- *Men comprised 47 percent of New York City's working age population. In FY 2011, men had slightly higher unemployment than women. Compared to FY 2010, when women earned 93 cents for every dollar earned by men, the earnings gap narrowed slightly as median real wages and salaries for women fell by 3 percent, compared to 4 percent for men.*
- *In FY 2011 about half of all Black and Hispanic New Yorkers of working age were either unemployed or not in the labor force, compared to about two in five White, Asian and Other New Yorkers. Employment among Whites increased by one percent during FY 2011, while Black employment held steady and employment among Hispanics, Asians and Others decreased by 1 percent. Full-time employed Hispanic workers earned less in wages and salary than any other racial/ethnic group; Whites earned the highest pay, followed by Asians and Others, and Blacks. Hispanic workers saw a 2 percent increase in median earnings, while all other groups saw decreases in pay.*
- *The youngest (16 to 24) and oldest (65 and older) age groups had the lowest labor force participation, and the youngest workers had the highest unemployment rate. Unemployment among 25-to 44-year-old workers was slightly higher than among their 45-to 64-year-old counterparts. The youngest adult workers had the lowest earnings, and saw the largest decrease in real wages and salary earnings from the previous year; 25-to 44-year-olds had the highest median earnings, though all age groups saw a decrease in pay.*

Workforce System Demographics and Resources

In FY 2011, nine City agencies—the Department for the Aging (DFTA), Department of Correction (DOC), NYC Economic Development Corporation (NYCEDC), Department of Health and Mental Hygiene (DOHMH), Human Resources Administration (HRA), New York City Housing Authority (NYCHA), Department of Parks and Recreation (DPR), Department of Small Business Services (SBS), Department of Youth and Community Development (DYCD)—delivered workforce services to approximately 390,000 customers, very close to the same number those agencies served in FY 2010.¹ Three agencies—HRA, SBS, and DYCD—served the vast majority of that total, reflecting their broader missions.

All told, the workforce system made approximately 114,000 job placements during FY 2011, though this number likely reflects some duplication. Placements held relatively steady through the four quarters of the year, with a surge in summer 2010 (the first quarter of FY 2011) as a result of the Summer Youth Employment Program administered by DYCD, and other seasonal effects.

Figure 1.1: Total Number Served, FY 2010 and FY 2011

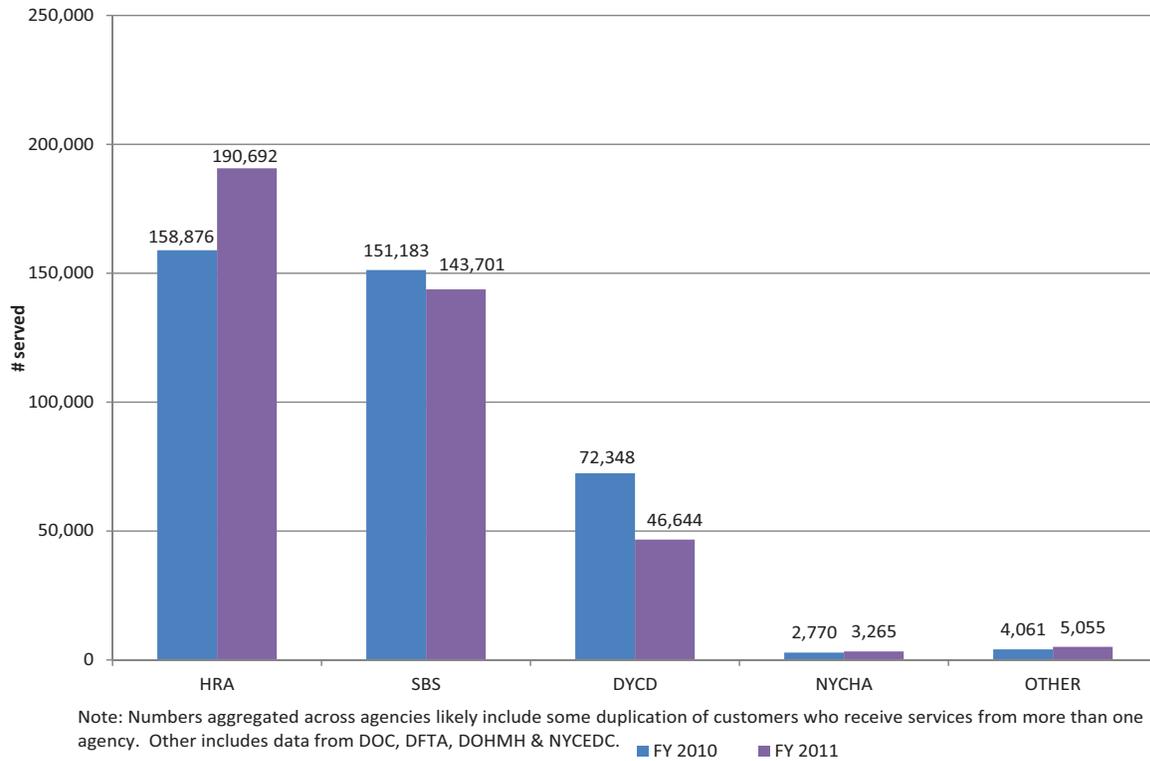


Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. FY 2011 data were not available from DOE-OACE and CUNY; therefore, the total number served by these agencies in FY 2010 were excluded for comparison purposes.

Source: Analysis of data submitted by each agency.

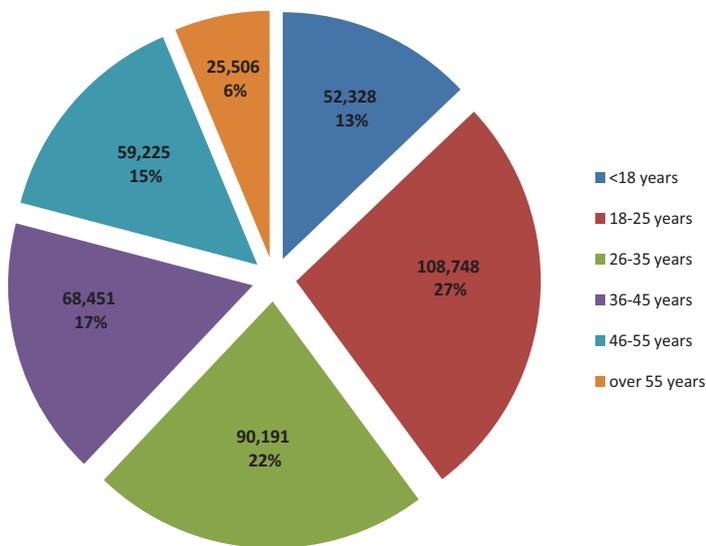
¹ As noted above, this analysis does not include the NYC Department of Education or the City University of New York.

Figure 1.2: Total Workforce Customers Served by Agency, FY 2010 and FY 2011



Source: Analysis of data submitted by each agency.

Figure 1.3: Age of Customer, FY 2011
(n=353,985)



Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. Data from DOC are not available.

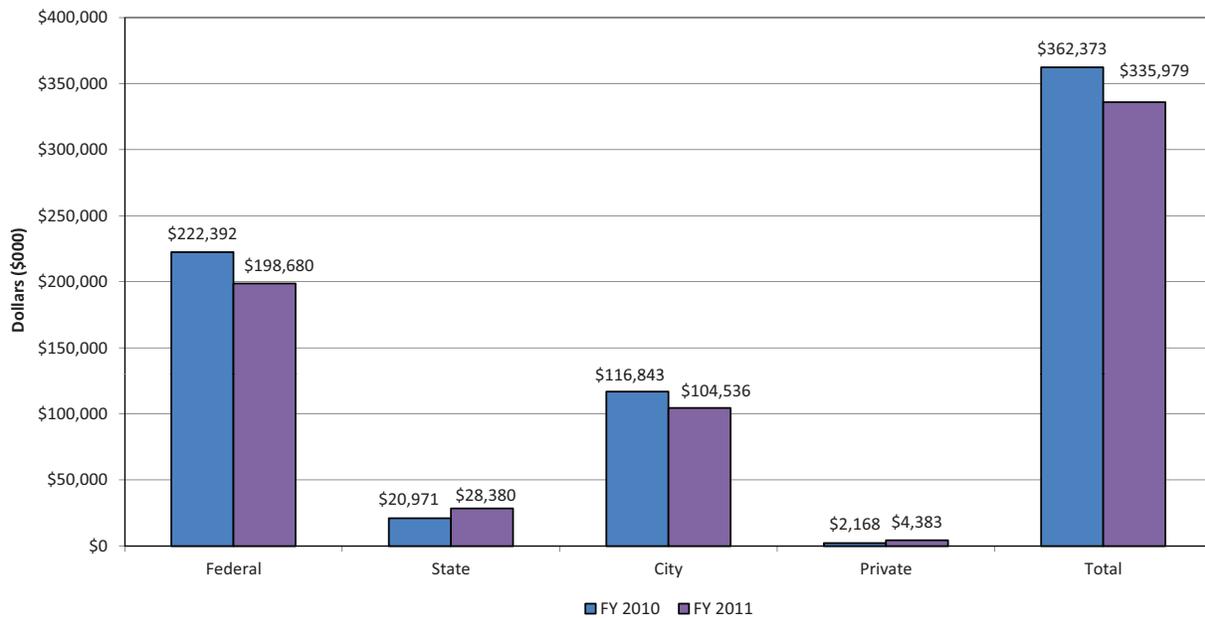
Source: Analysis of data submitted by each agency.

- **Age:** More than 60 percent of workforce system customers in FY 2011 were age 35 or under.
- **Education:** The customer population in FY 2011 was considerably less educated than the City's overall population, with more than 40 percent of individuals reporting less than a high school diploma, compared to about one-fifth of New Yorkers over age 25. About 12 percent of customers had a college degree or higher, less than half the overall rate among adult New York City residents.² The education level of customers showed considerable variation by agency.

² NYC QuickFacts from U.S. Census Bureau; available online at <http://quickfacts.census.gov/qfd/states/36/3651000.html>

- **Funding:** Workforce programs administered by New York City agencies receive funding from a combination of federal, state, City, and private sources. The federal government is the largest investor in services, spending just under \$200 million in FY 2011—a decline from a year earlier that largely reflects the end of stimulus funding. The City itself remains the second-largest source of funding, spending over \$100 million in FY 2011.

Figure 1.4: Workforce Development System Expenditures by Funding Source, FY 2010 and FY 2011
(FY 2011 total=\$335.98M)



Note: Total expenditures for FY 2010 and FY 2011 reflect expenditure data from: HRA, SBS, DYCD, NYCHA, DFTA, EDC, DOC, and DOHMH. Data for DOE-OACE and CUNY are not included in FY 2010 or FY 2011 for comparison purposes. In addition, FY 2010 expenditures reflect some revisions to expenditures reported in the FY 2010 report.

Source: Analysis of data submitted by each agency.

Focus on Older Youth and Young Adults

Section 3C of the report considers the current labor market status and significant challenges facing younger workers in New York City, as well as the many promising program models in place to help them attain their educational and career goals. Among 18-to 24-year-olds not in school in FY 2011, about 10 percent were unemployed, 60 percent were employed part-time or full-time, and 30 percent were not in the labor force. Further, real median wages for this group declined by a larger share than for any other age group. A large volume of research has shown that early success in the labor market, in terms of steady employment and wages, is vital for an individual’s lifetime prospects of steady work and adequate earning power. Nearly 150,000 young adults were “disconnected”—neither in school nor in the labor force—in FY 2011.

Three interconnected problems face young New Yorkers trying to find traction in a slack labor market:

- **Core educational deficiencies.** In a time when employers have multiple candidates to choose from for virtually every opening, those with the lowest educational attainment and basic skills are all but locked out of the workforce. Young people without a high school degree or GED face almost impossible odds of finding career-track, family-supporting work.

- **Too few work opportunities.** *Non-college graduates in particular suffer from the fact that young workers are employed at the lowest levels in more than sixty years. Federal and state support for summer jobs has sharply declined. Worse, research suggests that young people from relatively better-off households are more likely to work during their teen years—meaning that teens from poorer families who most need early work experience are less likely to get it.*
- **No career on-ramp.** *Even new college graduates in areas of relative demand are having a much more difficult time finding good jobs than a few years earlier. One reason for this is competition from older workers: the percentage of individuals 55 and older working full-time has increased in recent years. The other is the great importance employers are placing on experience in making hiring decisions—and the dearth of opportunities for emerging workers to gain that experience.*

While older youth and young adults face daunting obstacles, a number of programs addressing each of the challenges noted above have emerged in and out of City government over the last decade that address those issues. By category and name, they include:

- **Youth reconnection/educational foundation:** *GED-Plus, Access GED, CUNY Pre-GED/GED programs, CUNY Prep, Out-of-School Youth, Community Education Pathways to Success, Young Adult Internship Program, Young Adult Literacy Program*
- **Serving at-risk public school students:** *Young Adult Borough Centers, Transfer Schools, Learning to Work, In-School Youth*
- **Secondary-to-postsecondary transitions:** *GraduateNYC!, CUNY ASAP, CUNY Start, Ladders for Leaders*
- **Job Placement:** *Workforce1 Career Centers, Year Up*

Other major areas of focus for New York City in serving older youth and young adults are the GED 2014 Initiative, an effort to boost the numbers of New Yorkers who take and pass the GED exam, and the Young Men’s Initiative, a public/private collaboration to improve a wide range of life outcomes for young African-American and Latino men.

New York City Workforce Agencies

Section 4 of the report features an in-depth look at the City agencies that deliver workforce services or otherwise play key roles within the system, including FY 2011 expenditures, outcomes and highlights, and priorities for FY 2012. Agencies that offer “traditional” employment and/or training services include:

Department for the Aging

Department of Correction

New York City Economic Development Corporation

Department of Health and Mental Hygiene

New York City Housing Authority

Human Resources Administration

Department of Parks and Recreation

Department of Small Business Services

Department of Youth and Community Development

Additionally, the section examines the workforce roles, FY 2011 activities and FY 2012 priorities of the following key City entities:

New York City Center for Economic Opportunity

City University of New York

Department of Education

Mayor’s Office of Adult Education

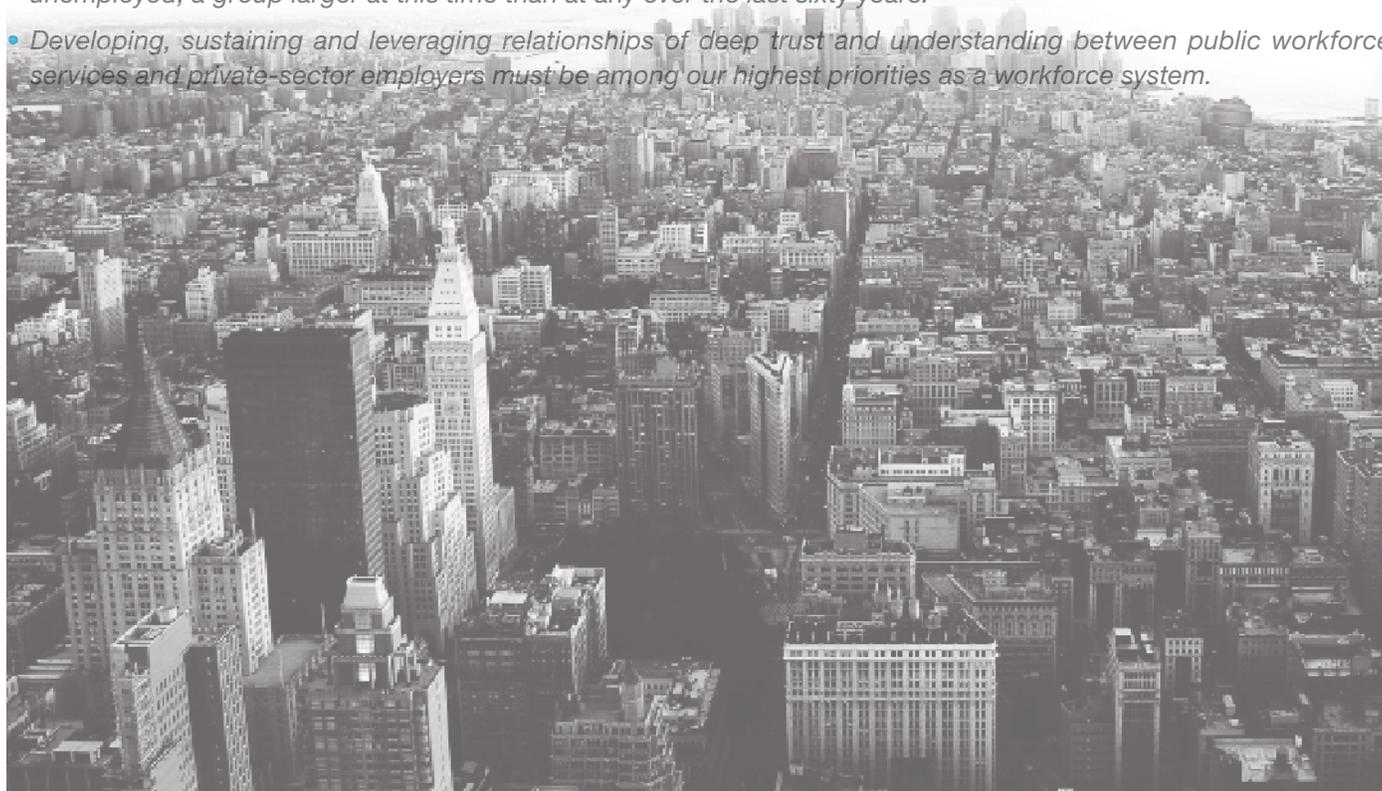
Other Sources of Workforce Programming in New York City

While programs administered by City agencies account for the bulk of employment and training services delivered to New York City residents, a number of other entities contribute resources—financial and otherwise—to the local workforce development system. Section 5 of the report briefly describes these entities, including public library systems, the New York State Department of Labor (NYSDOL) and other State agencies, New York City Council (the Council), the philanthropic community and selected labor-affiliated organizations. The specific programs they support, including descriptions, expenditures and outcomes, are included in the Program Inventory in the Appendix.

Conclusion

The report closes with some observations on the priorities of and progress within the City's workforce system over the last several years, as well as a consideration of the challenges ahead:

- *Since the start of the downturn, New York City policymakers have emphasized both short-term labor market attachment to maximize assistance to City residents struggling with joblessness, and long-term human capital development—above all, the ongoing focus on reform of the public school system—to ensure that the largest possible number of New Yorkers are well positioned to enjoy long-term success in the labor market.*
- *The ongoing effort to align workforce services in the City, led by Deputy Mayors Gibbs and Steel and Chancellor Walcott, embraces both these priorities and seeks to link short-term placement with long-term skills development.*
- *In the current difficult job market, those most likely to secure and retain career-track work typically bring to the table both in-demand skills and some form of external validation, whether through their own social and professional networks or through successful public workforce programs operating at scale.*
- *Among the groups that particularly require this kind of assistance are 18-to 24-year-olds and the long-term unemployed, a group larger at this time than at any over the last sixty years.*
- *Developing, sustaining and leveraging relationships of deep trust and understanding between public workforce services and private-sector employers must be among our highest priorities as a workforce system.*



SECTION 2A: NEW YORK CITY LABOR MARKET TRENDS

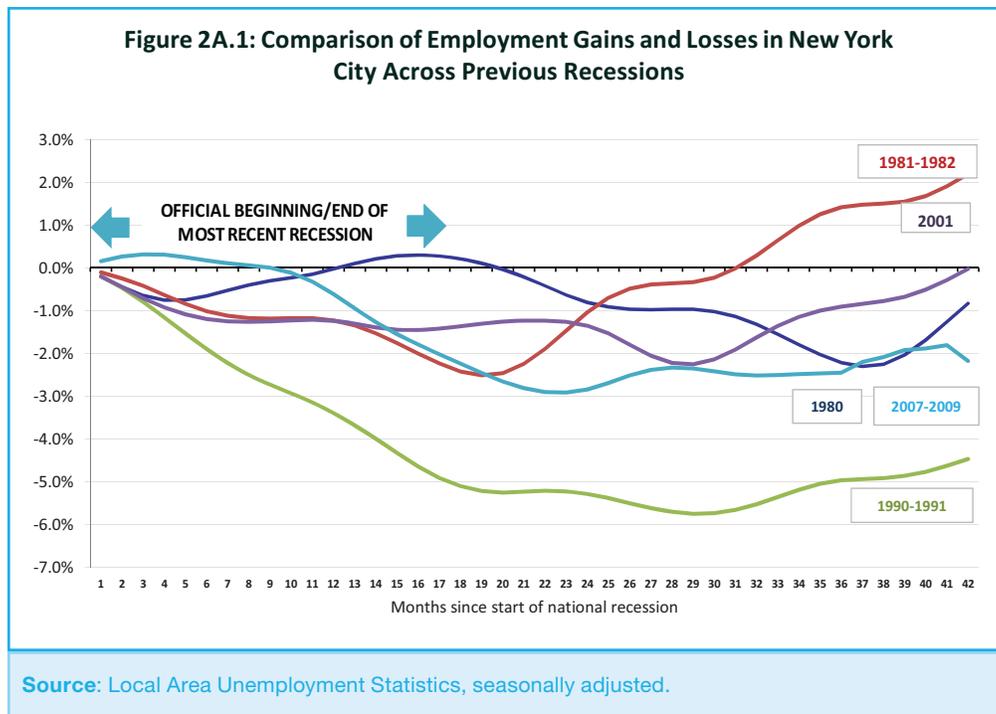
Introduction

This section presents a number of labor market indicators as a context for assessing New York City's workforce development efforts and performance in Fiscal Year (FY) 2011 (July 2010 to June 2011), the second year of recovery since the end of the national recession.^{1,2} As discussed in *One System for One City: The State of New York City's Workforce System, Fiscal Year 2010*, while New York City did not suffer as severely as other parts of the nation during the recession, the effects were nonetheless serious. In the two years since the end of the national recession, New York City's economy has experienced job growth. But while job creation in the private sector neared pre-recession levels, unemployment rates remain high. The previous report also noted that local labor market outcomes—and the impacts of the recession—varied by population subgroup and industry, which remains the case in FY 2011. A few subgroups of the City's population benefited during the recovery in terms of employment and wages, while most experienced little or no change. At the same time, some industries gained jobs during and since the recession, other industries turned around from job loss to job growth, and still other industries lost jobs before, during and in the aftermath of the recession, reflecting longer-term structural changes in the local labor market.

This section is an overview of employment, unemployment, labor force, jobs, and earnings of full-time workers spanning various time periods. The section concludes with a summary of key findings and implications for workforce development.

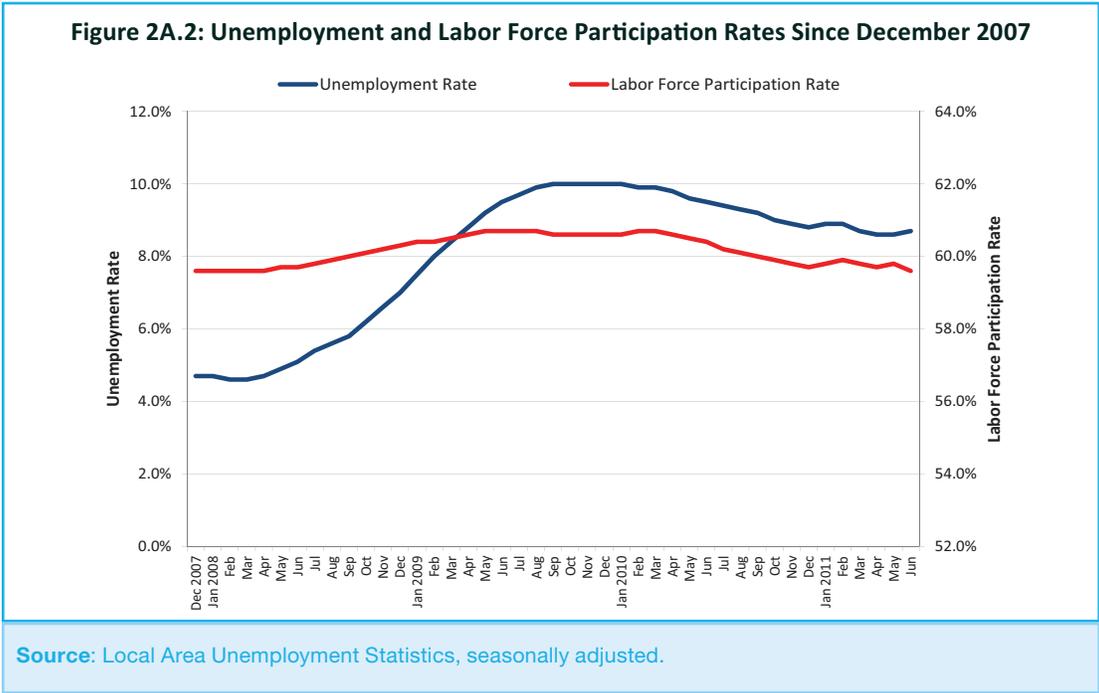
Labor Market Overview

Figure 2A.1 compares the percent change in employment in New York City in the months following the beginning of the four most recent and previous national recessions. Contrary to previous recessionary periods, the City did not suffer significant employment losses until well after the start of the most recent national recession in December 2007 (the blue-green line). The City also saw employment growth resume just six months after the official end of the downturn in June 2009, earlier than the rest of the nation. As of June 2011, the end of FY 2011 (month 42), employment levels remained at about two percent, or 80,800 employed New York City residents below pre-recession levels. However, it should be noted that the discussion of jobs data below shows a substantially healthier recovery of the City's job market than shown by the employment data.



A common measure of the health of the labor market is the official unemployment rate, which includes those people who are not working but who have actively looked for work in the previous month (the unemployed).³ Increases in the unemployment rate may be due to a decrease in the number of employed or to an increase in the number of jobseekers. Conversely, decreases in the unemployment rate may be a result of higher employment, but could also be due to fewer people actively looking for work. Another measure, the labor force participation rate, considers people who are not in the labor force, either by choice or because they have given up looking for work (often referred to as “discouraged workers”).⁴ While the large majority of people not in the labor force do so by choice, it is a useful measure of the health of the economy because it is affected by business cycle fluctuations as some workers drop out of the labor force during recessions and re-enter during recoveries.

Figure 2A.2 compares New York City’s unemployment and labor force participation rates since the start of the national recession. The chart reveals three distinct patterns. First, from Spring 2008 to September 2009, New York City’s unemployment rate surged from its pre-recession level to a high of 10 percent. Second, contrary to previous recessionary periods, the labor force participation rate also increased over this period as the number of jobseekers grew in excess of employment losses. Third, the unemployment rate leveled off at 10 percent from September 2009 to January 2010. At the same time, labor force participation was relatively constant (around 60.5 percent). Beginning in February 2011, the unemployment rate eased below nine percent, where it remained through the end of FY 2011. During the same period, labor force participation decreased; although additional people became employed, people left the labor force at a slightly faster rate.



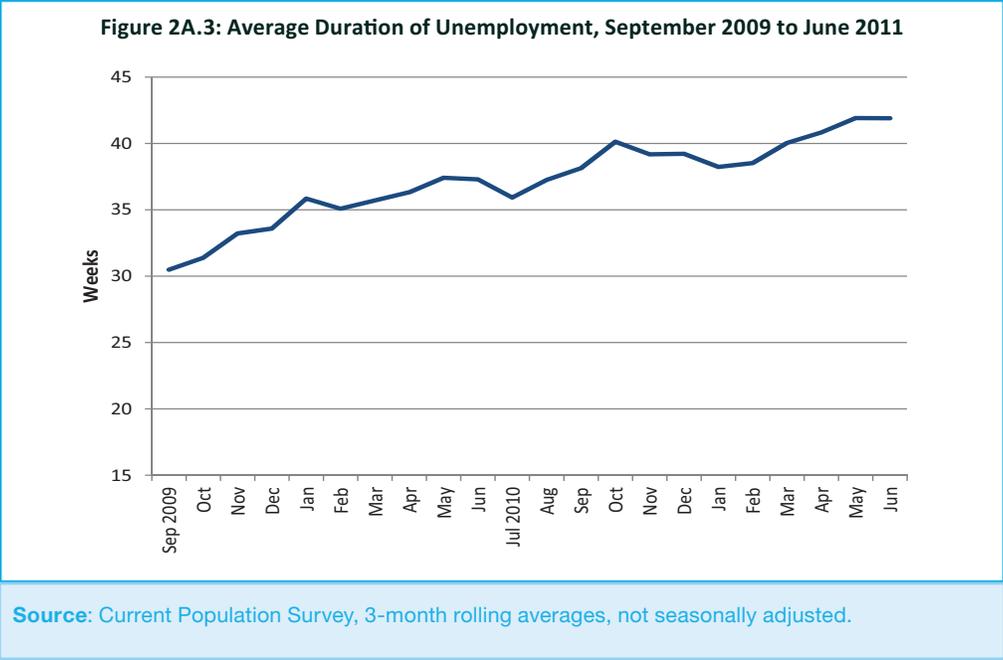
¹ The National Bureau of Economic Research, the organization that determines the peaks and troughs of the nation’s business cycles, defines June 2009 as the end of the most recent recession. Its method, which is largely based on quarterly changes in Gross Domestic Product, is described in detail at <http://www.nber.org/cycles.html>.

² The time frame for this report is directly aligned to the fiscal year of New York City’s workforce system so that readers can directly compare the efforts of the City’s workforce system to conditions in the labor market. Comparison years are aligned to previous fiscal years, for example, fiscal year 2010 covers July 2009 to June 2010. Because the official end date of the recent U.S. recession was June 2009, FY 2010 and FY 2011 are contemporaneous with the first and second year of recovery.

³ The official unemployment rate reflects the ratio of the number of unemployed people to the number of people in the civilian labor force. Unemployed is defined as those who are not working but have been looking for work in the previous four weeks and the civilian labor force reflects the number of people ages 16 and over who are employed plus those who are unemployed.

⁴ The labor force participation rate is the ratio of the civilian labor force to the civilian population ages 16 and over.

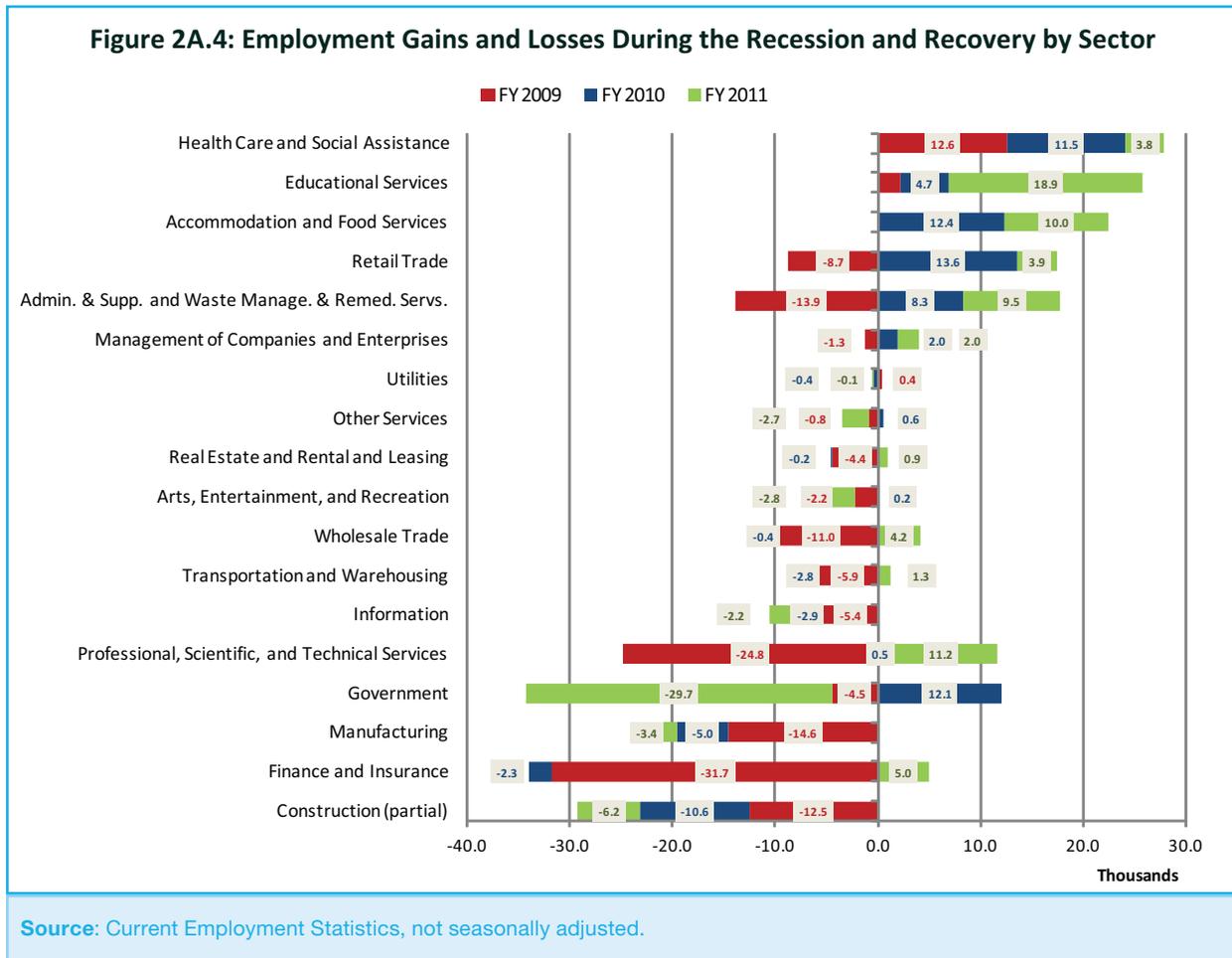
Unemployment in the aftermath of the 2007-2009 recession has been particularly intractable throughout the nation and in New York City: the average duration of an individual's stretch of unemployment over the last several years is the longest since 1948, when the Bureau of Labor Statistics began tracking this measure.⁵ Figure 2A.3 shows three-month moving averages of unemployment duration in New York City from September 2009 to the end of FY 2011. The length of unemployment steadily grew to 42 weeks where it remained through the end of end of FY 2011.



⁵ C. Rampell, Average length of unemployment at all-time high, *New York Times Economix Blog*, June 3, 2011.

Trends by Labor Market Sector

Figure 2A.4 shows variations in jobs by industry between FY 2009 and FY 2011. The red bars show job gains and losses during FY 2009, the latter 12 months of the recession. The blue bars show job gains and losses in FY 2010; FY 2011 job gains and losses are shown in green. The series is organized in descending order from the most to the least job growth over the three-year period. Overall, the economy lost 125,700 jobs during FY 2009 (121,200 private sector jobs), and gained 66,200 jobs in the two years since June 2009 (a gain of 83,800 private sector jobs minus a loss of 17,600 public sector jobs).



Two traditionally countercyclical sectors—health care and social assistance, and educational services—added jobs in each of the past three fiscal years. The number of jobs in the accommodation and food services sector remained flat in FY 2009, but increased in both post-recession years. With the exception of the utilities sector, which gained 400 jobs, all of the remaining sectors lost jobs in FY 2009, with the worst losses in finance and insurance (-31,700), manufacturing (-14,600), and construction (-11,700).

Only the construction, information and manufacturing sectors lost jobs in each fiscal year. Although job losses in manufacturing and information are a longer-term trend, construction began losing jobs in July 2008.⁶ The remaining sectors gained jobs in at least one of the two years of recovery. The highest growth sectors in FY 2011 were educational services (18,900), professional, scientific and technical services (12,200), and accommodations and food service (10,000). The greatest job losses in FY 2011 were in government (-29,700), in part driven by layoffs of temporary Census workers as well as decreases in tax revenues and intergovernmental transfers, construction (-6,200), and manufacturing (-3,400).

⁶ Friedman, Rachel. The construction boom and bust in New York City, *Monthly Labor Review*, October 2011, p. 16-21.

Labor Market Experiences of New York City's Labor Force

Table 2A.1 shows the distribution of New York City's working-age population in FY 2010 and FY 2011 according to several demographic characteristics:

Total	FY 2010	FY 2011
Non-institutionalized civilian population ages 16 and over	6,610,184	6,652,563
Borough		
Bronx	15%	16%
Brooklyn	29%	30%
Manhattan	20%	19%
Queens	31%	30%
Staten Island	5%	6%
Nativity		
US Born	55%	57%
Foreign Born	45%	43%
Sex		
Female	53%	53%
Male	47%	47%
Race/Ethnicity		
Black	24%	24%
Hispanic	26%	27%
White	36%	36%
Asian and Other	14%	14%
Education*		
High School or Less	47%	46%
Some College	18%	19%
Bachelor's Degree or Higher	34%	35%
Age		
16 to 24	17%	17%
25 to 44	37%	37%
45 to 64	31%	31%
65+	15%	16%
*Includes only the civilian, noninstitutionalized population ages 25 and older.		

Source: Current Population Survey, 12-month pooled samples, June 2009-June 2011; July 2010 through June 2011

- The overall working-age population grew by less than one percent.
- Individuals in the Bronx, Brooklyn, and Staten Island made up a slightly higher percentage of the working-age population in FY 2010 compared to FY 2011 (Manhattan and Queens made up slightly lower percentages).
- New York City remained an attractive home for immigrants to the U.S. In FY 2011, 43 percent of the working-age population was born outside of the country. This is relatively unchanged from FY 2010.
- The majority of the working-age population was female (53 percent); unchanged from FY 2010 to FY 2011.
- In terms of New York City's racial/ethnic diversity, in both fiscal years, more than one-third of the working-age populations was White, a quarter each were Black and Hispanic (respectively), and 14 percent were Asian and other races/ethnicities.
- A plurality of the population ages 25 and over—47 percent—earned a high school diploma, GED or less; however, more than one-third attained at least a Bachelor's degree.
- More than two-thirds of the working-age population was between the ages of 25 to 64. The remaining third was evenly divided between the youngest (16 to 24) and oldest (65 and over) age groups.

While overall employment and unemployment are key indicators for the City's economy, they can mask important differences in labor market status and earnings across demographic groups. In the FY 2010 report, it was noted that traditionally disadvantaged groups—less educated New Yorkers, Blacks and Hispanics, youth and young adults, and Bronx residents—had the highest unemployment rates during the recession. Other groups—adults in their prime working years, more educated, Manhattan residents, and Whites—

experienced large proportionate increases in joblessness.

Figures 2A.5 through 2A.9 below show labor force outcomes in FY 2010 and FY 2011 by borough, nativity, educational attainment, sex, race/ethnicity, and age. The height of each bar is the size of the civilian, non-institutionalized population

⁷ The percentages unemployed shown in the charts are not the same as the official unemployment rate, which measures the percent of the labor force that are unemployed and looking for work. The unemployment rate measures the percent of the civilian population that is unemployed and looking for work, so it is by definition a much higher proportion.

aged 16 and older in each subgroup. Reading from bottom to top, the stacks within each bar show the percentage of the population, employed full-time, employed part-time, unemployed⁷ and not in the labor force.

Tables 2A.2 through 2A.6 show the real median wage and salary incomes of full-time workers by subgroup, inclusive of the unincorporated self-employed who make up five and a half percent of the overall workforce. It should be noted that the wage and salary income estimates are based on significantly smaller samples than those used for Figures 2A.5 through 2A.9 and are therefore affected by wider margins of error. For this reason, the estimates should be interpreted with caution.

Borough. Among the boroughs, Bronx residents had the highest share of unemployed in both years of the recovery (Figure 2A.5). In FY 2010, out of approximately one million people aged 16 or older in the Bronx, 46 percent were employed (37 percent full-time, 9 percent part-time), 8 percent were unemployed, and 46 percent were not in the labor force. These proportions remained relatively stable in FY 2011. Brooklyn residents fared slightly better, with just over 50 percent employed full-time. In FY 2010, employment levels were highest in Staten Island and Manhattan, although the percentage of employed Staten Islanders decreased from 59 percent in FY 2010 to 54 percent in FY 2011.

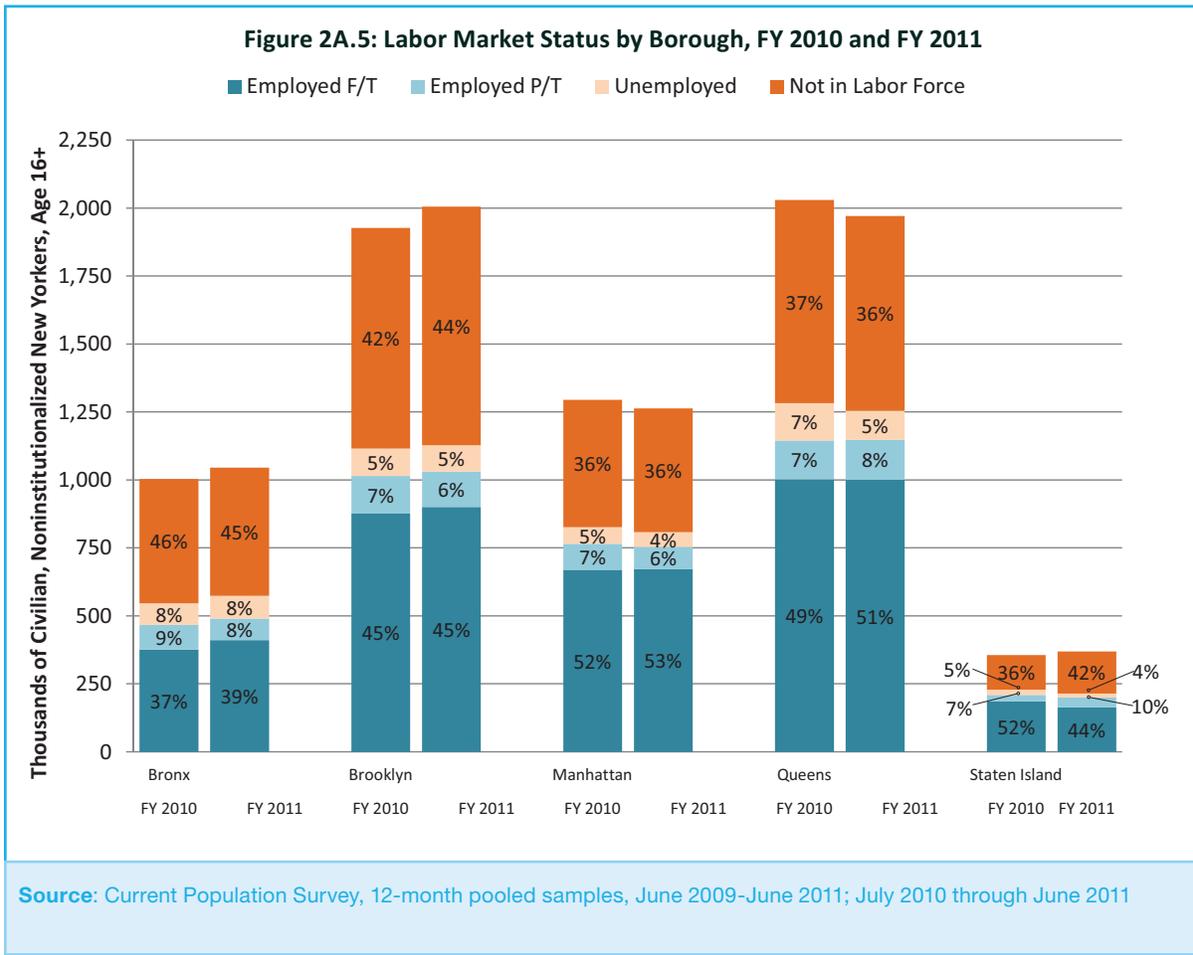


Table 2A.2 shows that the median real wage and salary income of New York City residents employed full-time decreased by four percent between FY 2010 and FY 2011. Median real wages and salaries rose in Staten Island and decreased in all other boroughs. At the median, workers in the Bronx earned the lowest wages and salaries in both years, followed by Brooklyn residents. Staten Island’s real median wage and salary income surpassed Manhattan’s in FY 2011.

BOROUGH	FY 2010*	FY 2011	% CHANGE
Bronx	\$31,827	\$31,200	-2%
Brooklyn	\$36,071	\$34,999	-3%
Manhattan	\$56,105	\$54,340	-3%
Queens	\$36,707	\$35,360	-4%
Staten Island	\$53,045	\$54,999	4%
New York City	\$40,792	\$39,000	-4%

* In FY 2011 dollars, using the CPI-U for the New York Metropolitan Area.

Source: Current Population Survey, full-time workers

Nativity. Forty-three percent of New York City’s working age population was foreign-born. Figure 2A.6 shows that immigrant New Yorkers had higher employment rates than their native-born counterparts in both fiscal years. In FY 2011, 57 percent of working age, foreign-born New Yorkers were employed either part-time or full-time, compared to 52 percent of U.S. born New Yorkers.

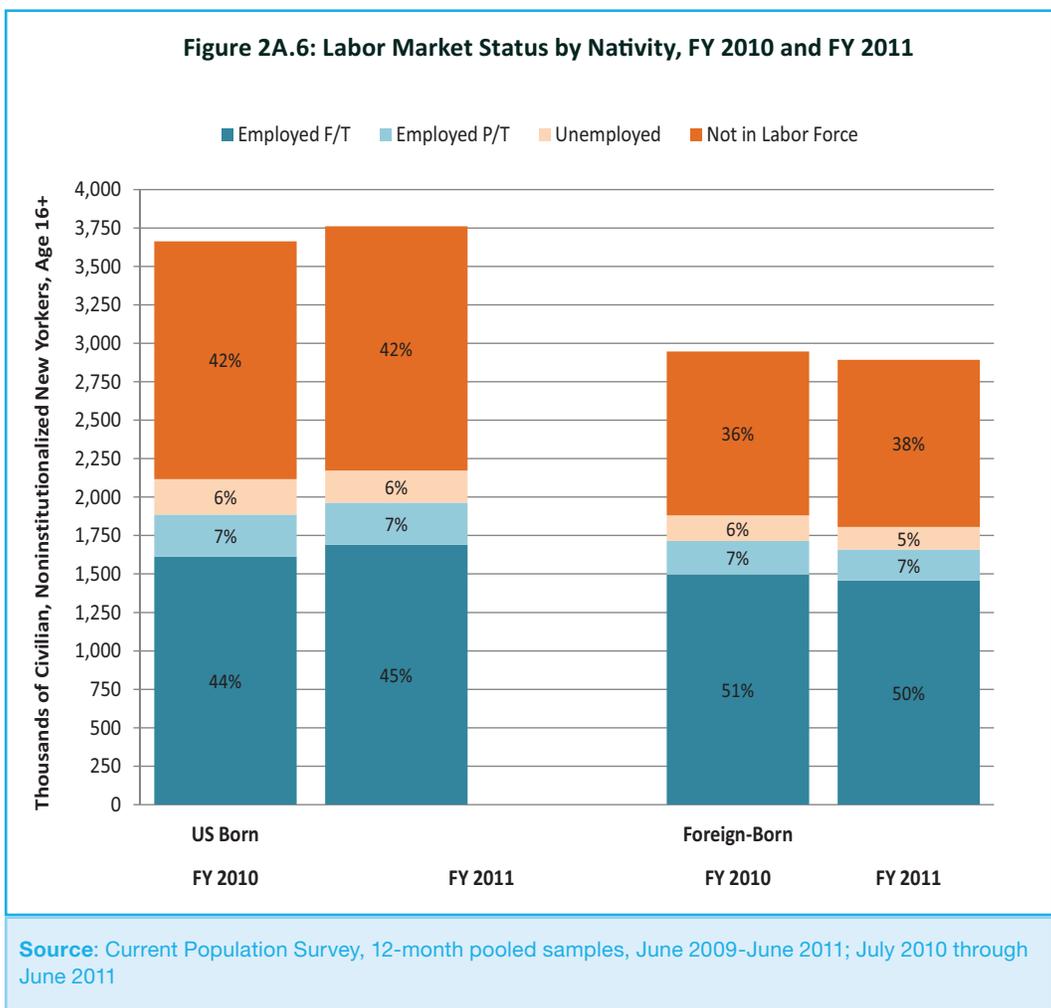


Table 2A.3: Real Median Wage and Salary Income by Nativity, FY 2010 and FY 2011

NATIVITY	FY 2010*	FY 2011	% CHANGE
US Born	\$48,377	\$45,468	-6%
Foreign Born	\$31,827	\$31,999	1%

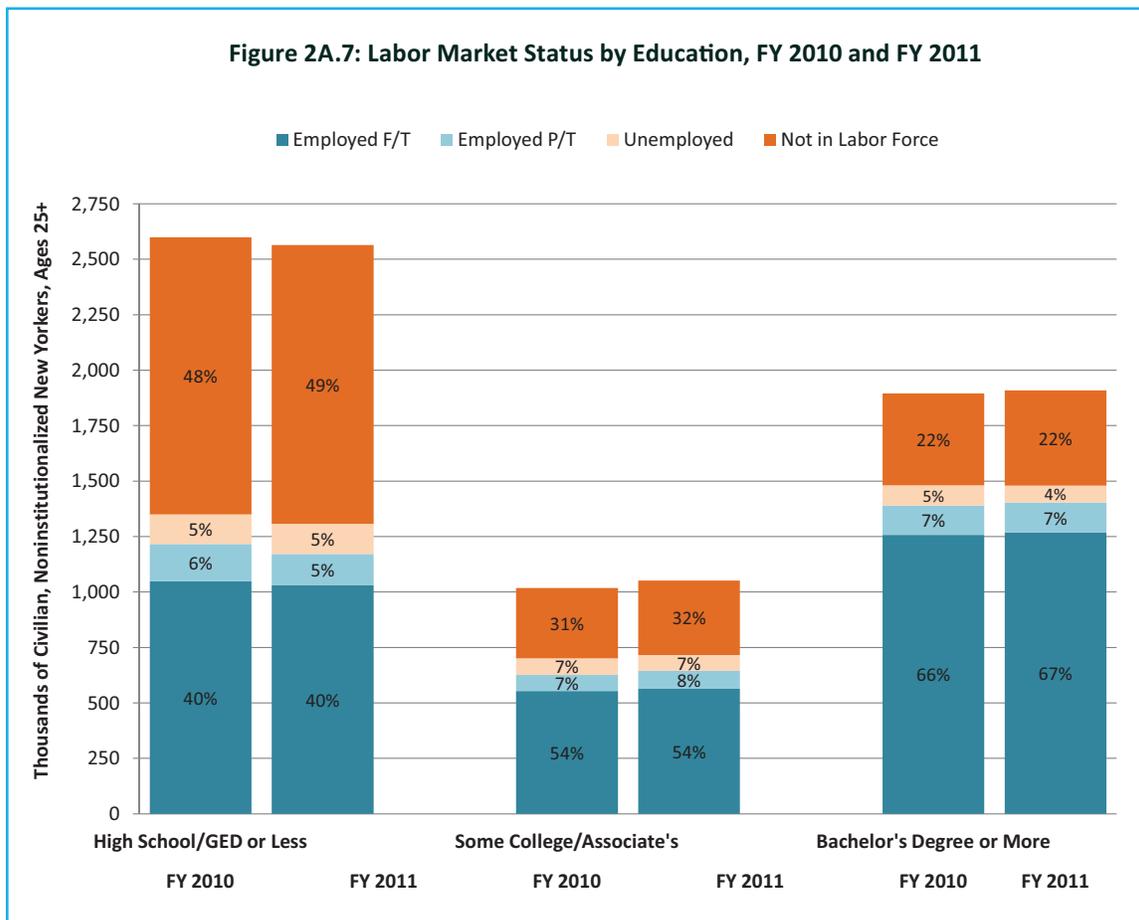
* In FY 2011 dollars, using the CPI-U for the New York Metropolitan Area.

Source: Current Population Survey, full-time workers

Table 2A.3 shows that the median real wage and salary income among native-born New Yorkers was 50 percent higher than for immigrants in both years. Between FY 2010 and FY 2011, the median real wage and salary income decreased by six percent among native-born workers, while it rose among those born outside of the U.S. by one percent (Table 2A.3).

Education. Figure 2A.7 shows that New Yorkers with higher education levels experienced better labor market outcomes than those with low education. This is consistent with the well-known association between educational attainment and positive labor market outcomes.⁸ Nearly 1.8 million New Yorkers have at least a four-year degree and about one million more had some college, compared to about 2.5 million New Yorkers (ages 25 and older) who have a high school diploma, GED, or less education. Labor market outcomes varied widely between these groups, with the most educated most likely to be employed full-time and least likely to be unemployed or not in the labor force. There was little change in the pattern of labor market attachment by education between FY 2010 and FY 2011.

Figure 2A.7: Labor Market Status by Education, FY 2010 and FY 2011



Source: Current Population Survey population ages 25 and older, 12-month pooled samples, June 2009-June 2011; July 2010 through June 2011

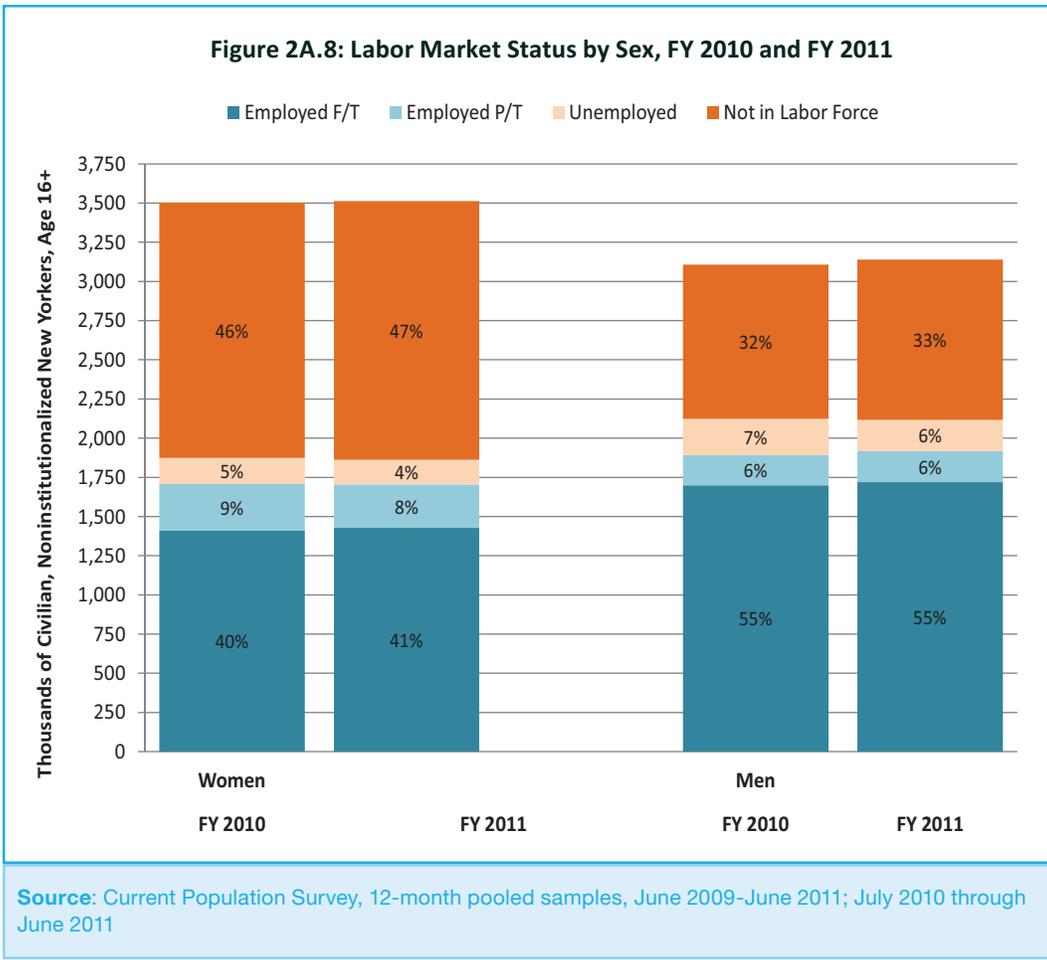
⁸ Aliprantis, D. and M. Zenker, 2011. Educational attainment and employment outcomes. Federal Reserve Bank of Cleveland, *Economic Trends*; Pai, K., 2008: The impact of educational attainment on labor market outcomes, Luxembourg Income Study Working Paper No. 475.

Table 2A.4 reflects the same pattern as Figure 2A.7 with a strong positive association between wage and salary income and education. In both years, the data suggest that full-time employed New Yorkers with a four-year college degree earned more than twice as much in wages and salaries as those with a high school diploma, GED or fewer years of education. Although median real wages and salaries decreased in all groups by educational attainment, full-time workers with a Bachelor’s degree or more declined the least on a relative basis.

Table 2A.4: Real Median Wage and Salary Income by Education, FY 2010 and FY 2011

EDUCATION	FY 2010	FY 2011	% CHANGE
High School or Less	\$28,474	\$27,040	-5%
Some College	\$37,291	\$34,999	-6%
Bachelor's Degree or Higher	\$61,206	\$59,999	-2%

Source: Current Population Survey, full-time workers, 25 years of age and older



Sex. In New York City, men made up 47 percent of the working age population (Figure 2A.8). In both fiscal years, men experienced higher unemployment rates than women. In FY 2010, New York City’s full-time employed women earned 93 cents for each dollar in wages and salaries earned by men (Table 2A.5). The income gap between the sexes narrowed slightly in FY 2011, when women’s median real wage and salary income decreased by three percent compared to a four percent decrease among men.

Table 2A.5: Real Median Wage and Salary Income by Sex, FY 2010 and FY 2011

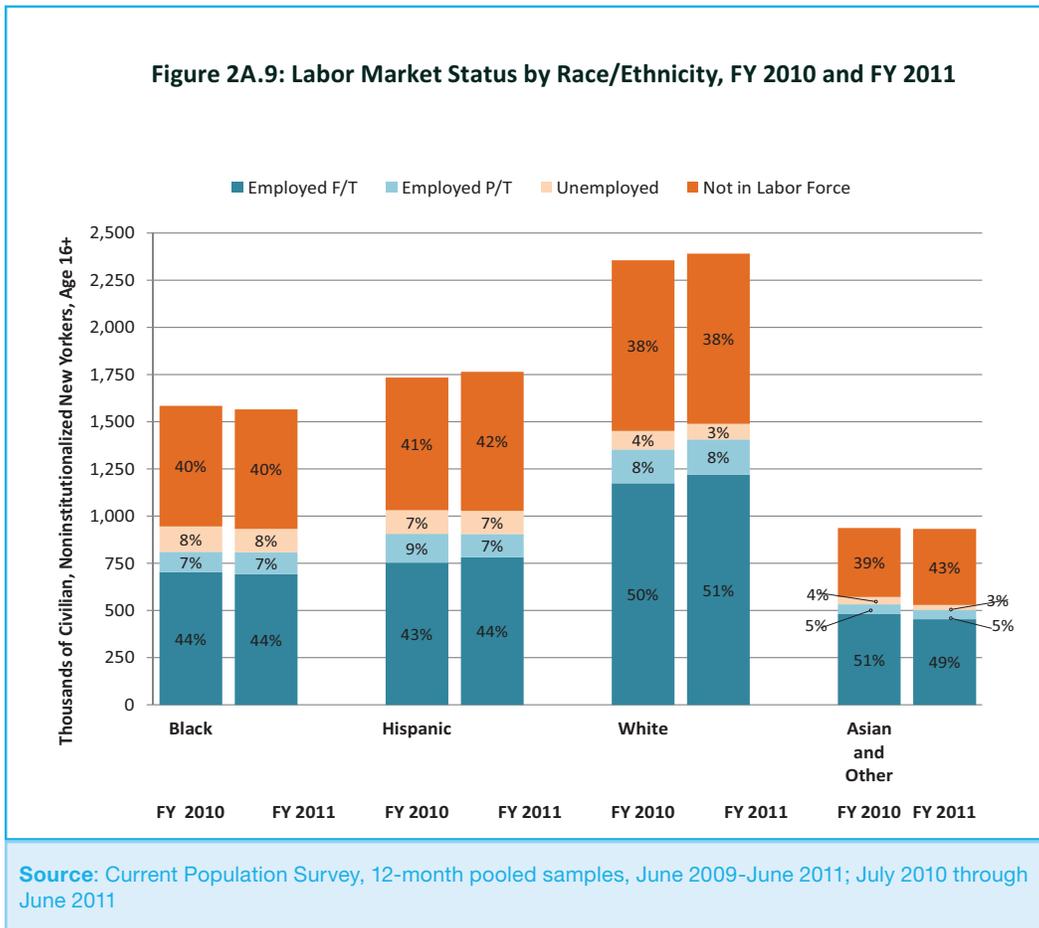
SEX	FY 2010*	FY 2011	% CHANGE
Female	\$39,253	\$37,960	-3%
Male	\$41,800	\$39,999	-4%

* In FY 2011 dollars, using the CPI-U for the New York Metropolitan Area.

Source: Current Population Survey, full-time workers

Race and Ethnicity. There was little change in employment rates by race and ethnicity between fiscal years: the proportion of Whites who were employed increased by one percentage point, the percentage of Blacks who were employed remained the same, and the proportion of Hispanics, Asians and Others who were employed decreased by one percentage point respectively (Figure 2A.9). Black and Hispanic New Yorkers had lower labor force participation rates and, among those in the labor force, were more likely to be unemployed. In both years, about half of all Black and Hispanic New Yorkers were either unemployed or not in the labor force, compared to about two in five White, Asian and Other New Yorkers.

Hispanic New Yorkers working full time earned less in wages and salaries than any other racial/ethnic group in both



fiscal years, as was the case before and during the recession (Table 2A.6). White New Yorkers earned the most, followed by Asians and Others, and then Blacks. The income gap narrowed slightly in FY 2011, with Hispanics gaining two percent while real median wage and salary incomes in all other racial and ethnic groups decreased.

Age Group. Typically, the youngest and oldest age groups have the lowest labor force participation rates due to educational enrollment and retirement and this

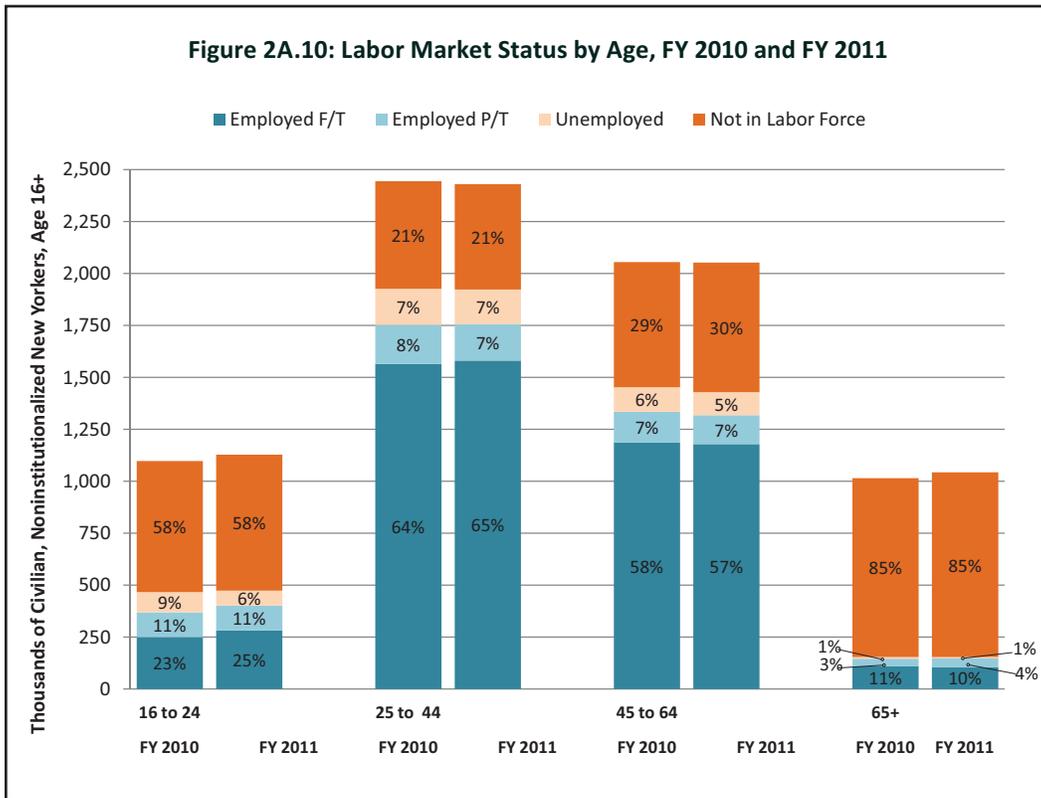
Table 2A.6: Real Median Wage and Salary Income by Race/Ethnicity, FY 2010 and FY 2011

RACE/ETHNICITY	FY 2010*	FY 2011	% CHANGE
Black	\$34,638	\$33,800	-2%
Hispanic	\$28,644	\$29,120	2%
White	\$55,085	\$52,000	-6%
Asian and Other	\$40,804	\$37,960	-7%

* In FY 2011 dollars, using the CPI-U for the New York Metropolitan Area.

Source: Current Population Survey, full-time workers

was true during both fiscal years (Figure 2A.10). (Section 3 of this report more closely examines the labor market experiences of young adults and City programming to support them.) Unemployment among adults ages 25 to 44 was slightly higher in both fiscal years than among adults 45 to 64.



Source: Current Population Survey, 12-month pooled samples, June 2009-June 2011; July 2010 through June 2011

The youngest adults earned the least in both years, followed by the oldest adults (Table 2A.7). As discussed in the *One System for One City: State of the New York City Workforce System, Fiscal Year 2010*, adults aged 25 to 44 surpassed the next age group’s median income during the recession years. Since that time, the 25 to 44 group has maintained its edge. The data also suggest that real median wage and salary income decreased across all age groups, most dramatically among those who were already earning the least: young adults ages 16 to 24.

Table 2A.7: Real Median Wage and Salary Income by Age, FY 2010 and FY 2011

AGE GROUP	FY 2010*	FY 2011	% CHANGE
16 to 24	\$27,530	\$23,920	-13%
25 to 44	\$42,807	\$41,600	-3%
45 to 64	\$40,580	\$39,988	-1%
65+	\$34,479	\$33,280	-3%

* In FY 2011 dollars, using the CPI-U for the New York Metropolitan Area.

Source: Current Population Survey, full-time workers

Conclusions

In FY 2011, New York City added 24,000 jobs (or 53,700 jobs in the private sector, excluding a loss of 29,700 jobs in the public sector) with strongest job growth in educational services, professional, scientific, and technical services, and accommodation and food services. In the two years since the end of the national recession, New York City added 66,200 jobs (or 83,800 jobs, if public sector job losses are excluded) with the strongest performances in the health care and social assistance, educational services, and accommodation and food services sectors. The unemployment rate remained just below the nine percent mark, although down from a peak of 10 percent in January 2010 and still below the national unemployment rate. Real median income from salary and wages of full-time workers declined by four percent from FY 2010 to FY 2011, and there was little change in the employment outcomes of most New York City residents by subgroup. Between fiscal years, some earnings gaps narrowed or closed. Staten Island's median earnings surpassed that of Manhattan's, Hispanics earned more while other groups earnings declined, and women's earnings decreased slightly less than men's. Other traditional differences between subgroups of New York City's working-age population persisted: more educated New Yorkers, Whites and Asians, adults ages 25-44, and the native-born continued to be more attached to the labor market, more likely to be employed, and earned more than their counterparts by race/ethnicity, age, and nativity. Those with a high school diploma, GED or less education earned less than half that of New Yorkers with a four-year college degree.

This analysis points to both challenges and opportunities for the workforce system. The fastest growing sectors in New York City consist of a large number and variety of entry-level and lower-skill occupations. Although they are also traditionally lower-pay jobs, they provide opportunities for youth and young adults, and those with relatively low education levels. In addition, employment recovery in the professional, scientific and technical services and the finance and insurance sectors may provide opportunities and experience for higher-skilled jobseekers. At the same time, however, there are many more jobseekers than openings and job growth in the past year has been weaker than the ten-year average. As a result, both the workforce system and the jobseekers it serves have challenges ahead.



SECTION 2B: DEMOGRAPHICS, SERVICES, OUTCOMES, AND FUNDING SOURCE

The previous section provided an overview of New York City labor market trends in FY 2011 and presented the labor market attachment and employment trends of New York City residents by various characteristics. This section describes the characteristics of those served by the City's workforce development system, types of services they received, outcomes of those services, and the funding sources. It also analyzes the extent to which the system reflects the labor market trends presented in the previous section.

The demographics of those served by the City's workforce development system in FY 2011 are very similar to the characteristics of those whom the data indicate were more likely to be unattached to the labor market or unemployed during the year. This suggests that the system served jobseekers most in need. Across all agencies and programs, the most common type of service in FY 2011 was training and work readiness activities. These activities contributed to the total of more than 110,000 job placements achieved through City-supported programs. The most common sectors in which customers found jobs were also those that demonstrated the strongest growth in FY 2011, suggesting that the City's workforce development system was responsive to broader labor market trends. Finally, analysis of funding information shows that the City's workforce development system utilized a variety of local, state, and federal funding sources in serving New York City residents.

Number Served

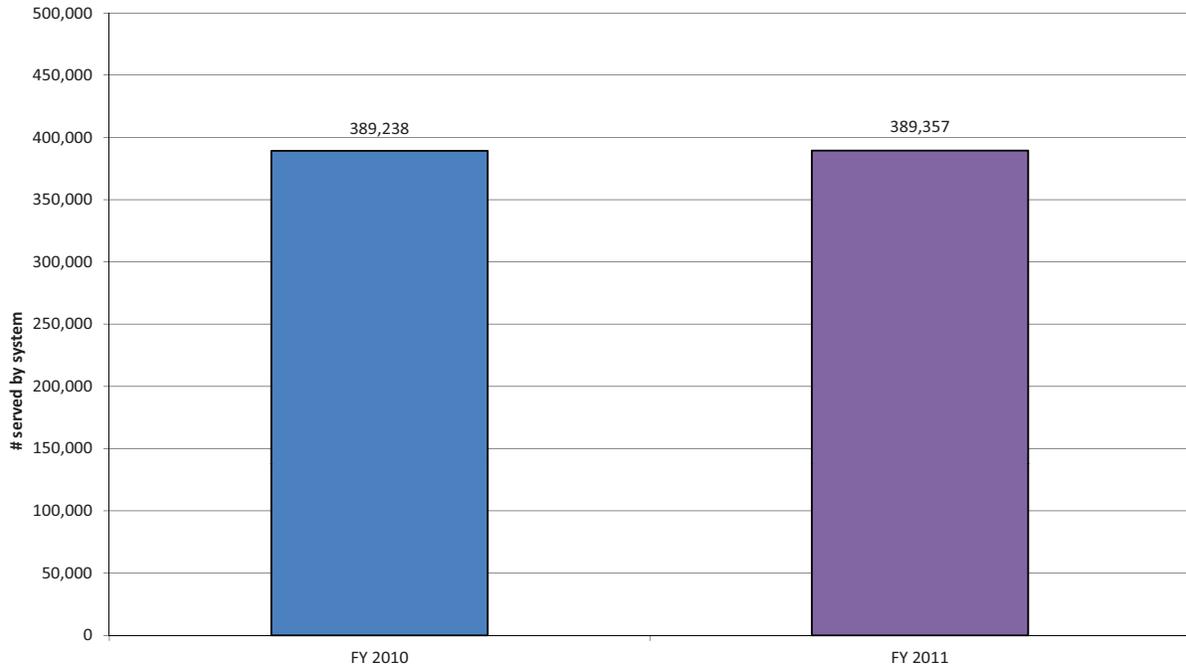
Figure 2B.1 shows that the City's workforce development system provided services to approximately 389,357 New Yorkers in FY 2011, roughly the same number served in fiscal year 2010 for the eight City agencies with data captured in both reports.¹ This count likely reflects some duplication, as people may receive services from more than one agency within the same fiscal year. Nevertheless, the total number served reflects the capacity of the City's government agencies to serve a large number of jobseekers.

Figure 2B.2 shows that most customers in both fiscal years were served by programs offered through the Human Resources Administration (HRA), Small Business Services (SBS), and the Department for Youth and Community Development (DYCD), with roughly 98 percent of total customers in FY 2011 served by these three agencies. While HRA, SBS and DYCD served the bulk of workforce system customers, the Department for the Aging (DFTA), NYC Economic Development Corporation (NYCEDC), the Department of Correction (DOC), and the Department of Health and Mental Hygiene (DOHMH) offered important services to specialized populations, including senior citizens, people with health issues, and incarcerated individuals looking to re-enter the labor market.

Although the total number of customers served changed little from FY 2010, Figure 2B.2 shows that HRA served a larger number of customers in FY 2011 compared to FY 2010, while SBS and DYCD served slightly fewer customers. The changes in number served largely reflect changes in funding levels. For example, DYCD was able to access federal stimulus funding in FY 2010, which sharply declined in FY 2011.

¹ This does not include data from the Department of Education-Office of Adult Continuing Education (DOE-OACE) or from the City University of New York (CUNY), which were not available for FY 2011. Therefore, the FY 2010 data included in this report differs from the FY 2010 report.

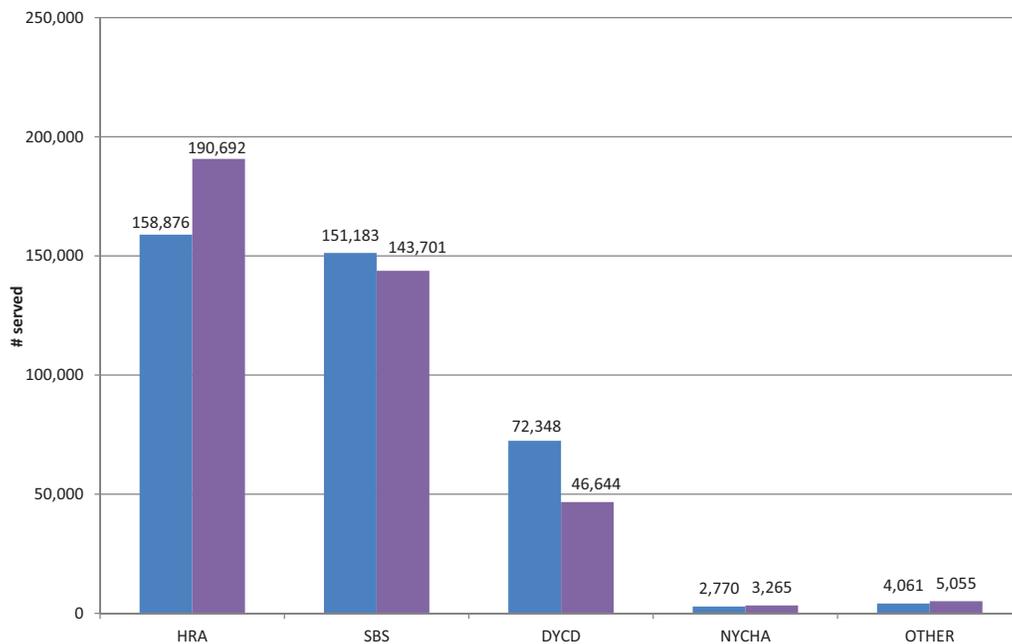
Figure 2B.1: Total Number Served, FY 2010 and FY 2011



Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. FY 2011 data were not available from DOE-OACE and CUNY; therefore, the total number served by these agencies in FY 2010 were excluded for comparison purposes.

Source: Analysis of data submitted by each agency.

Figure 2B.2: Total Workforce Customers Served by Agency, FY 2010 and FY 2011



Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. Other includes data from DOC, DFTA, DOHMH & NYCEDC.

■ FY 2010 ■ FY 2011

Source: Analysis of data submitted by each agency.

Gender, Race/Ethnicity, Age, and Education Level

The demographics of people served in FY 2011 reflect a diverse customer base and highlight the ability of City agencies to meet the needs of jobseekers from various backgrounds. Figures 2B.3 and 2B.4 illustrate that the majority of customers served in FY 2011 were female (56 percent), Black (50 percent), or Hispanic (32 percent). As shown in the previous section, Blacks and Hispanics had the highest unemployment rates in FY 2011, suggesting that the City’s workforce development system served some of those most in need when considering race/ethnicity. One area in which the demographic profile of the workforce customer population did not closely match that of New Yorkers who are disproportionately unemployed is gender. In New York City, men had higher unemployment rates during FY 2011 than women, although women were served at a higher rate by City-supported programs.

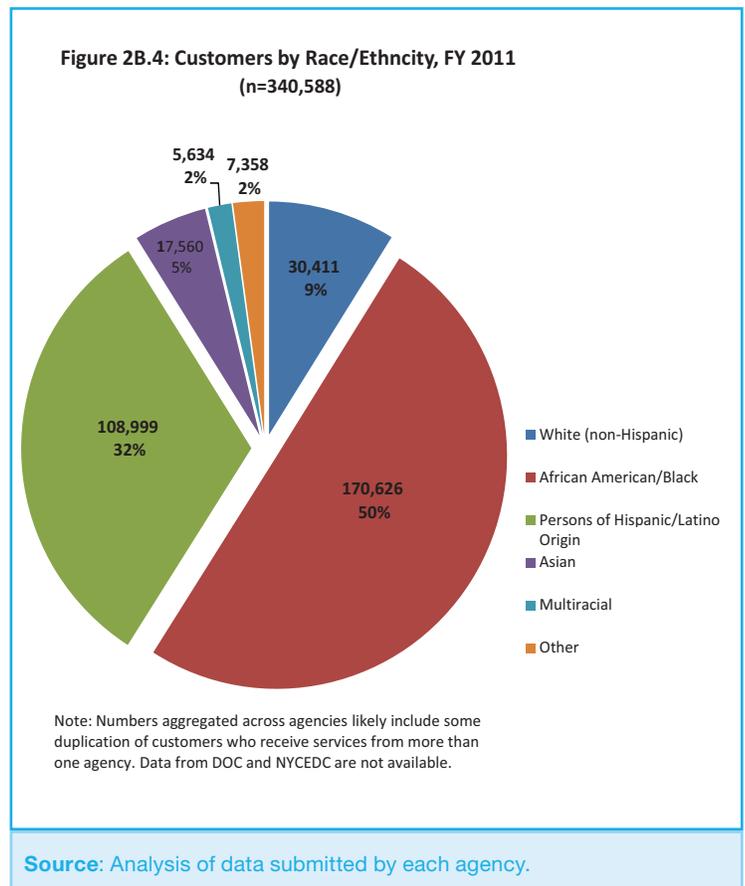
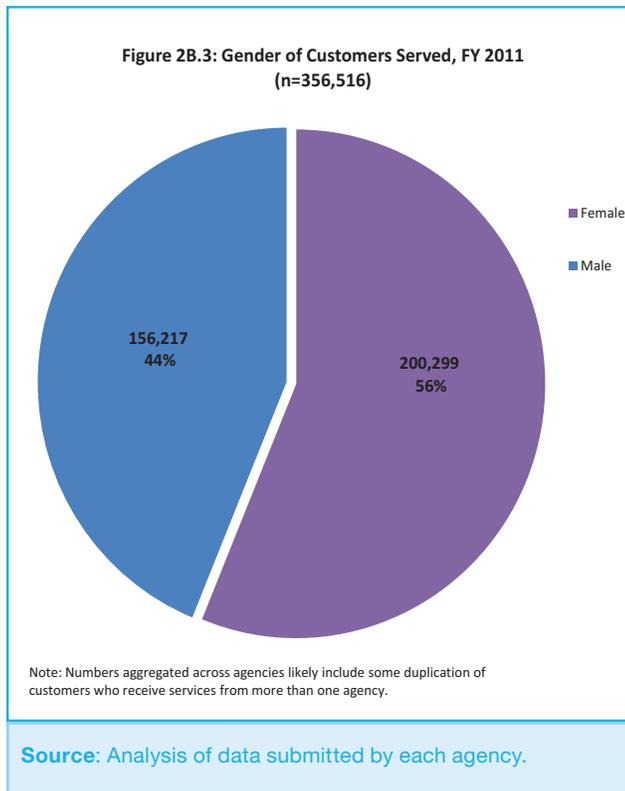
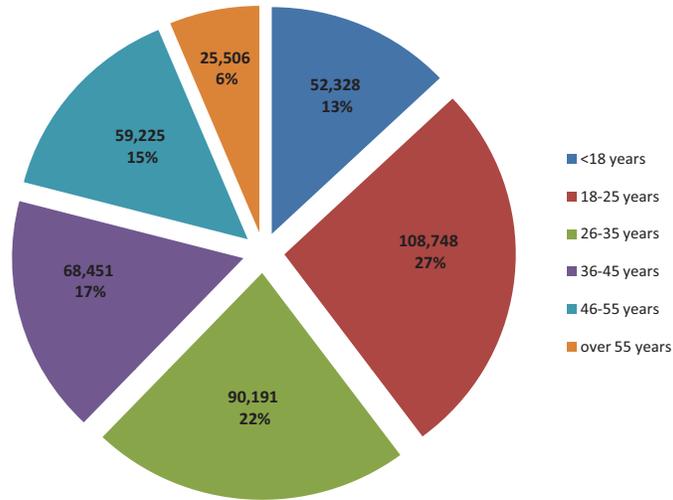


Figure 2B.5 shows that City agencies provided workforce development services to people of all ages in FY 2011. Young adults age 18 to 25 made up the single largest share of customers by age (27 percent), followed by people ages 26 to 35 (22 percent), and people ages 36 to 45 (17 percent). Youth under age 18 (13 percent) and those ages 46 to 55 (15 percent) also made up sizeable shares. As shown in the previous section, older youth and young adults between the ages of 16 and 24 had the highest unemployment levels in FY 2011, which helps explain their prevalence among customers of workforce services and highlights both their need for workforce development services and the capacity of City services to respond to their needs.

The breakdown of age by agency in Figure 2B.6 demonstrates the differences in target populations across agencies. HRA, SBS, and NYCEDC served a customer base that was diverse in terms of age, though the majorities served by all three agencies were under age 35. Not surprisingly, DYCD served primarily young people and DFTA served primarily senior citizens (Figure 2B.6).

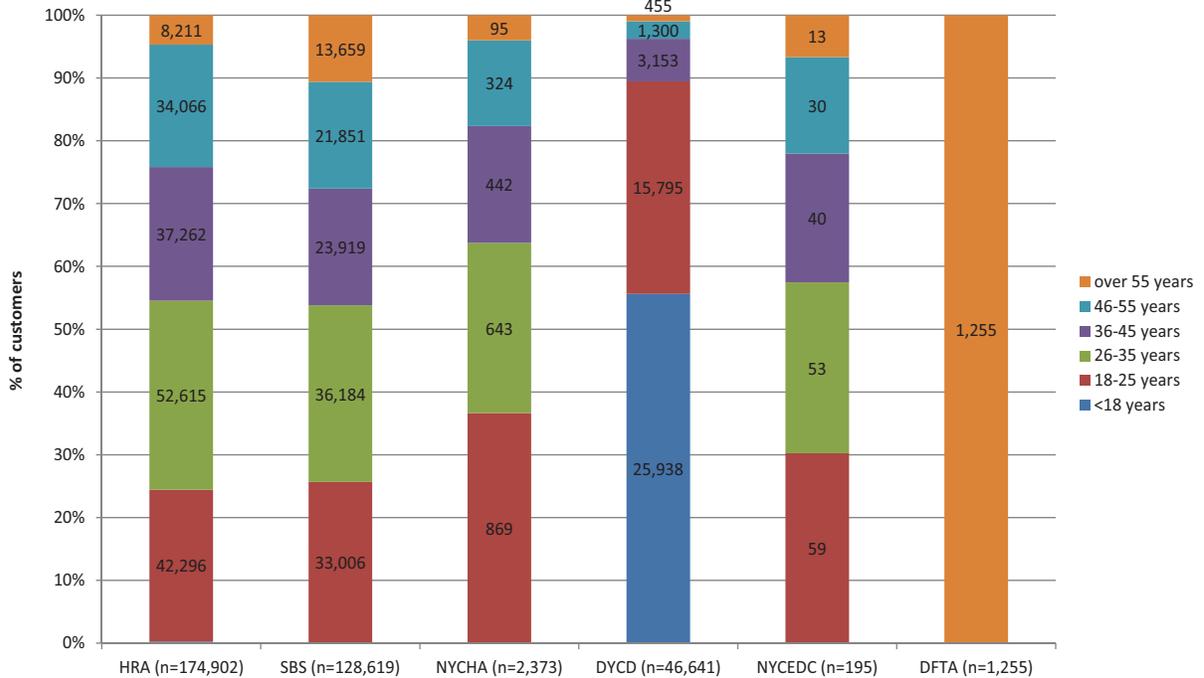
Figure 2B.5: Age of Customer, FY 2011
(n=353,985)



Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. Data from DOC are not available.

Source: Analysis of data submitted by each agency.

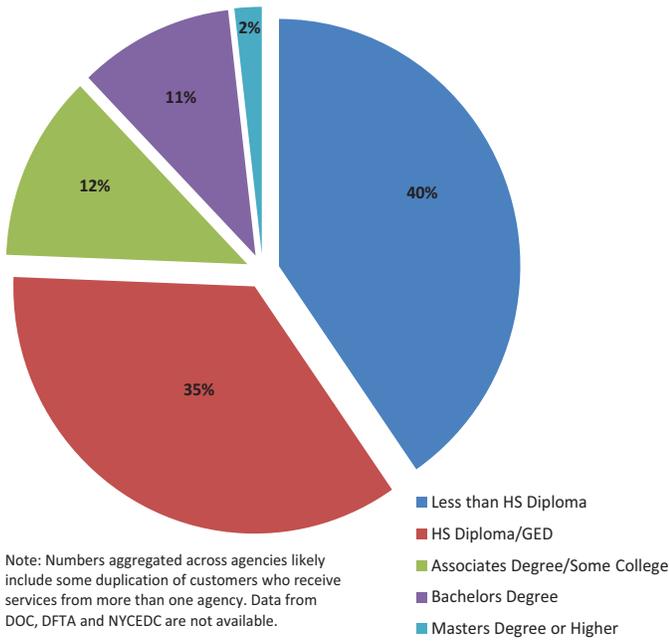
Figure 2B.6: Age of Customers by Agency, FY 2011
(n=353,985)



Note: Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency. Data from DOC are not available.

Source: Analysis of data submitted by each agency.

Figure 2B.7: Education Level of Customers, FY 2011
(n=299,984)



Source: Analysis of data submitted by each agency.

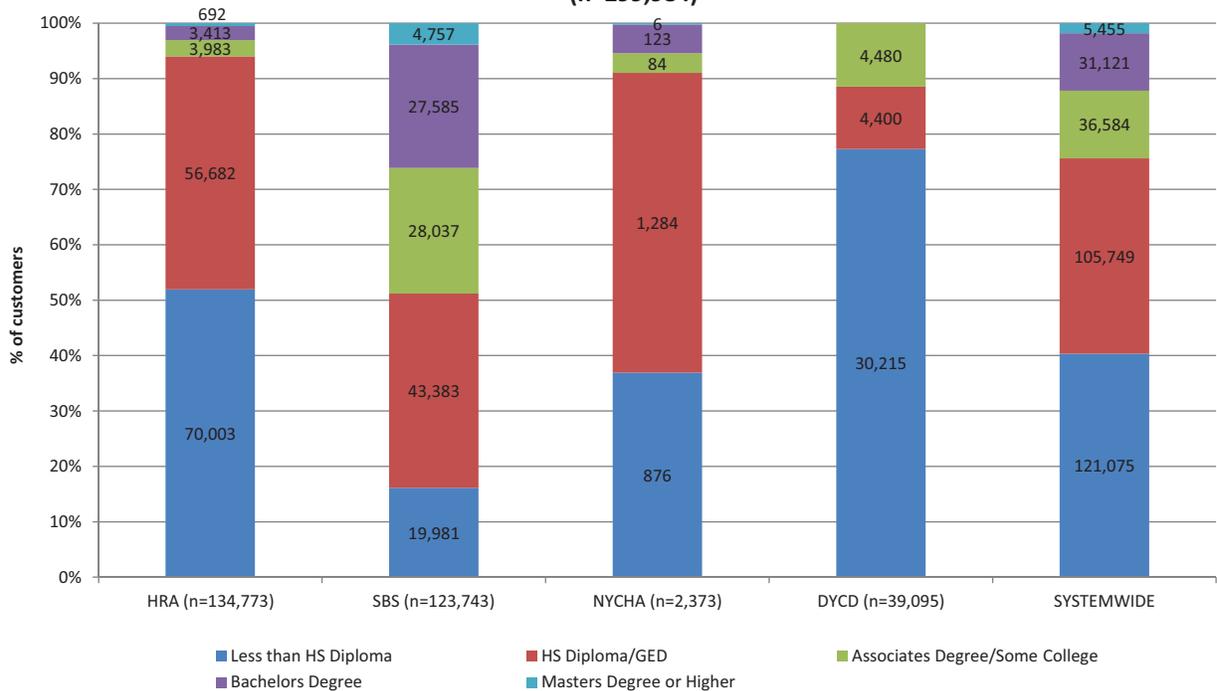
Figure 2B.7 shows the education level of all customers for which data were available in FY 2011. The majority of customers (76 percent) served by the City’s workforce development system had a high school education or less, with 41 percent having less than a high school diploma or equivalent. This was consistent with the finding from the previous section that those with the least education had the highest unemployment levels in FY 2011.

Figure 2B.8 shows the educational breakdown of customers served by each agency in FY 2011. HRA and the New York City Housing Authority (NYCHA) primarily served people with a high school education or less, while SBS served a customer pool with a more diverse educational background. Given its focus on youth, DYCD primarily served those with less than a high school education.

Services Provided in FY 2011

Table 2B.1 shows the types of services and the number served in FY 2011. These data are reported in the *City of New York Workforce Development Quarterly Report*² dashboard. The largest category of services was training and work readiness. This category includes occupation-specific training, education programs, and general work

Figure 2B.8: Education Level of Customers by Agency, FY 2011
(n=299,984)



Source: Analysis of data submitted by each agency.

² The City of New York Workforce Development Quarterly Report can be found at <http://www.nyc.gov/html/sbs/wib/html/data/industry.shtml>

readiness training. City agencies provide general work readiness training to a large number of customers, as well as occupation-specific training and educational opportunities. General work readiness activities primarily include soft skill training, such as resume writing, interview training, and assistance in marketing one's skills. The most common type of hard skills training across agencies included security, retail trade, customer service, computer skills, health care, bus drivers, and construction.

The number served in training/work readiness each quarter remained relatively stable in FY 2011; however, the last quarter in FY 2011 saw a 8.2 percent increase in number served. The number served by literacy programs increased in the latter part of FY 2011, with nearly 25,000 customers receiving literacy services in the fourth quarter of FY 2011. Table 2B.1 also shows that a sizeable number of customers worked in subsidized jobs in FY 2011, in both the public and private sectors. These programs offered employers a wage subsidy to employ individuals referred by workforce programs. As shown in the table, the number served in subsidized jobs declined in the last two quarters of FY 2011 due to a reduction in funding for HRA's program.

Table 2B.1: Total Number Served by Service Type, FY 2011

	FY 2011 Q4 (Apr 11-June 11)	Percent change from previous Qtr	FY 2011 Q3 (Jan 11-Mar 11)	Percent change from previous Qtr	FY 2011 Q2 (Oct 10-Dec.10)	Percent change from previous Qtr	FY 2011 Q1 (July 10-Sept. 10)
Training/Work Readiness	57,718	8.2%	53,355	-0.6%	53,684	-2.7%	55,184
Literacy Programs	24,633	1.2%	24,344	-11.3%	27,444	39.3%	19,706
Subsidized jobs	2,775	-27.8%	3,841	-49.3%	7,577	4.2%	7,273

Dashboard data are from the following agencies: HRA, SBS, DOE-OACE, DYCD, DFTA, NYCHA

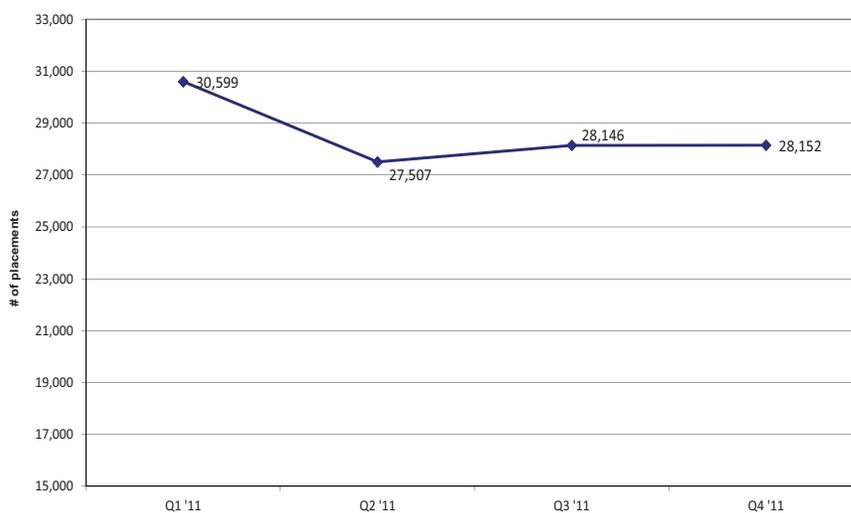
Source: City of New York Workforce Development Quarterly Report.

Workforce Development System Outcomes – Job Placements

Figure 2B.9 shows the number of job placements by quarter in FY 2011 across all programs. Over the entire fiscal year, 114,000 job placements were achieved across City programs, although this may reflect some duplication. The number of job placements remained relatively constant across quarter, although the first quarter was slightly higher reflecting seasonality, including the 2010 Summer Youth Employment Program.

Job placements across agencies were concentrated in sales/retail, healthcare, and food service sectors. HRA and SBS (the agencies with the highest number of job placements) placed the largest share of customers in the sales/retail sector, followed by healthcare and food services.

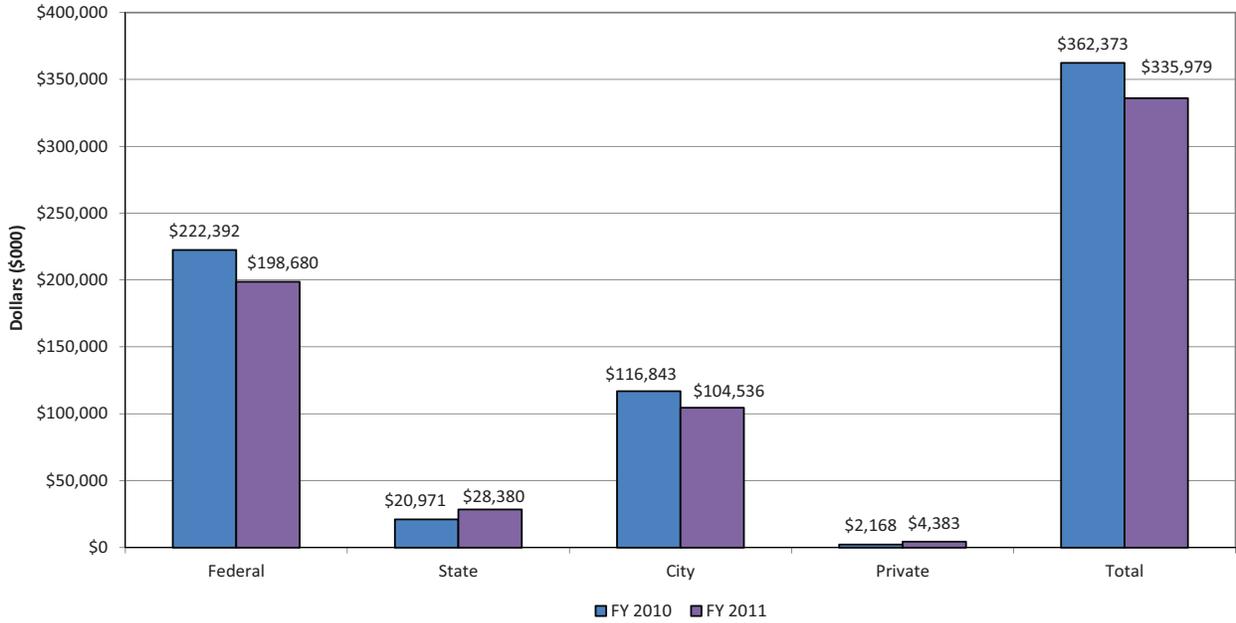
Figure 2B.9: NYC Workforce Development System Job Placements, FY 2011



Note: Job placement definitions differ by agency. Data are from the following agencies: HRA, SBS, DOE-OACE, DYCD, DFTA, NYCHA.

Source: City of New York Workforce Development Quarterly Report.

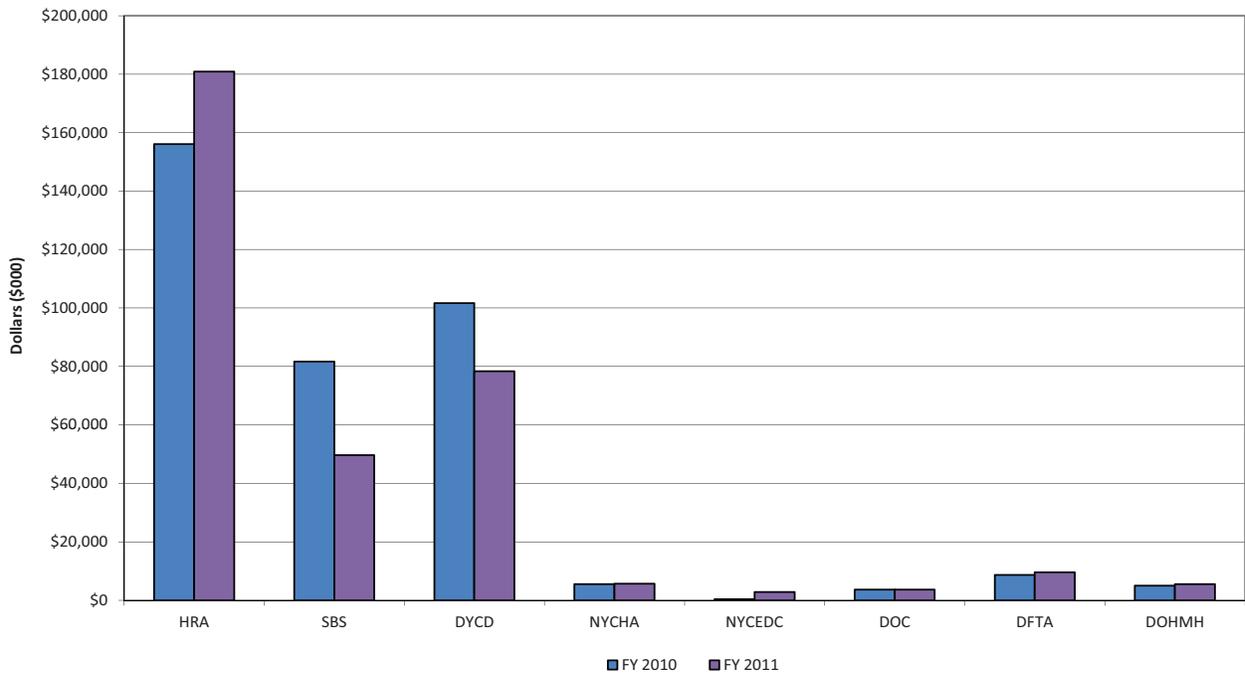
Figure 2B.10: Workforce Development System Expenditures by Funding Source, FY 2010 and FY 2011
(FY 2011 total=\$335.98M)



Note: Total expenditures for FY 2010 and FY 2011 reflect expenditure data from: HRA, SBS, DYCD, NYCHA, DFTA, EDC, DOC, and DOHMH. Data for DOE-OACE and CUNY are not included in FY 2010 or FY 2011 for comparison purposes. In addition, FY 2010 expenditures reflect some revisions to expenditures reported in the FY 2010 report.

Source: Analysis of data submitted by each agency.

Figure 2B.11: Workforce Development System Expenditures by Agency, FY 2010 and FY 2011



Note: Data for DOE-OACE and CUNY are not included in FY 2010 or FY 2011 for comparison purposes. In addition, FY 2010 expenditures reflect some revisions to expenditures reported in the FY 2010 report.

Source: Analysis of data submitted by each agency.

Funding sources

In FY 2011, expenditures on the City's workforce development efforts totaled \$334.7 million, representing a slight decline from the previous year. As Figure 2B.10 shows, the largest share of funding came from the federal government (\$197 million), although due to the end of some federal stimulus funding federal expenditures in FY 2011 were slightly less than FY 2010. The City contributed \$104 million in FY 2011 and received funding from the State totaling \$28.3 million.

Figure 2B.11 shows total expenditures by agency by year. The change from FY 2010 to FY 2011 largely reflects the nature of individual programs within agencies. For example, SBS and DYCD programs that received support from federal stimulus funding in FY 2010 received less or none in FY 2011 as the American Recovery and Reinvestment Act expired. In contrast, federal funding for HRA programs increased as more people received services through the Temporary Assistance for Needy Families (TANF) program and service providers were more successful in reaching program payment milestones. Overall, in FY 2011 City agencies were required to do more with less; serving slightly more people with fewer dollars.

Conclusions

In FY 2011, the City's workforce development system served almost 390,000 jobseekers. Those who were served by the system reflect the characteristics of those who were more likely to be unemployed or underemployed in FY 2011 based on analysis of labor market trends. This suggests that the City's system is structured in a way that supports those who are most in need of services. Jobseekers served by the City's workforce development efforts were more likely to be female, less educated, Black or Hispanic, and age 35 or younger.

The services provided were primarily training or work readiness related. The bulk of services focused on soft skills training designed to assist individuals in finding work and remaining employed. Additionally, a substantial number of jobseekers across all agencies received occupation-specific training or education, including literacy services. The most common industries or occupations for which training was provided were security, retail trade, customer service, computer skills, health care, bus driving, and construction; largely reflecting labor market trends by sector. In total, the City's workforce development system achieved 114,000 job placements in FY 2011. Placements were concentrated in the sales/retail trade, healthcare, and food services sectors. These were also the sectors that experienced overall job growth as shown in the previous section, suggesting that job placements matched labor market trends.

Total funding in FY 2011 was slightly less than in FY 2010, largely due to reduced federal stimulus funding. Despite the decline, the City's workforce development system served virtually the same number of people, suggesting greater efficiency and a capacity to stretch resources to best serve New York City's workforce system customers.

Overall, this analysis demonstrates the breadth and reach of City-sponsored workforce development services. It also highlights the diversity of those who are served by the system and the various contributions by different City agencies to meet these diverse needs. The City's workforce development efforts are supported by a variety of funding sources that often differ in purpose and in the rules for which they can be used. As such, it can often seem as though the City-supported workforce development system is disjointed. However, this analysis shows that each City agency serves a distinct population and offers the types of services that meet the needs of those populations.

SECTION 3A: CHALLENGES AND ACCOMPLISHMENTS IN WORKFORCE COLLABORATION

Policy Context

New York City agencies that deliver education, training and job placement services do not operate in a public policy vacuum. While some of the City entities whose work is detailed in this report, such as the NYC Center for Economic Opportunity (CEO) and the NYC Economic Development Corporation (NYCEDC), are creations of local government with missions defined at the City level and draw resources mostly or entirely from City Tax Levy (CTL) funds, most agencies that administer programs are guided by federal legislation and reliant upon money appropriated by Congress on an annual basis. The particulars of that legislation define what agencies can offer through programs, and the amount of funding heavily impacts the scope of workforce efforts in the City. In this section of the report, we present background on the legislation that guides various subsystems of workforce development, as well as recommendations for policy changes that would better support New York City's workforce system.

NYC Department for the Aging (DFTA)

The basis of DFTA's Senior Community Service Employment Program (SCSEP) is Title V of the federal Older Americans Act (OAA), which is scheduled for reauthorization in federal Fiscal Year (FY) 2012. In accordance with OAA, Congress designed SCSEP as a vehicle to ensure older Americans have opportunities to contribute to community organizations. DFTA's SCSEP program receives federal SCSEP funding through the U.S. Department of Labor's contract with the National Council on Aging (NCOA), as well as from New York State's Office for the Aging (NYSOFA).

NYC Housing Authority (NYCHA)

Section 3 of the Housing and Urban Development Act of 1968 is a federal mandate designed to generate economic opportunities for public housing residents tied to NYCHA expenditures. Section 3 requires public housing authorities, other recipients of federal funding from the Housing and Urban Development Department (HUD), and contractors and sub-contractors to provide, to the greatest extent feasible, economic opportunities including training, employment and contracting for public housing and other low income community residents where federal funding is expended for operations, modernization and development. Through Section 3, NYCHA incorporates resident hiring requirements in its contracts for services and labor. NYCHA's Resident Economic Empowerment & Sustainability (REES) program administers and monitors compliance with the regulation.

Given persistent high levels of unemployment, underemployment, and poverty in public housing, a priority service/special population designation under the Workforce Investment Act of 1998 (WIA) for workforce development, placement and advancement for public housing residents would support NYCHA residents looking to increase their income and assets and move out of poverty. New legislation with dedicated funding to expand additional Jobs-Plus sites in public housing also would expand the City's capacity to help NYCHA residents advance toward steady employment and economic stability.

Human Resources Administration (HRA)

The federal Temporary Assistance for Needy Families (TANF) program funds HRA's cash assistance program, with oversight provided by the New York State Office of Temporary and Disability Assistance (OTDA). TANF was created by the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) of 1996 and requires that recipients engage in work activities in exchange for their benefits. Federal legislation established work participation rates (i.e., a specified percentage of people receiving benefits must be engaged in work activity), with penalties to States that fail to meet the work requirement. New York State OTDA requires engagement in work activities of at least 30 hours per week, with exemptions provided to participants who are unable to work. The types of activities that count toward participation are determined by the federal legislation and guidance is provided to states by the U.S. Department of Health and Human Services. The New York State OTDA is required to develop a State TANF plan that outlines countable work activities, which must be approved by the US Department of Health and Human Services. Local social service districts, such as New York City, must operate their cash assistance program within the guidelines of the federal TANF Program and the State TANF Plan.

NYC Department of Parks & Recreation (DPR)

Via funding through the Human Resources Administration (HRA), the Parks Opportunity Program (POP) receives significant support from Temporary Assistance for Needy Families (TANF), a block grant program to help move recipients into work and turn welfare into a program of temporary assistance. TANF-funded clients face restrictions based on family size and time on public assistance that affect the ability of POP to properly service trainees. Specifically, due to funding restrictions, clients are not able to dedicate significant time to improving skills in order to become “work ready.” For more information please see http://www.acf.hhs.gov/opa/fact_sheets/tanf_factsheet.html.

NYC Department of Small Business Services (SBS)

Workforce development programs administered by SBS are primarily funded through the Adult and Dislocated Worker programs under Title I of the Workforce Investment Act of 1998 (WIA). The key features of WIA’s Adult and Dislocated Worker programs include:

- *One-Stop Career Centers (known in New York City as Workforce1 Career Centers) that partner with numerous organizations to ensure multiple service offerings are available in a single location*
- *Universal access to core workforce services for all individuals 18 and older*
- *A tiered-service approach, with service intensity increasing in conjunction with an individual’s employability needs*
- *Training services provided primarily through Individual Training Accounts (known in New York City as Individual Training Grants) that provide individuals with vouchers to redeem at qualified providers of occupational training in growth industries*

The New York City Workforce Investment Board (WIB) conducts oversight for Adult and Dislocated Worker programs. Under WIA, the WIB is tasked with approving approaches to implement most initiatives, under the principle that a local entity can best understand labor market needs. Therefore, most of the provisions of WIA, while detailed in some areas, do not significantly restrict SBS’s work.

Reauthorization of WIA has been pending for nearly a decade. Successful reauthorization would likely stabilize funding for programs administered by SBS. Reauthorization also could provide the opportunity to implement key reforms such as streamlining eligibility, better connecting workforce development and adult education services, and offering strategies to increase occupational training outcomes. The NYC WIB has published more detailed recommendations on reauthorization, which can be found at http://www.nyc.gov/html/sbs/wib/downloads/pdf/nyc_wia_recs_2011.pdf.

Other federal legislation authorizing services within Workforce1 Career Centers are the Title IV Amendments to the Wagner-Peyser Act within WIA, as well as training provided to WIA participants under Trade Adjustment Assistance (TAA), initially authorized under the Trade Expansion Act of 1962. TAA compensates workers who lose their jobs due to trade. It has evolved through subsequent legislation, including a temporary reauthorization and expansion to include service sector workers under the American Recovery and Reinvestment Act of 2009 (ARRA). President Obama signed legislation reauthorizing TAA in October 2011.

NYC Department of Youth and Community Development (DYCD)

DYCD’s workforce development services for youth are also largely directed and funded by Title I of WIA. WIA provides for ten youth program elements, including tutoring, summer employment opportunities linked to academic and occupational learning, occupational skills training, and supportive services. WIA also requires twelve months of follow up after program exit for youth, and includes a set of performance measures to gauge state and local area success in meeting the desired outcomes. Finally, WIA eligibility requirements for youth programs require youth served to demonstrate that they come from low-income families and demonstrate a barrier to gaining employment or completing an educational program.

The documentation of income eligibility by way of collecting sensitive information can be difficult and presents a burden to local area administrators and program contractors. Federal policy changes recommended by DYCD and the NYC WIB as part of WIA reauthorization would streamline eligibility requirements and reduce the burden of providing documentation for providers and participants. See http://www.nyc.gov/html/sbs/wib/downloads/pdf/nyc_wia_

recs_2011.pdf. Other policy recommendations include empowering local authorities to exercise discretion pertaining to eligibility of youth that fall just short of standard criteria, support for stand-alone summer jobs programs and the return of the Youth Opportunity Grant program, which allow for flexibility and program innovation by local areas.

SECTION 3B: CROSS-AGENCY COLLABORATIVE PROGRAMS IN EDUCATION, JOB TRAINING AND EMPLOYMENT SERVICES

Bridge to Tomorrow (BtT)

Partners: NYC Department of Education - Office of Adult and Continuing Education (OACE), NYC Department of Small Business Services (SBS), New York City Council (funding support)

Year Launched: 2011

Problem Statement: Each year, large numbers of individuals with less than a high school education seek services at the network of Workforce1 Career Centers managed by the Department of Small Business Services (SBS), including approximately 20,000 in FY 2011. Data show that the absence of even a baseline educational credential means that these individuals have lower employment participation rates, higher unemployment among those in the labor force, and lower wages compared to individuals who have a high school degree or GED. The most valuable long-term service jobseekers with low educational attainment can receive is educational assistance—in particular, and most immediately, help earning a GED.

Program Description: With funding support from the New York City Council, SBS and the Department of Education's Office of Adult and Continuing Education (OACE) developed Bridge to Tomorrow (BtT) over the course of Calendar Year 2010. Two "full service" sites, at the Upper Manhattan and Brooklyn Workforce1 Centers, opened in early 2011. At these locations, jobseekers without a GED who are interested in obtaining one take a short screening exam. Depending upon their scores, they are fast-tracked into a short-term preparatory sequence for the full test, sent to a six-week class targeting their particular educational needs before taking the GED test, or referred to basic education services at OACE schools. In the BtT "basic service" sites at the Bronx, Staten Island and Queens Workforce1 Career Centers, individuals qualifying for services participate in an education consultation with their Borough Liaison from which they are referred to OACE for assessment and appropriate educational services.

FY 2011 Budget: \$1.2 million (NYC Council funding)

FY 2011 Results: N/A¹

FY 2011 Highlights and FY 2012 Goals/Plans:

The Bridge to Tomorrow (BtT) program has seen over 1,900 clients since launching in February 2011. The BtT goals are to provide educational assistance and support to Workforce1 clients without HS diplomas and to help clients re-engage in Workforce1 Career Center job placement services after earning their GED.

The BtT objective is to offer full-service centers in all five boroughs. BtT staff have successfully transitioned the Bronx basic service site into a full-service site offering the BtT portal, GED orientation, Official Practice Test and fast-tracking to the GED exam. By November 1, full-service support will be available in the Queens Workforce1 Career Center.

¹ This program launched in late FY 2011. First year results will be available for FY 2012.

Employment Works

Partners: NYC Center for Economic Opportunity (CEO), NYC Department of Small Business Services (SBS), NYC Department of Probation (DOP)

Year Launched: 2008

Problem Statement: The DOP supervises approximately 27,000 individuals who have been placed on probation as an alternative to incarceration or placement. Typically disadvantaged in the search for work by deficits such as limited basic skills, low educational attainment and limited previous work history, in addition to their criminal records, probationers are often unemployed or work in entry level jobs with minimum wages. Without assistance, less than half who do find jobs remain employed after only six months on the job, and only between 10 and 20 percent remain employed after a year. Worse, two-thirds are likely to be arrested again. The majority of those who violate probation are not working at the time; by contrast, research has found that comprehensive employment programming is linked to far lower rates of violation and re-arrest.

Program Description: Employment Works is an interagency collaboration that provides educational, training, and supportive services tailored to prepare probationers for employment with the goal of placing and retaining participants in employment and reducing recidivism.

FY 2011 Budget: \$2.88 million (all CTL)

FY 2010 Budget: \$3.17 million (all CTL)

FY 2011 Results:

Number Served: 2,037

Number of Job Placements: 791

Number Placed in Employment at \$9/hr or More: 427

Number Confirmed Reaching 6-month Retention: 324

Number Confirmed Reaching 12-month Retention: 286

FY 2010 Results:

Number Served: 1,774

Number of Job Placements: 762

Number Placed in Employment at \$9/hr or more: 437

Number Confirmed Reaching 6-month Retention: 209

Number Confirmed Reaching 12-month Retention: 59

FY 2011 Highlights and FY 2012 Goals/Plans:

A Request For Proposals (RFP) was released and new vendors were competitively selected. New contracts are anticipated to launch in the third quarter of FY 2012. Enhancements to the program include:

- *Sector -focused business development*
- *Change in location from Queens to the Bronx, the borough of highest need; Other location will remain in Brooklyn, and the program will continue to provide Citywide coverage*
- *Increased volume of probationers referred from DOP*
- *Increased number of placements to 900+ in FY 2012*
- *Improved quality of job placements: goal of 70 percent of placements at \$10/hour or more*

Jobs-Plus

Partners: NYC Center for Economic Opportunity (CEO), City University of New York (CUNY), NYC Human Resources Administration (HRA), NYC Housing Authority (NYCHA)

Year Launched: 2009

Problem Statement: Increasing public housing residents' self-sufficiency is a long-standing and bi-partisan public policy goal and has been a priority of the Bloomberg Administration. New York City is home to over 400,000 residents living in conventional public housing. Public housing neighborhoods have high rates of unemployment with over 80,000 working-age residents across New York City not working. The majority of NYCHA residents who are employed earn less than \$30,000 per year. The City is committed to investing in public housing neighborhoods, and identifying and replicating proven models to support residents in achieving self-sufficiency and economic advancement.

Program Description: The primary objective of Jobs-Plus is to increase the earnings of public housing residents. Random assignment evaluation of a large-scale demonstration project of Jobs-Plus conducted in six U.S. cities from 1998 to 2003 found that residents of public housing who lived in participating developments saw considerable earnings gains compared to a control group. Jobs-Plus serves all working aged residents of the targeted housing development using a three-part strategy: on-site access to employment-related services, rent-based and other work incentives that allow residents to keep more of their earnings, and activities that promote community support for work through neighbor-to-neighbor outreach. The intent of the program is to connect residents to supports and training that will help them obtain jobs or advance in their current positions. In FY 2010, NYC launched the first City-sponsored, single site Jobs-Plus program at Jefferson Houses in East Harlem.² Jobs-Plus brings together several City agencies to provide a place-based comprehensive employment services program for residents of one or a cluster of NYCHA developments.

FY 2011 Budget: \$1.2 million (CTL and private funds)

FY 2010 Budget: \$1.2 million (all CTL)

FY 2011 Results:

New Entrants: 347
Number of Placements or Promotions: 195
Number of Job Placements: 162
Employment Retention After 3 months: 113

FY 2010 Results:

New Entrants: 545
Number of Placements or Promotions: 117
Number of Job Placements: 108
Employment Retention After 3 months: 31 (out of 38 eligible)

FY 2011 Highlights and FY 2012 Goals/Plans:

In FY 2011, with support from the Social Innovation Fund, the Center for Economic Opportunity, the New York City Housing Authority and the Office of Financial Empowerment planned for the third Jobs-Plus site with BronxWorks to serve NYCHA Residents in the South Bronx. In FY12, NYC will launch the Jobs-Plus at the BronxWorks site and plan up to eight more Jobs-Plus sites throughout the City.

Additional FY 2011 highlights included:

- *Strengthening connections to college: during FY 2011, Jobs-Plus created stronger linkages to educational opportunities at CUNY, becoming a pipeline for a number of grant-funded vocational training programs, especially*

² The East River Development Alliance (ERDA), a community-based non-profit organization, launched the first Jobs-Plus replication in New York City in 2004, serving a cluster of public housing developments in Western Queens.

in healthcare, as well as degree programs.

- *Taking root in East Harlem: Jobs-Plus has established a strong presence in East Harlem. Not only have staff been identified to serve as experts in planning groups and on resource panels, but Jobs-Plus itself is helping to shape workforce decisions in the neighborhood by serving on the East 125th Street Task Force and planning the first East Harlem Jobs Fair ever, in partnership with the local community board.*

FY 2012 Goals:

- *Jefferson Houses and BronxWorks will have a strong focus on advancement and retention, and will develop strategic approaches to serving typically hard-to-reach groups, such as sanctioned cash assistance recipients.*
- *HRA, NYCHA, and CEO will issue an RFP to select up to eight new Jobs-Plus sites.*

Nursing Career Ladders: Licensed Practical Nurse (LPN) Program

Partners: NYC Center for Economic Opportunity (CEO), NYC Health and Hospitals Corporation (HHC), NYC Department of Education (DOE)

Year Launched: 2007

Program Basics: An accelerated Licensed Practical Nurse (LPN) program for low-income students and HHC employees. Program graduates are placed in LPN positions earning approximately \$40,000 per year.

FY 2011 Budget: \$1 million

FY 2010 Budget: \$1 million

FY 2011 Outcomes:

Nurse Career Ladders: LPN Program (HHC/DOE)

Number of Student Enrolled in 2011	40
Number of Students Graduated in 2011	40
Number Passed the LPN Exam from the 2010 Cohort (N=38)	33
Number Job Placements as LPNs from the 2010 Cohort (N=38)	26

FY 2010 Outcomes:

Number of Student Enrolled in 2010	40
Number of Students Graduated in 2010	39
Number Passed the LPN Exam from the 2009 Cohort (N=39)	36
Number Job Placements as LPNs from the 2009 Cohort (N=39)	34

Scholars at Work

Partners: NYC Department of Education (DOE), NYC Department of Small Business Services (SBS), NYC Workforce Investment Board (WIB)

Year Launched: 2010

Problem Statement: Students of New York City Career and Technical Education (CTE) high schools graduate with advanced skills and industry-recognized credentials that make them desirable to employers in high-demand sectors of our local economy. Despite these attributes, those who seek employment immediately following graduation often struggle to find work because they lack professional networks, connection to employers that are hiring, and tools for an effective job search in today's economy. The Scholars at Work program helps fill these gaps.

Program Description: In 2009, the WIB, SBS, and the DOE began planning a pilot initiative to link adult workforce

services at Workforce1 Career Centers with the DOE's network of CTE high schools. The program offers a 14-week paid internship with employers in sectors related to participants' studies; it also includes work readiness and job search training, career counseling and access to job placement services upon graduation.

FY 2011 Budget: \$168,500

FY 2010 Budget: \$126,000

FY 2011 Results:

Internship: 26 interns completed the program; 14 received job offers; 10 began work after graduation.

Career Exploration: 82 students were referred to employers; 33 received job offers; 13 began work after graduation.

FY 2010 Results:

Internship: 17 interns completed the program; 8 received job offers; 4 began work after graduation. Of those who participated in the internship component, 15 entered college in Fall 2010.

Career Exploration: 11 participants received job offers; 5 began work after graduation.

FY 2011 Highlights and FY 2012 Goals/Plans:

- Expanded from three to five partner high schools
- All participating employers from FY 2010 returned for FY 2011
- Program projected to more than double in FY 2012, with all participating employers again committed to returning
- Program will expand internship placements to companies in the industrial and manufacturing sectors in addition to transportation
- Goal of 150 job placements in FY 2012

SECTION 3C: OLDER YOUTH/YOUNG ADULTS IN NEW YORK CITY'S LABOR MARKET

In New York City and nationally, older youth and young adults face a more challenging and unforgiving labor market than at any time since records have been kept. The combination of slow overall growth, a glut of workers competing for jobs that younger workers traditionally have filled, and increasing employer demand for "experience" as a requirement for hiring has severely depressed both employment and work participation rates for teens and those in their early 20s. A recent analysis by the Economic Policy Institute found that while the overall U.S. labor force had declined by 0.5 percent between the end of 2007 and the end of 2009, the decline among 16 to 24 year olds was 6.5 percent—meaning that 1.5 million fewer older teens and young adults were working or actively looking for work at the end of that two year period. A rise in school enrollment could account for about half this number, though considering the large number of high school and college students who must work while also pursuing education, this only partially mitigates the severity of the problem young people confront.¹

The downturn in youth employment is particularly troubling in light of its potential long-term consequences. Research has indicated that work is "path-dependent": those who work at age 17 are more likely to work at 19, and more likely to work into their early 20s and beyond.² This is particularly true for those young people who aren't as likely to go on

¹ Alexander Hertel-Fernandez and Kathryn Anne Edwards, "The Kids Aren't Alright—A Labor Market Analysis of Young Workers," Economic Policy Institute April 2010; online at <http://www.epi.org/publication/bp258/>

² Andrew Sum, Ishwar Khatiwada, and Robert Taggart with Joseph McLaughlin and Sheila Palma, "The Path Dependency of Teen Employment: The Impacts of Previous Year Work Experience on the Current Employment Status of the Nation's Teenagers (16-19) in 2006," Center for Labor Market Studies, Northeastern University, October 2007.

to college, where they might acquire credentials and skills that could help them overcome a lack of work experience. Even for many young people who are working, however, the glut of older workers with whom they are competing might mean that they are taking jobs below their skill levels, as in the case of a college graduate working as a retail clerk. Researchers have found that this outcome tends to depress a worker’s wages for years to follow.³

As shown earlier in the report, youth ages 16 to 24 are less likely to be in the labor force than all other age groups in New York City except adults over 65. Moreover, once attached to the labor force, they are more likely to be unemployed or employed part-time. A majority of youth in this age group can be expected to be in school either part-time or full-time, and many of those young people choose not to work. National figures on teen unemployment and recent decreases in funding for summer youth employment programs demonstrate that in-school youth confront historically high unemployment figures.⁴ However, because the vast majority of youth ages 16 to 18 are in secondary school, and due to sample size limitations of the data available for New York City, in this section we focus on young adults ages 18 to 24, with an emphasis on those who are neither in school nor employed. We present data on a number of relevant characteristics based on FY 2010 and FY 2011 data as well as FY 2007, the last full year of data before the start of the national recession.⁵

Population Overview. Table 3C.1 shows that there were almost one million young adults ages 18 to 24 residing in New York City in FY 2011, up 7 percent since FY 2007 (after a slight decline in population in FY 2010). The distribution of young adults by county roughly mirrors that of the larger working age population (Section 2, Table 2A.1): the largest number lived in Brooklyn, followed by Queens, then Manhattan, the Bronx, and Staten Island. Young adults were more likely to be U.S. born than the working age population overall: in FY 2011, 72 percent were born in this country. The population is about one-third Hispanic and one-third White, thus including more Hispanics and fewer Whites than the adult population. One in four were Black, and one in eight were Asian or another race/ethnicity. The young adult population was somewhat more educated than they were just

Table 3C.1: Characteristics of New York City Residents, Ages 18-24, FY 2007 to FY 2011

Total	FY 2007	FY 2010	FY 2011
	877,286	872,568	938,396
Borough			
Bronx	14%	18%	18%
Brooklyn	33%	31%	31%
Manhattan	19%	21%	18%
Queens	29%	24%	28%
Staten Island	4%	6%	5%
Nativity			
US Born	70%	72%	72%
Foreign Born	30%	28%	28%
Sex			
Female	47%	49%	51%
Male	53%	51%	49%
Race/Ethnicity			
Black	28%	27%	26%
Hispanic	28%	31%	31%
White	30%	31%	32%
Asian and Other	14%	12%	12%
Educational Attainment			
High School, GED or Less	49%	42%	43%
Some College	37%	38%	40%
Bachelor's Degree or Higher	15%	19%	17%
Educational Status			
In School	46%	47%	47%
Not in School	54%	53%	53%
Labor Market Status			
Employed Full Time	32%	28%	30%
Employed Part Time	12%	13%	12%
Unemployed	6%	10%	7%
Not in Labor Force*	50%	49%	51%

Source: Current Population Survey, 12-month pooled samples.

³ Hertel-Fernandez and Edwards.

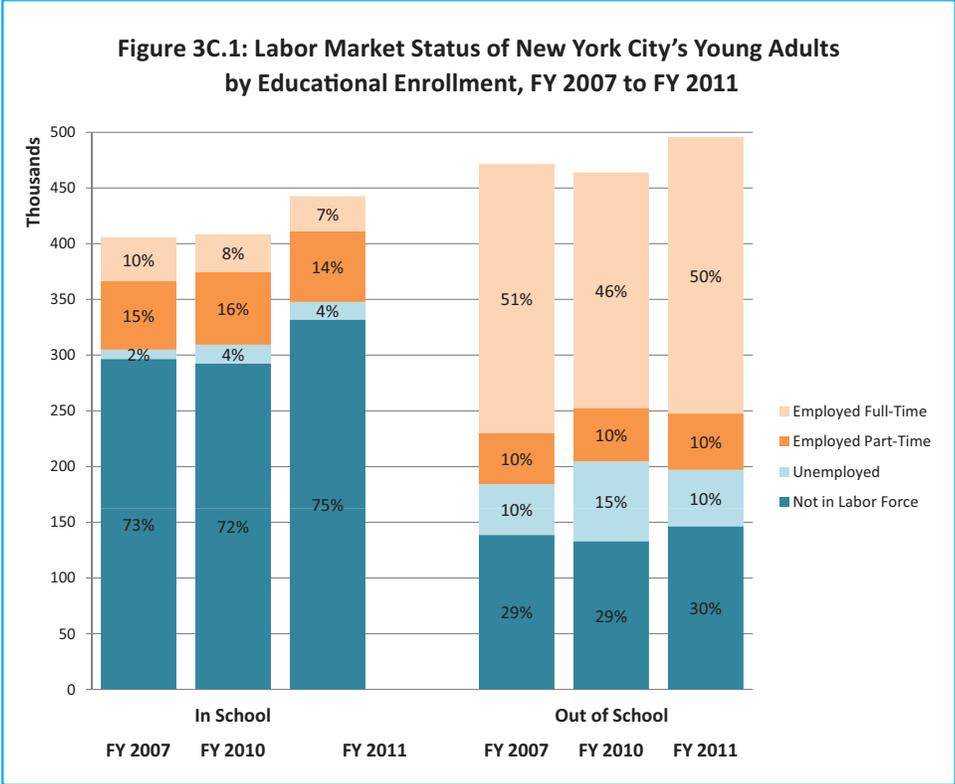
⁴ See for example, Rich, M. Adding jobs, but not many, U.S. economy seems to idle, New York Times, A-1, October 7, 2011.

⁵ The 2010 version of this report compared the pre- and post-recession demographics and labor market outcomes of New York City’s overall working age population, and so it is omitted from Section 2 of this report. Because the 2010 report did not include a special focus on the young adult population, the pre-recession comparison is included here.

four years ago, however. In FY 2007, almost half (49 percent) of New York City’s residents ages 18 to 24 had never attended postsecondary school, compared to 43 percent in FY 2011. In each of the three years considered, a majority of young adults were not in school. As Figure 3C.1 below demonstrates, the large majority of the approximately 470,000 young adults not in the labor force during FY 2011 (the sum of the population represented in the blue bars from the in-school, and out of school figures) were in school. Overall, the share of young adults not in the labor force did not fluctuate significantly over the time period considered.

Figure 3C.1 also shows that 21 percent of 18-to 24-year-olds who were in school were also employed (full-time plus part-time) in FY 2011, down somewhat from about 25 percent in FY 2007 and FY 2010. Although the portion of in-school youth who were unemployed (out of work but looking in the past four weeks) is relatively small, it doubled from two to four percent between FY 2007 and FY 2010 where it has remained into FY 2011. The number of young adults who were either out of the labor force or unemployed increased by 14 percent (roughly 300,000 to 350,000), while the population grew by only nine percent between FY 2007 and FY 2011. The decline is attributable in equal measure to the increase in the share of young adults either looking for work or out of the labor force.

The labor market status of out-of-school young adults ages 18 to 24 in FY 2011 appears similar to what it was in FY 2007, with about 10 percent of this population unemployed, 60 percent employed either part-time or full-time, and another 30 percent not in the labor force.⁶ FY 2010, however, saw a large increase in the unemployed among this group. Because the percentage of young adults who were not in the labor force remained unchanged from FY 2007, it is likely that the unemployed came from the ranks of the previously employed. The overall population of out-of-school young adults rose in FY 2011, and the percentage employed full-time rebounded nearly to FY 2007 levels, while the percentage of unemployed out-of-school young adults decreased.



Source: Current Population Survey, 12-month pooled samples.

Disconnected Youth

Still worse are the challenges facing those who are not working or enrolled in school—the group known as “disconnected youth.” Over recent years, it’s consistently been the case that about one in five New Yorkers between the ages of 16 and 24 are neither in school nor working;⁷ these numbers have stayed stubbornly high despite growing attention to

⁶ As noted in Section 2 of this report, the “not in the labor force” category includes individuals who want to work but cannot find employment as well as those who are voluntarily out of the labor force.

⁷ Community Service Society of New York, Disconnected Youth Initiatives; online at http://www.cssny.org/advocacy/disconnected_youth/

the needs of this group in recent years. While disconnection is a problem everywhere, it's particularly pronounced in New York City: an analysis conducted for DYCD by Vanessa Wight of the National Center for Children in Poverty and presented to the NYC Youth Council in summer 2011, found that disconnection was more common in New York City (15.8 percent) than the United States as a whole (14.0 percent).⁸

Figure 3C.2 shows that in FY 2011, among the nearly 940,000 young adults in New York City, 16 percent (approximately 146,000) were disconnected: neither in school nor in the labor force. Another five percent (about 51,000 young adults) were unemployed. Many of these young adults are trapped in a vicious cycle of disconnection: absence from today's labor market further hurts their prospects for steady work at decent wages later on. Without obtaining early work experience, they are foregoing the basic skills and employment history that would enable them to earn more as they enter their prime working years.

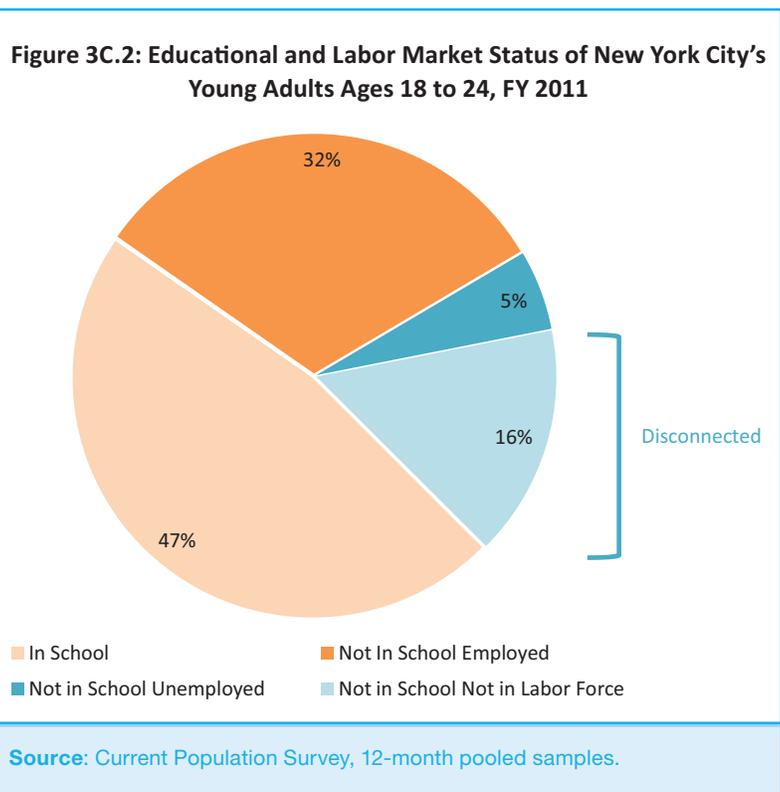


Table 3C.2 shows a profile of the Citywide disconnected youth population by geography, nativity, sex and race/ethnicity. The percentage of the young adult population that was disconnected remained stable from FY 2007 to FY 2011 (not shown); however, because the overall young adult population grew during that time period, the absolute number of disconnected young adults increased by about six percent to nearly 150,000 in FY 2011.

In all three years shown, a disproportionate number of disconnected young adults lived in Brooklyn, and the percentage rose between FY 2007 to FY 2011 (39 percent to 44 percent). In FY 2011, the percentage of disconnected young adults from the Bronx was 19 percent, closely mirroring the percent of the overall population ages 18 to 24 that same year (18 percent), down from 22 percent in FY 2010. Queens, Manhattan, and Staten Island residents all were relatively underrepresented among disconnected youth. Foreign-born New Yorkers were under-represented among disconnected young adults, with their share dropping from 35 percent in FY 2007 to 28 percent in FY 2011. Young men were also under-represented among disconnected youth during the same years.

Table 3C.2: Profile of Disconnected Young Adults in New York City, FY 2007 to FY 2011

Total	FY 2007	FY 2010	FY 2011
	138,659	132,981	146,431
Borough			
Bronx	16%	22%	19%
Brooklyn	39%	40%	44%
Manhattan	18%	18%	12%
Queens	24%	19%	22%
Staten Island	3%	2%	3%
Nativity			
US Born	65%	68%	72%
Foreign Born	35%	32%	28%
Sex			
Female	55%	57%	53%
Male	45%	43%	47%
Race/Ethnicity			
Black	32%	38%	38%
Hispanic	37%	34%	34%
White	19%	18%	17%
Asian and Other	12%	10%	11%

Source: Current Population Survey, 12-month pooled samples.

⁸ Dr. Wight used American Community Survey data in her analysis, helping to explain any divergences from the numbers presented elsewhere in this section which utilized Current Population Survey data

Comparative examination of New York City's disconnected youth by borough, nativity, sex and race/ethnicity reveals a number of important findings for policymakers to consider:

- *Disconnection is most common in Brooklyn, in both absolute and relative terms. In FY 2011, more than one in five (about 64,000) young adults in Brooklyn were neither in school nor in the labor force, and the number of disconnected grew by about 10,000, or 18 percent, since FY 2007.*
- *One in six (about 27,500) young adults in the Bronx was disconnected in FY 2011, up 26 percent from FY 2007.*
- *Although disconnection in Queens was somewhat lower than in Brooklyn—13 percent compared to 22 percent—and decreased between FY 2007 and FY 2011, the incidence was still quite high with more than 32,500 disconnected youth in Queens in the past fiscal year. Both in terms of prevalence and incidence, disconnection is the least severe in Staten Island of all five boroughs.*
- *Foreign-born young adults were slightly more likely to be disconnected than their U.S. born peers in all years, although the vast majority of disconnected young adults ages 18 to 24 were born in the U.S.*
- *Contrary to the traditional image of disconnected young people as predominantly male, young men and women in New York City were almost equivalently likely to be out of school and not in the labor force in FY 2011. In both FY 2007 and FY 2010, however, young women were more likely to be disconnected.*
- *Among racial/ethnic groups, Blacks were disproportionately represented in the ranks of disconnected young adults in all three years. In FY 2011, Blacks comprised 38 percent of disconnected youth, compared to 26 percent of the overall population ages 18 to 24. Hispanics and Asians and Others were all proportionately represented. Whites were much less likely to be disconnected than all other groups. White young adults made up 32 percent of the total 18-to-24-year-old population but only 17 percent of the disconnected population.*

The budgetary and social consequences of long-term disconnection—in costs for foregone income tax revenues, corrections, shelter system and social services, and less functional, coherent, safe and stable communities—more than justify a much greater effort to engage and assist marginalized young New Yorkers. As detailed in this section, a number of programs have emerged in recent years that have shown promise in reconnecting out-of-school, out-of-work youth. Additionally, philanthropically funded intermediaries such as JobsFirst NYC have emerged to play a vital role in coordination, resource development and the sharing of best practices. Joining these assets to the resources and agenda-setting capacity of the public sector will be crucial to our hopes of re-engaging tens of thousands of young New Yorkers to the educational and career opportunities they will need to enjoy successful and productive working lives.

There is no single problem facing young people with respect to the workforce, but rather a series of connected dilemmas:

Core educational deficiencies

Particularly in difficult economic times when employers often have a wide range of candidates for every job opening, those with the least educational attainment and lowest basic skills now have a particularly difficult time finding employment as the labor market has increasingly shifted toward higher-order thinking and an economy geared toward delivery of services rather than production of goods. Young people without a high school degree or GED face challenging odds of finding career-track, family-supporting work.

Too few work opportunities

For young people who do have a baseline of educational attainment—defined as high school completion or being on track to earn a diploma or GED in the near future—and some skills, the challenge is that opportunities to acquire vital work experience have shriveled over the past decade to the lowest levels since records were first kept in the late 1940s. Federal funding for summer youth employment has virtually disappeared, other than a brief surge in 2009 as part of the American Recovery and Reinvestment Act (ARRA), and state support has sharply declined as well. Worse, research suggests that the likelihood of a young person working is directly correlated to his or her household income—meaning that those who most need early work experience are least likely to get it.⁹

The **Summer Youth Employment Program** (SYEP), managed by DYCD, is the largest single youth jobs program in the United States. SYEP, which overwhelmingly serves young New Yorkers from low-income families, provides a welcome exception to the trend of work likelihood rising with family income: in summer 2010 (FY 2011), 70 percent of the participants surveyed indicated that without SYEP, they would not have worked that summer.¹⁰ Unfortunately, SYEP enrollment fell from over 52,000 in summer 2009 to about 31,000 two years later. The demand for participating in the program exceeds the resources available to do so; for example, there were 143,169 applicants for the summer 2010 (FY 2011) SYEP program and 31,000 potential slots. Recognizing this strong need and the positive benefits associated with participation in the program, since 2010, the Mayor's Fund to Advance New York has helped to raise private donations to support the program and fund as many placements as possible to meet the demand. The strong link between early work experience and subsequent persistence of employment and earning power suggests that the disappearance of summer and part-time work for youth will have severe long-term consequences for the City.

No career on-ramp

Even new college graduates in areas of overall demand who are looking to enter the workforce are having a much more difficult time than was the case a few years earlier. One reason for this is the slow pace at which older workers, many of whom saw their wealth deeply eroded by the downturn, are leaving the labor market; indeed, the percentage of individuals 55 and older who are working full-time has increased in recent years, the only group to do so. The other is, again, the great importance employers are placing on experience in making hiring decisions, and the dearth of opportunities for emerging workers to gain that experience.

Reasons for Encouragement

As the depth and magnitude of the labor market challenges facing young people have become clear in recent years, strong program models supported by both the public and philanthropic sectors have emerged in a range of different areas. Below, we detail some of these emerging programs in four categories: reconnection/educational foundation, serving at-risk public school students, secondary-to-postsecondary transitions, and transition into jobs and careers.

Reconnection and Educational Foundations

The City has launched a number of programs to assist young people in attaining their high school equivalencies such as GED Plus, Access GED, CUNY Prep and OSY. Among outside entities, Community Education Pathways to Success (CEPS) has proven effective in helping very low-skilled young New Yorkers rapidly close their skills gaps and progress toward attaining a high school equivalency diploma (GED).

GED Plus is a citywide program that provides no-cost, full-time and part-time GED services as well as support in transitioning to post-secondary education and/or work to students in New York City between the ages of 18 and 21. Students who are 17 may enroll if there are extenuating circumstances and have parent/guardian permission.

ACCESS GED offers full time GED preparation through a work internship program called Learning to Work (LTW), which helps students stay engaged, or re-engage, in school through work readiness. Age requirements are the same as GED Plus. During FY 2011, 9,830 were enrolled in a voluntary GED program (GED Plus or GED ACCESS). 1,932 GED exams were administered. 1,377 students passed the GED.

CUNY Prep is a collaborative effort between the Mayor's Center for Economic Opportunity (CEO) and The City University of New York (CUNY) that helps young people who lack high school diplomas earn their high school equivalency diplomas (a GED) and successfully enter college. Two thousand and five hundred and fiftytwo students have enrolled since the launch of CUNY Prep in 2003, 932 of whom have earned their GEDs. The program, which offers

⁹ Andrew Sum and Ishwar Khatiwada with Sheila Palma, "The Continued Collapse of the Nation's Teen Summer Job Market: Who Worked in the Summer of 2011?" Center for Labor Market Studies, Northeastern University, August 2011: online at <http://www.northeastern.edu/clms/wp-content/uploads/August-Summer-Job-Report.pdf>

¹⁰ NYC Department of Youth and Community Development, Summer Youth Employment Program 2010 Annual Summary; online at http://www.nyc.gov/html/dycd/downloads/pdf/SYEP_2010_Annual_Summary.pdf

a full-time day program for out-of-school youth between the ages of 16 and 18 and a part-time evening program for adults 19 and older, includes academic courses of study that provide students with the educational skills necessary to earn their GED and successfully enter college. A CEO study of CUNY Prep students found that between fall 2003 and June 2009, 80 percent of students who took the GED exam passed it; this compares to a 48 percent pass rate for all New York City residents in 2010. Forty-five percent of CUNY Prep graduates have enrolled in college, while others have enrolled in trade schools. All students who graduate the program receive follow-up services, such as ongoing support from CUNY Prep staff, and alumni meetings. CUNY Prep has served as a model for the DOE's new full-time GED programs.

The **Out of School Youth** program (OSY) run by DYCD serves young adults between the ages of 16 and 21 who are low-income, not connected to school or work and need assistance upgrading their educational and occupational skills. Funded by the federal government, OSY programs are operated by community-based organizations in all five boroughs of New York City and offer a wide range of services designed to increase young adults' success in the workplace and beyond. OSY has operated since 2002 and currently comprises 25 contracts with 21 community-based organizations. Providers now emphasize occupational training within specific sectors, and are required to develop strong partnerships in those fields with employers, outside training programs, and educational opportunities to maximize OSY participants' opportunities for viable, career-track employment upon completion of the program. In FY 2011, OSY served more than 1,300 New Yorkers.

CUNY Pre-GED/GED programs offered on 14 CUNY campuses help out of school youth and adults to achieve the high school equivalency credential needed to access post secondary studies and expanded employment opportunities. Instruction in these programs is rigorous and designed to prepare students not only to pass the GED, but also to build general background knowledge and the foundational skills and habits necessary for success in college. Given the differences between the content examined on the GED and the more difficult content examined by the CUNY Freshman Skills Placement exams, many GED graduates (and other under-prepared high school graduates) benefit from enrollment in a semester of CUNY Start instruction (described below) in reading, writing and math.

Community Education Pathways to Success (CEPS) is a model designed by the Youth Development Institute, a research and technical assistance entity, that helps community-based organizations better serve young people ages 16 to 24 who have dropped out of school and whose reading and math levels are too low for them to take the GED exam. CEPS offers a highly structured approach to youth services, high-quality instruction with two customized curricula, and high expectations for participating youth supported by caring, trusting and continuous relationships with adults. The model is highly replicable, and has informed programming such as the Young Adult Literacy Program described below. A third party evaluation of CEPS conducted by Campbell-Kibler Associates, Inc. found that CEPS students achieved literacy gains of 1.7 grade equivalents and math gains of 1.2 grade equivalents in a little more than four months; and that the number of CEPS participants who successfully transitioned to GED preparation was significantly higher than other comparable programs.¹²

Jointly developed by CEO and DYCD, delivered through 13 contracted community-based organizations and administered by DYCD, the **Young Adult Internship Program** (YAIP) annually serves approximately 1,360 young adult New York City residents aged 16 to 24 who are not working and not in school through educational workshops, counseling, and short-term paid internships. YAIP sets annual goals for enrollment, internship placement and completion, placement into education and employment, and retention after nine months.

In 2007, CEO, DYCD and the three Public Library Systems (Brooklyn, New York and Queens) launched the **Young Adult Literacy Program** (YALP), a comprehensive educational, counseling and internship pilot program to serve youth ages 16 to 24 that are not enrolled nor required to be enrolled in school, who lack employment and whose reading levels, generally measured between the 4th and 8th grade level, exclude them from enrollment in GED preparation classes. Community-based providers and the City's public libraries operate YALP sites, the number of which will expand from 12 to 17 in 2012.

¹² Patricia B. Campbell, PhD, Tom R. Kibler, and Jennifer L. Weisman, PhD, "Youth Development Institute: Community Education Pathways to Success, Final Implementation Report," Oct. 19, 2009; online at <http://www.campbell-kibler.com/2009%20CEPS%20final%20evaluation%20report%20with%20appendices.pdf>

Serving At-risk Public School Students

Since 2005, the Office of Postsecondary Readiness (formerly the Office of Multiple Pathways to Graduation) within the New York City Department of Education (DOE) has developed and expanded educational models tailored to various segments of the over-age, under-credited (OA-UC) student population.¹³ Students who are OA-UC are most at risk of dropping out before meeting New York State Graduation standards and earning a high school degree, thereby limiting their access to meaningful postsecondary opportunities. These models are briefly described below.

Young Adult Borough Centers (YABCs) are small learning environments located in host high schools that run full-time evening academic programs for students who have been in high school for at least four years and have attained a minimum of 17 credits. (New York City requires that students earn 44 credits to graduate.) At YABCs, students take personalized course offerings and programming, allowing them to focus on the credit portfolio they need for graduation through a non-traditional block schedule. Each YABC site is a collaborative partnership between the DOE and a community-based organization (CBO), which provides services including youth development support, career and college counseling, and assistance with job placement. Students attend YABCs through a shared instructional model and receive a diploma from their high school of origin upon completion of their credits and Regents exams. Since 2005, the YABC model has expanded from two to twenty-three sites across the five boroughs, serving over 5,500 students as of June 2010. YABC programs are consistently enrolled to full capacity.

Transfer Schools are small, academically rigorous high schools designed to re-engage students who are OA-UC or have dropped out of high school. To be eligible to attend a transfer school, students must have been enrolled in a public high school for at least one year and be far from a grade level promotion in their current or most recent high school. Transfer High Schools feature a personalized learning environment, rigorous academic standards, student-centered pedagogy, support to meet instructional and developmental goals, and a focus on connections to college. Since 2005, the number of transfer schools has grown from 18 to 43, serving 12,000 students as of June 2010.

Learning to Work (LTW) is a program offered within Multiple Pathways schools and programs, including YABCs, Transfer Schools, and ACCESS GED programs, which helps OA-UC students identified as at risk of dropping out stay in school by developing the skills they need to reach graduation, gain employment, and succeed in post-secondary education. LTW students have the opportunity to access services provided by CBO partners, including intensive employability skills development workshops, subsidized internships, college and career counseling, and job placement. The program also includes attendance outreach, individual and group counseling, academic tutoring, and youth development supports. The Learning to Work program is active in 57 schools and programs, serving over 11,500 students with wraparound services and providing over 5,000 paid internships annually.

The **In-School Youth** program, (ISY) administered by DYCD, provides services to high school juniors and seniors in high school considered at risk to drop out, who meet eligibility requirements. 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. ISY funds are distributed within each borough on the basis of need and the proportional population of WIA-eligible youth. Twenty-nine providers operate the program, serving about 1,600 City residents yearly.

Secondary to Postsecondary Transitions

Each year, tens of thousands of New York City students confront the fact that their academic skills and college-readiness behaviors are not adequate for college-level work. These students struggle to prepare for and navigate college, and many spend their precious financial aid on time-consuming remediation classes. The **Graduate NYC! College Readiness & Success Initiative**, supported with \$3 million from the Bill and Melinda Gates Foundation represents an effort to “double the numbers” of college graduates nationally by 2020. In its first year, Graduate NYC! brought together nearly 100 leaders to participate on cross-institutional project teams, which led data-driven work in three areas: aligning K-12 and college academics, coordinating and making available necessary student support

¹³ The NYC Department of Education defines over-age/under-credited students as those who are at least two years behind his or her expected age and credit accumulation in high school, e.g. a 17 year old in 9th grade.

services and operation improvements. Teams were specifically convened around Math Proficiency, Reading & Writing Proficiency, Transition Programs, External Awareness, Internal Advisement Capacity, FAFSA & Financial Aid Completion, and creation of a Longitudinal Student Tracking Database. Graduate NYC! is a collaboration of the Mayor's Office, the DOE, CUNY, other city agencies, and an extensive group of local community-based organizations.

CUNY Start is a program for prospective CUNY students who have been accepted to college because they have a high school or GED diploma, but are not ready for college-level work based on their scores on the CUNY Assessment Tests. It provides intensive preparation in academic reading/writing, math, and "college success." Evaluations of the CUNY Start pilot program found that a majority of participants at two participating campuses, LaGuardia and Kingsborough Community Colleges, required no further remediation. The program will enroll 1,250 students in the program in the 2011-2012 academic year.

Launched in 2007 with support from CEO, **CUNY ASAP** (Accelerated Study in Associate Programs) is designed to help motivated 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 and comprehensive advisement and career development services, and a range of special programs. Financial incentives include tuition waivers for financial aid eligible students and free use of textbooks and monthly Metrocards for all students. As of September 2010, 621 students, or 54.9 percent of the original Fall 2007 program cohort of 1,132 students, had earned their associate degrees within three years. This surpassed the original target of 50 percent, and was more than the twice the three-year graduation rate of a comparison group of similar CUNY community college students, 24 percent, and more than three times the national three-year graduation rate of 16 percent for urban community colleges. Based on the program's strong outcomes, CUNY has institutionalized support for ASAP, and the program has secured foundation support to expand program and evaluation capacity. CUNY is currently planning to scale up ASAP over the next three years across all six CUNY community colleges.

Job Placement

Notwithstanding the overall grim hiring climate for older youth and young adults, the network of **Workforce1 Career Centers** (Workforce1), administered by SBS, enjoyed striking success placing 18-to 24-year-olds into employment during Calendar Year 2010, the most recent period for which data are available. Workforce1 made 10,449 placements among customers aged 18 to 24, out of 36,800 total customers in that age group. This 28 percent placement rate was actually above the overall rate for Workforce1 during the same period, in which the Centers placed 31,390 customers out of 140,000, a 22 percent rate. Average hours worked and wages were lower for 18-24-year-olds than for all customers, as one would expect given the correlation of wages to age and work experience and the likelihood that a sizable number of those placed were also attending school part-time or full-time.

The relative success enjoyed by Workforce1 suggests that one key for young people at all levels of educational attainment and skill in finding work is to have some external validation for their job candidacies. As described in more detail on p. 55, Workforce1 refers jobseekers to real-time job openings submitted by employers, most of whom are "repeat customers" of the public system. They know from experience that Workforce1 is thoughtful in referring jobseekers, and thus are much more willing to seriously consider them. As younger jobseekers are less likely to have other means of validation—such as the strong professional or social networks that individuals develop over years of experience working—Workforce1 plays a vital role for them in securing employment. Another indication of the value Workforce1 can add for young people is seen through the Scholars at Work program, a partnership with the DOE in which seniors from selected career and technical education high schools are placed into 14-week paid internships with businesses that have worked with the Industrial and Transportation Career Center in Jamaica, Queens. More than half the students who completed internships were subsequently offered unsubsidized employment by their "host" businesses.

Year Up is an intensive one-year training program, funded almost entirely with private and corporate support, which helps urban high school graduates ages 18 to 24 to advance into higher education and full-time employment. The program offers a unique combination of technical and professional skills, college credits (through a partnership with Pace University), an educational stipend and corporate internship.¹⁴ Through 2008-2009, the program had enjoyed 100

percent placement of qualified students into internships, and 84 percent of graduates were in full-time employment or enrolled in college within four months of completing the program. Working Year Up alums earned an average starting wage of \$15 per hour. The program serves 250 New Yorkers per year, among 1,400 nationwide.

Other Initiatives

In the last year, the City engaged in two more major initiatives that will have significant positive ramifications for older youth and young adults: comprehensive reform of the GED exam, and the Young Men's Initiative, which will focus resources on services for young Black and Hispanic men.

GED Reform: GED 2014

In Fall 2010, then-Deputy Mayor Walcott launched the GED 2014 initiative, with the goal that all students (ages 18 and older) in GED preparation programs in NYC graduate with college-level skill and transition to further college or career-track training. The initiative is co-led by the Mayor's Office and the Department of Education.

To advance the GED 2014 goals, City agencies have taken part in a number of workgroups aimed at making progress in four key areas including:

- **Student Eligibility:** *Establish universal eligibility criteria to ensure that only students who have completed the school year in which they turned 17 and/or who do not have enough credits to pursue other HS track options will enroll in GED programs.*
- **Common Metrics:** *Develop common metrics to ensure all GED programs track and report results for all students including gains measures, retention, attendance, and outcomes.*
- **Quality Standards:** *Achieve quality standards for teachers, curricula, assessments, social-emotional supports, materials and facilities in all NYC GED programs with eventual movement to aligning GED standards with common core standards.*
- **Graduation Expectations:** *Raise GED graduation requirements to ensure GED graduates demonstrate college-level skill and access maximum college/career options.*

A related project is the GED 21st Century Initiative, a partnership of the DOE's District 79 with ACE/GED Testing Service (GEDTS), and the non-profit educational research organization MDRC. This initiative aims to provide adults and young people without a high school diploma with pathways to achieve college and career readiness. Among other goals, the GED 21st Century Initiative will replace the current GED with a new GED 2014 test aligned to the Common Core Standards and create new accelerated learning curricula and tools. Looking ahead, District 79 will continue to pilot test items for the new GED and interim assessments aligned to the new GED; develop and pilot curricula that help accelerate student competence in literacy and numeracy; and train GED instructors on the new test, curricula, and interim assessments.

Young Men's Initiative (YMI)

During his 2010 State of the City address, Mayor Bloomberg pledged action to address the challenges facing young Black and Hispanic men. Over the year and a half that followed, a team of mayoral appointees investigated the range of barriers these New Yorkers face, and produced a report finding that, while the population of 18 to 24 year-old males in New York City is roughly equally divided between whites, Blacks and Hispanics, poverty among the non-whites in this group is 50 percent higher, unemployment is 60 percent higher, and high school graduation rates are half that of whites among many other compelling indicators.

In August 2011, Mayor Bloomberg announced the Young Men's Initiative (YMI), a new public-private initiative to reduce these disparities and broadly support the advancement of young Black and Hispanic males in New York City. Over a three-year period, this \$127 million investment will support the implementation and expansion of over 20 programs to

¹⁴ New York Post, "'Prep' for Life," John Aidan Byrne, June 25, 2011: online at http://www.nypost.com/p/news/business/prep_for_life_F00TVO2sPTKJsklPwaw4ZK

connect young New Yorkers to educational, employment, and mentoring opportunities in partnership with dozen City Agencies. Major components of YMI include the following:

- *An overhaul of the NYC Department of Probation (DOP), which supervises 30,000 New Yorkers the majority of whom are Black and Hispanic males; under YMI, DOP will have more responsibility for connecting probationers to economic and educational opportunities to reduce recidivism.*
- *\$18 million to be spent on mentoring and literacy services for young adults.*
- *An additional \$24 million investment to support the Expanded Success Initiative, which will fund schools that have proven successful in closing the racial achievement gap in high school graduation outcomes to pilot strategies for similar reductions in the racial gap for college and career readiness .*
- *About \$25 million to be spent on connecting young men with employment opportunities through the expansion of Jobs-Plus, a place-based employment program that serves public housing residents. (See p. 35 for more on Jobs-Plus.)*
- *YMI-related policy changes and new agency practices include new metrics in School Progress Reports to hold schools accountable for the performance of Black and Hispanic males; a directive to City agencies to encourage and support young people in obtaining government-issued identification to remove one common barrier to employment; development of teen-friendly clinics that will help more young people access appropriate health care services; and an Executive Order ensuring that City agencies do not place undue barriers in their own hiring processes for people with criminal convictions unrelated to the jobs for which they are applying*

CEO has been charged with leading the implementation and evaluation of YMI programs, applying the same evaluation rigor and accountability to this set of investments as it has in the design and testing of other anti-poverty initiatives. Many of CEO's successful workforce development programs will expand through YMI, including Jobs-Plus, Justice Community, Justice Scholars, NYC Justice Corps, YAIP, YALP, Employment Works and sector-focused training initiatives at the sector-specific Workforce1 Career Centers.

Conclusion

In taking on any formidable task, it's vital to understand the limitations in place. The barriers older youth and young adults face on the road to labor market success are too many and too entrenched for any single institution or sector—government, philanthropy, business—to remove alone and requires participation by all and a larger economic turnaround for considerable impact.

Even so, significant progress is possible, and as this section of The State of the NYC Workforce System report hopefully has shown, many of the pieces are in place. At every point on the spectrum of youth readiness for employment, we as a City know more about “what works” than in the past. In neighborhoods across the five boroughs, young people who have received services from the programs described in this section face the future with more support and more hope as a result.

Important next steps include stronger linkages between all these categories of programming - youth educational attainment, employment opportunities and transitions into college and careers - such that when a young person “graduates” from YALP or YAIP, completes a Multiple Pathways program or earns her GED, she is supported to and through a clear next step. Additional investment, monetary and in-kind, from the business and philanthropic communities will be necessary to build these programs and meet the demand of our City's youth.

SECTION 4: AGENCY OVERVIEWS

Unlike some other cities, New York City does not have one single agency responsible for workforce development services. Instead, as detailed below, more than a dozen City agencies and Offices design and administer programs that offer basic education and literacy, job training, and employment and retention services. Each of these entities has other responsibilities as well, to which their workforce-related programming is complementary. For the most part, agencies with direct responsibility for programs contract out the services described below to a range of for-profit, nonprofit, and community-based organizations. These provider organizations are included, along with program detail, outcomes, and funding levels, in the Program Inventory in an appendix to this report.

Program-Operating Agencies

NYC DEPARTMENT FOR THE AGING

The NYC Department for the Aging (DFTA) supports the empowerment, independence, dignity and quality of life of New York City's diverse older adults and their families through advocacy, education and coordination and delivery of services. DFTA fosters independence, confronts ageism and promotes opportunities for older New Yorkers to share their leadership, knowledge and skills. The agency also works to expand effective, productive partnerships with consumers and advocates, as well as with private and public organizations.

FY 2011 Highlights and FY 2012 Plans

During FY2011, the National Council on Aging (NCOA), which oversees a number of federal Senior Community Service Employment Program (SCSEP) grantees on behalf of the U.S. Dept. of Labor's Employment Training Administration, lauded DFTA as a national leader among NCOA funding recipients. The NCOA awarded three recognition certificates to DFTA: 1) highest 2011 performance in the service level category, 2) highest 2011 employment retention, and 3) outstanding satisfaction of the NCOA's performance goals. Additionally, DFTA's SCSEP program opened 60 new training worksites.

SCSEP will continue to serve older New Yorkers despite a 25 percent (\$3 million) reduction in its FY 2012 budget, the result of federal and state cuts as well as the conclusion of stimulus funding. In response, DFTA will expand its employer job bank and enhance relationships with existing partners. For instance, participants will receive food service training for food handling certifications and job placement assistance at LaGuardia Community College. The institution reaches a network of employers in the hospitality industry. Likewise, DFTA will team with Partners in Care, Inc. to expand its homecare training, and with the Allied Barton Security Company to train and place clients as building security guards. Other trainees will participate in online training, which includes more than 400 courses.

Collaborative Efforts

DFTA's SCSEP continues to work closely with and help staff New York City Workforce1 Career Centers in all boroughs. DFTA provides general information to clients on the SCSEP Title V program, guides potential applicants, and also provides background on other services available through the agency. Additionally, six new City agencies partnered with DFTA's SCSEP program to become new training work sites during FY 2011.

NYC DEPARTMENT OF CORRECTION

The NYC Department of Correction (DOC) is the second largest municipal jail system in the United States. It provides for the care, custody and control of adults, 16 years of age and older, accused of crimes or convicted and sentenced to incarceration for one year or less. The Department consists of ten jails, including eight detention centers on Rikers Island and two borough houses of detention, and, in addition, two hospital prison wards and court detention facilities

in all five boroughs. The Department handles approximately 90,000 admissions each year and manages an average daily population of 12,500-plus inmates.

FY 2011 Highlights and FY 2012 Plans

In Fiscal Year 2011, DOC continued operations of the Rikers Island Discharge Enhancement (RIDE) and piloted new workforce oriented programming and collaborations. Through the RIDE program, 1,717 city-sentenced inmates worked with contracted providers to address their re-entry needs including job training and placement. This program has been in place since 2004.

Additionally, DOC has enhanced efforts to provide job training and job preparation activities to pre-trial inmates and to work collaboratively with community partners to improve workforce development outcomes for inmates.

In April 2011, DOC launched “Workforce 101,” a 10-week sector-based soft skills program that educates participants on how to secure employment upon release. Participants in the program passed the Food Protection course offered on Rikers Island and had related work experience since they were working in food-related positions such as the Rikers Island bread factory and the horticultural training program. Since its inception this spring, 35 participants have completed the program. Jointly facilitated by DOC staff and trainers from community-based programs including the Osborne Association and the Fortune Society, participants receive training in job interviewing, handling questions about their criminal records, resume and cover letter writing, and the job application process. Guest speakers shared their tips on finding a job in the industry as well. Upon completion, participants are linked to community-based organizations to help them find employment, in addition to public resources such as the Workforce 1 Career Centers (WF1CC) and NYC Human Resources Administration (HRA).

DOC also convened its first workforce advisory committee, with leaders at public and private organizations, employers, and non-profit providers seeking to expand the reach and scale of workforce development programming for inmates. Over the course of three meetings, the committee formulated recommendations to strengthen and increase inmates’ opportunities upon discharge to secure advanced training or employment opportunities in high-demand industries. The committee created three separate workgroups to provide detailed analysis and support in three specific areas: participant outreach and recruitment, participant training, and business engagement.

In FY 2012, the committee will implement new initiatives, including:

- *Producing a comprehensive video of workforce development organizations to be shown to families in the jails’ visit areas as a means to conduct outreach for participation in job training and job placement programs upon release;*
- *Recommending a career assessment tool that can be used by providers and DOC to assess an individual’s work history, employment goals, and employability;*
- *Researching and implementing jobs training programs at DOC that are closely tied to in-demand industries; and*
- *Planning an employer roundtable in targeted industries to learn about hiring needs and inform them about benefits that incentivize the hiring of those with criminal backgrounds.*

Additionally, since May 2011, DOC has offered “Reentry Preparation Courses,” discharge planning workshops, now offered at all of its jails to provide interested inmates with information and resources to support their re-entry back into the community. To date, 842 inmates have participated in these workshops. Employment, sobriety and educational opportunities are prioritized in these sessions. These courses will continue to be offered in Fiscal Year 2012.

DOC is realigning its contracted discharge preparation services by assessing inmates for risk of readmission, need, amenability to change and anticipated length of stay to target services, including job readiness and placement, to those inmates most in need. This program will increase the target population from only sentenced inmates to both sentenced and detained inmates. DOC is committed to providing inmates the resources and opportunities they need to achieve education, employment and sobriety during and after their incarceration. In conjunction with community partners, DOC currently offers a limited number of job training and job preparation activities; however, due to high need among the inmate population, current capacity cannot accommodate the number of interested inmates.

The challenges for DOC's workforce development efforts continue to be a need for more comprehensive job training and placement resources and strategic partnerships to provide sufficient training and programming for inmates during their periods of incarceration, and too few relationships with employers in high-growth industries that are open to hiring individuals with criminal backgrounds. To overcome these challenges in FY 2012, DOC will work closely with the workforce advisory committee to improve efforts of organizations that recruit inmates for both jail-based and community-based jobs training programs and to expand engagement with employers to increase employment opportunities for those in DOC custody upon discharge. Through these efforts, DOC is working specifically with the NYC Department of Education to expand career and technical education offerings through its East River Academy on Rikers Island to include hard-skills training. Similarly, in September 2011 DOC began a new partnership with Goodwill Industries to introduce the Beyond Jobs program at the Rose M. Singer Center, where single mothers will have the opportunity to gain training in OSHA-10, first aid/CPR, and customer service skills, based on the National Retail Federation curriculum. In October 2011, DOC also launched an initiative with HRA and America Works to launch an additional work readiness program that would provide in-jail job readiness training and link potential food stamp recipients and non-custodial fathers to America Works upon discharge for employment opportunities.

In addition, DOC continues to work with community-based organizations currently providing job training at DOC facilities, at no cost to the Department. Presently, these partners include:

- *John Jay College of Criminal Justice, providing job training in Automotive Skills, Custodial Maintenance, Computer Repair, and Data Entry, to adult inmates.*
- *Horticultural Society of New York, providing job training, job placement, and technical educational through the Greenhouse project and Horticultural Skills training program, to adult inmates.*
- *NYC Department of Education, providing culinary arts training to inmates of public school age at the East River Academy located on Rikers Island.*
- *Osborne Association, providing culinary arts, computer literacy, and life skills training to adult inmates through the Fresh Start program.*

Lastly, DOC is also planning to hire a full-time director of workforce development to be responsible for the development, coordination, implementation, and monitoring of workforce initiatives necessary for the inmate discharge preparation with regard to job readiness and placement.

Collaborative Efforts

- *Through the workforce advisory committee, DOC is working closely with private and public entities that are committed to supporting the re-entry of incarcerated individuals back into the community. The committee includes participation from HRA, Mayor's Office of Adult Education, SBS, DOE, LaGuardia Community College, Future Now at Bronx Community College, Getting Out and Staying Out, Goodwill Industries, Wildcat/Fedcap Rehabilitation, Osborne Association, CASES, Fortune Society, and the Doe Fund.*
- *Through collaboration between HRA and DOC, America Works is planning to provide a work readiness program for sentenced inmates to link them to community-based job placement services for individuals on public assistance.*
- *In conjunction with Osborne Association and Fortune Society, DOC is committed to replicating its Workforce 101 program across its jails to expand the numbers of inmates who receive work readiness training, resume preparation, job interviewing skills and job search skills.*

NYC ECONOMIC DEVELOPMENT CORPORATION

The NYC Economic Development Corporation (NYCEDC) is New York City's primary engine for economic development, charged with leveraging the City's assets to drive growth, create jobs and improve quality of life. NYCEDC is dedicated to supporting New York City and its people, using its expertise to develop, advise, manage and invest to strengthen businesses and help neighborhoods thrive. NYCEDC helps create affordable housing, new parks, shopping areas, community centers, cultural centers and much more. NYCEDC invests in growth and capital, in human as well as economic terms: its vision is for New York and New Yorkers to realize a rich, rewarding and vibrant future.

FY 2011 Highlights and FY 2012 Plans

During FY2011, NYCEDC and New York City invested over \$1 million to support workforce training programs in Coney Island, Brooklyn and Willets Point, Queens. In Coney Island, NYCEDC's partnership with Kingsborough Community College trained over 325 individuals for hospitality jobs that development in that area is likely to bring over the next several years. NYCEDC also managed the hiring for amusement park operators in Coney Island. In all over 312 individuals were hired as a result of these efforts including 140 individuals who were rehired from last year's efforts. NYCEDC programs in Willets Point helped train over 500 incumbent workers for future employment opportunities. In addition, NYCEDC has proactively incorporated its HireNYC program into more than 20 development sites across the City, and expects that the program will provide permanent jobs to over 500 New Yorkers in the coming years. In FY 2012 NYCEDC plans to continue to invest in these programs and achieve greater impact.

Collaborative Efforts

- *Member, Deputy Mayor led NYC Workforce Cabinet and workgroups.*
- *Partner with SBS, NYCHA and HRA on linking their clients to permanent employment opportunities in NYCEDC development projects.*

NYC DEPARTMENT OF HEALTH AND MENTAL HYGIENE

The NYC Department of Health and Mental Hygiene (DOHMH) is responsible for protecting and promoting the physical and mental health of all New Yorkers. DOHMH does this by funding and overseeing an array of services and advancing public policies that improve environmental, economic, and social conditions impacting health; improving access to and quality of care; and informing, educating, and engaging New Yorkers to improve their health and the health of their communities. The Division of Mental Hygiene has primary responsibility for the Department's efforts to reduce the burdens of mental illness, alcohol and drug use, and developmental delays and disabilities and to assist affected New Yorkers in living to their fullest potential. The Division supports approximately 1,100 community-based programs providing treatment, housing, case management, family support, and rehabilitative services including employment and other vocational services that comprise key components of rehabilitation and recovery.

FY 2011 Highlights and FY 2012 Plans

In FY 2011, DOHMH highlights included directing a number of programs to close long term cases to increase their capacity to receive new referrals, a step that helped increase the total number of individuals served during the twelve-month period. The agency also improved data collection, focusing on length of stay and placements. To address the challenge of customers with mental illnesses or co-occurring disorders who are reluctant to pursue employment due to fear of losing benefits, the agency offered comprehensive five-day certificate training to providers on benefits and work incentives. Finally, DOHMH analyzed vocational assessment tools to be used in housing programs and identified priority populations for programs to serve to be added to contract language, including individuals with limited work experience, extensive histories of homelessness, and co-occurring disorders.

For FY 2012, the agency's primary workforce goal remains to increase by 10 percent the number of individuals in NYC with a mental illness who are employed competitively in an integrated setting, defined as earning minimum wage or above and working at employment sites side by side with non-disabled people. To this end, DOHMH intends to train providers on benefits, work incentives and monitor training outcomes; reallocate capacity from underperforming programs if placement rates do not improve and redirect resources to providers that can deliver better outcomes. Specific steps related to the agency's Assisted Competitive Employment (ACE) programs include surveying and monitoring ACE programs to ensure that they are predominantly serving the identified priority populations, implementing and evaluating a validated or newly designed vocational assessment in supported housing programs, expanding referral sources for ACE programs in the private sector, and increased monitoring of outcomes and enforcement on enrollment, discharge, length of stay and newly placed customers.

NYC HOUSING AUTHORITY

The NYC Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low- and moderate-income New York City residents. NYCHA's Conventional Public Housing Program has 178,882 apartments in 334 developments throughout the five boroughs of New York City. NYCHA also administers a citywide Section 8 Leased Housing Program in over 95,800 rental apartments. A total of 633,177 New Yorkers receive services through NYCHA's Conventional Public Housing and Section 8 Programs. The agency works to enhance quality of life for NYCHA residents by offering social services, including opportunities to participate in a multitude of community, educational and recreational programs as well as job readiness and training initiatives.

In August 2009, NYCHA made an unprecedented agency-wide commitment to help NYCHA residents increase their income and assets by creating the Office of Resident Economic Empowerment & Sustainability (REES). The mission of REES is to develop and implement programs, policies and collaborations to measurably increase economic opportunities for residents.

FY 2011 Highlights and FY 2012 Plans

Through REES, NYCHA made notable strides towards reorienting the agency's approach to support resident economic outcomes. It is implementing an economic opportunity platform that fosters innovative outcome-oriented local initiatives, which includes service coordination, strategic partnerships, and leveraging NYCHA's assets to support resident advancement. In FY11, using the economic opportunity platform, NYCHA launched its NYCHA Resident Training Academy (NRTA), through which 89 percent of participants were placed into employment; formed a partnership with Green City Force that resulted in a NYCHA-only "green" energy youth corps; and generated the largest number of job placements under Section 3 of the Housing and Urban Development Act of 1968. Please see "Collaborative Efforts" below for further details.

NYCHA residents have an unemployment rate that is more than twice the City average and 84 percent of NYCHA households earn below the NYC average median income.¹ In this context and given its limited resources, NYCHA faces a challenging mission to connect residents with local economic opportunities. Focusing on its assets, NYCHA's FY 2012 key priorities include continuing to implement the REES economic opportunity model that uses housing as a platform. In large part, this entails working with partners to establish localized community economic development zones to ensure that NYCHA residents are maximizing the use of existing resources including adult literacy programs, job training, support services, financial literacy and asset building programs and job placement assistance. NYCHA's Resident Training Academy and Jobs-Plus are key components of the resident economic opportunity platform. In FY 2012, the NRTA will be expanded to include Pest Control as an additional training track and increased training slots and job placements. Additionally, NYCHA will work with key partner agencies to plan for up to eight additional Jobs-Plus sites throughout the city. At the same time, NYCHA will work with local partners to identify gaps in service offerings and develop strategies to attract high-quality and relevant resources and proven economic opportunity models into public housing neighborhoods.

Collaborative Efforts

As referenced above, REES has made significant strides towards establishing partnerships and collaborations in its effort to implement a new outcomes-driven resident economic opportunity platform. Below are some key highlights of NYCHA collaborative efforts during FY 2011.

- **Jobs-Plus** is a proven place-based employment model that offers holistic employment-related services to one or a cluster of public housing developments. In 2011, NYCHA continued to partner with the CEO, CUNY, HRA on the second year of the program in East Harlem. With support from the Social Innovation Fund (SIF), NYCHA worked closely with CEO, the Office of Financial Empowerment (OFE), BronxWorks and MDRC to implement the second Jobs-Plus site, serving NYCHA Residents in the South Bronx. The SIF Jobs-Plus site launched in August 2011.
- **The NYCHA Resident Training Academy (NRTA)** is a public/private partnership between NYCHA, the Robin Hood Foundation and a number of the City's leading employment trainers. The Academy offers a variety of employment

¹ Per the American Community Survey from Census, median household income in NYC was \$50,403, or \$4200 per month, in 2008.

training to provide NYCHA residents with opportunities to build technical and professional skills to best position them for future careers, specifically in the construction and janitorial fields. In FY 2011, NYCHA placed 89 percent of the NRTA's 138 program graduates into employment.

- **Job Placement:** In FY 2011, REES made 1,019 Section 3 job placements. In order to ensure compliance with the regulation, REES has secured agreements with various unions to advance training and career opportunities for residents. NYCHA is also establishing formal partnerships with community-based organizations and government agencies to serve as referral sources to fill jobs with contractors with qualified residents.
- **Lincoln Center Collaborative Employment Initiative** is a strategic collaboration between NYCHA and the members of the Lincoln Center Collaborative. It was created to connect public housing residents in the surrounding developments to economic and educational opportunities with local institutions such as Lincoln Center, Fordham, Roosevelt Hospital, and John Jay College.
- **Green Jobs Initiative** seeks strategic partnerships as part of NYCHA's broader Green Agenda, connecting residents with green training and job opportunities. NYCHA partnered with Green City Force (GCF) to jointly recruit for GCF's 2011 Clean Energy Corps, which prepares young people for jobs in the green economy. REES facilitated 200 NYCHA resident applications, of which 30 will be selected for the program. REES also partnered with the Consortium for Worker Education and the South Bronx Overall Economic Development Corporation to connect NYCHA Residents to green training and job placement assistance.

NYC HUMAN RESOURCES ADMINISTRATION

The NYC Human Resources Administration (HRA) provides temporary help to individuals and families with social service and economic needs to assist them in reaching self-sufficiency through a work-first approach that emphasizes personal responsibility. HRA's commitment to work has helped lead to a significant increase in employment for single mothers, large reductions in child poverty and New York City's lowest cash assistance caseload in more than 40 years.

All HRA workforce programs focus on helping participants to find and persist in employment. The agency's work-first approach integrates work readiness, occupational skills and educational attainment based on the customer's needs and interests. HRA offers a variety of workforce development programs to meet these individual needs, including Back to Work, Wellness, Comprehensive Assessment Rehabilitation and Employment (WeCARE), Subsidized Jobs (including the Parks Opportunity Program), Work Experience Program, and Begin Employment, Gain Independence Now (BEGIN). After placing participants into employment, HRA provides retention services for the first six months and essential work supports such as food stamp benefits and public health insurance. Through these programs and work supports, HRA participants have a greater ability to stay employed and out of poverty.

FY 2011 Highlights and FY 2012 Plans

In FY 2011, HRA provided workforce development services to approximately 190,000 New Yorkers.² HRA programs served a wide variety of clients across its eight workforce development programs, making a total of 75,400 job placements in calendar year 2010.

In FY 2012, HRA will enter into new Back to Work Program contracts and new WeCARE program contracts. The Back to Work program will maintain its core service model and continue operating 100 percent performance based contracts. Under the new contracts to begin in 2012, however, Back to Work providers will be charged with developing services for special populations, including but not limited to long-term cash assistance recipients and previously incarcerated individuals. While HRA anticipates some challenges placing people in jobs given the sluggish economic recovery, the agency remains committed to its ambitious goal of 85,000 job placements in calendar year 2011, an increase of 10,000 over 2010.

² Please note that this number includes both Section 3 Placements as a result of REES program activities and hires through NYCHA's Department of Human Resources activities.

³ Some cash assistance recipients participated in more than one HRA workforce development program in FY 2011. This count reflects an unduplicated count of participants within program, but duplicated across programs.

Collaborative Efforts

HRA collaborates with a number of public agencies to provide work experience programs to HRA benefit recipients. These include the Parks Department, Sanitation Department, and the Department of Administrative Services.

- *In FY 2011, HRA collaborated with over 300 non-profit and private sector businesses to offer subsidized job opportunities for HRA participants. These relationships proved to be highly beneficial for HRA participants and the businesses as participants gained valuable job experience and the employer accessed a wage subsidy allowing them to create new jobs.*
- *In FY 2011, HRA continued to collaborate with the City of New York Parks Department in offering the Parks Opportunity Program (POP) to HRA cash assistance recipients. POP is a subsidized jobs program that offers a wage subsidy to eligible cash assistance recipients for up to 6 months, after which the participant is transitioned to an unsubsidized job. (See p. 54 for more information on POP)*
- *Additionally HRA collaborated on the Neighborhood Improvement Project (NIP), a subsidized job program for HRA cash assistance clients and non-custodial parents to support clean up in neighborhoods with high foreclosure rates. NIP participants received transitional work and training, as well as assistance transitioning to unsubsidized employment.*

NYC DEPARTMENT OF PARKS AND RECREATION

As the steward of 14 percent of New York City's land, the NYC Department of Parks and Recreation (DPR) builds and maintains clean, safe and accessible parks, and programs them with recreational, cultural and educational activities for people of all ages. To maintain its more than 29,000 acres of property, DPR relies on its dedicated staff, a network of public/private partnerships, and the internationally-recognized Parks Opportunity Program (POP), a comprehensive welfare-to-work program. POP employees are referred by HRA to work in Parks assignments ranging from six months to one year.

FY 2011 Highlights and FY 2012 Plans

By expanding its relationships with other agencies and organizations on the local, state, and federal level, POP has developed new training opportunities that target growing sectors as detailed below:

- **POP Weatherization:** *The first and second cohorts of POP Weatherization were funded by the federal American Recovery and Reinvestment Act (ARRA) and the New York State Office of Temporary and Disability Assistance (OTDA). The program prepared 75 participants for careers in the growing field of building weatherization and energy efficiency. Guided by Parks Citywide Technical Services, participants have assisted with a wide range of Parks sustainability initiatives, including: installing ten green roofs on recreation centers, installing fiberglass insulation in 100 comfort station attics, caulking and sealing 100 comfort station doors, cleaning air conditioning filters and coils at ten recreation centers, and caulking and reconstructing cracks in nine pools.*

Many trainees also attended certificate-bearing courses at the New York City College of Technology (NYCCT) in blueprint reading, building science, Occupational Safety and Health Administration (OSHA) training, and Building Performance Institute (BPI) training. The program has produced 30 job placements in a variety of job sectors, earning an average salary of \$11.57 per hour—60 percent above the minimum wage.

- **POP Education – Horticulture (Ed-Hort):** *This program is designed to prepare trainees for careers in the horticultural field. The sixth cohort of POP Ed-Hort launched in April 2011. The program combines adult education, driver training, and horticulture education with on-the-job training. In addition, participants are placed in a variety of training and internship programs with partners including the Natural Resources Group, TreesNY, GreenApple Corps, and the New York Botanical Gardens, which offers an industry recognized horticultural certificate. This current cohort is funded through ARRA, and 19 Job Training Participants are enrolled. The program has produced a 42 percent job placement rate, with an average salary of \$13.49 per hour.*
- **POP 2011** *is an ARRA-funded program with 100 trainees enrolled in high-growth, sector-based training which provides new skills training in the following areas: Building Maintenance, Administrative, Food Service, Hospitality,*

Pharmacy Technician, Nurse's Aide, Healthcare, Security and Public Safety. These trainees receive on-the-job and specialized vocational training both through Parks and various CUNY schools, and are eligible for a \$500 bonus when they become employed.

In FY 2012 POP will continue to develop and run specialized programs, as well as its hallmark main program, but will face the challenge of a reduced operating budget as well as the expiration of the supplemental ARRA funding. Recently, the DPR has had to account for reductions in staffing, budget cuts, and an ongoing hiring freeze.

In FY 2012, the reduced Job Training Participant (JTP) workforce will be supplemented with an expanded cohort of Work Experience Participants (WEP), which poses both challenges and opportunities. One main challenge of an increasing reliance on WEP participants is that it could create a morale issue among the workforce, which will be split between JTPs who are earning an hourly salary and WEP participants who must complete their work assignments in order to receive their benefits. In addition, WEP participants often work shorter assignments and fewer hours, and POP will have less of an opportunity to provide holistic counseling and job development services as it does with its JTPs. Despite the challenges with this population, POP staff will work aggressively and creatively to integrate the WEP participants into the overall POP program and provide them with the same level of service as it does with its JTPs.

Another challenge will be making job placements in this challenging climate for hiring. However, as it has done in the past, POP will continue to develop and expand its employer contacts in recession-resistant sectors such as healthcare. POP is currently partnering with some of the largest healthcare employers in New York City including Beth Israel, Winston Staffing, Continuum Partners and Montefiore. In addition, building on the success of POP's Green Networking Event, which took place in March, POP will continue its new marketing strategy to successfully target green-collar jobs, particularly for its trainees in the Ed Hort, Weatherization, and MillionTrees Training Programs.

Collaborative Efforts

Through its partnerships with the HRA and other organizations, POP provides participants with a range of supportive services both while employed at Parks and after their time at the agency. JTPs receive paid childcare and Medicaid as their Public Assistance (PA) cases remain open throughout the duration of their subsidy period. As a result, constant communication exists between POP's Client Services Unit and HRA to ensure that all client concerns and supportive services are addressed. These concerns and services include PA case re-budgeting, supplemental childcare, domestic violence, housing, household budgeting, mental/physical health referrals, tax preparation and credit, access to professional attire, toiletries for clients residing in shelters, Parks Academy training, and free membership to Recreation Centers citywide. After placement in unsubsidized employment, these services can be extended as needed and include MetroCards, workplace counseling, time management, household budgeting, childcare and Medicaid benefits.

In addition, POP has worked closely with DYCD and SBS to collaborate on other specialized programs for disconnected youth between the ages of 18 and 25 and for participants obtaining skills in electrical professions. POP also coordinates with Workforce1, CUNY (New York City College of Technology and LaGuardia Community College), the DOHMH SEEDCO, and the Metropolitan Transit Authority.

Finally, the Department also works closely with many affiliated non-profit organizations internships and job placements. These include the Central Park Conservancy, the City Park Foundation, the Wildlife Conservation Society, the Randall's Island Sports Foundation, and Business Improvement Districts. POP has also worked with welfare representatives from the Netherlands, the UK, Germany, and Sweden – all of whom see POP as exemplary in its comprehensive approach.

NYC DEPARTMENT OF SMALL BUSINESS SERVICES

The NYC Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, compete, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. As the recipient of New York City's Workforce Investment Act (WIA) Adult and Dislocated Worker funds, SBS partners with the New York State Department of Labor to oversee the operations of a Citywide system of Workforce1 Career Centers. SBS also receives funding

from CEO to support its innovative workforce programming, including Employment Works, Business Solutions Training Funds, and the sector-focused career centers. SBS also helps customers to access training services that can bolster employability and earning power for individuals and increase profits for businesses.

FY 2011 Highlights and FY 2012 Plans

- *SBS-funded Workforce1 Career Centers achieved 31,390 job placements in Calendar Year 2010, a 25 percent increase over Calendar Year 2009 performance*
- *Job placement median wage was nearly \$10.00 an hour in Calendar Year 2010, a 7 percent increase over Calendar Year 2009 performance*
- *SBS awarded new three-year contracts for the operation of centers in each of the five boroughs*
- *SBS aims to continue increasing the number and quality of job placements in FY 2012, and is opening ten new Workforce1 centers to achieve this goal. These centers, which will be significantly smaller in size than a traditional Workforce1 Career Center, will focus on screening and matching New Yorkers to jobs. They will be operated by existing providers, in partnership with organizations such as public libraries, in accessible communities that include high concentrations of individuals looking for work.*
- *SBS is also focused on increasing access to job opportunities and services. A redesigned Workforce1 Career Center website launched in FY 2012, allowing individuals to directly apply for jobs online. The Workforce1 Career Blog provides job search tips and interviews with industry experts, while the Workforce1 Career Bulletin is a weekly e-mail updated with recent job postings. Later in FY 2012, individuals will be able to register for services and schedule appointments through the site.*
- *While there are some signs economic conditions are improving, challenges remain. The length of unemployment remains at historic highs, while labor force participation is decreasing – two elements that require shifts in service delivery strategy. An uncertain federal budget picture following years of funding cuts, amounting to a 40 percent reduction in Workforce Investment Act (WIA) funding since 2006, limits SBS’s capacity to provide services required to help unemployed and underemployed New Yorkers access quality careers.*
- *SBS issued a competition RFP to continue the Employment Works initiative, initiated in 2008 with funding with CEO. New contracts will begin in FY 2012. In the new program providers will also deliver a specialized track tailored to young adults.*
- *SBS is receiving funding through the Young Men’s Initiative in 2012 to support an array of job training and placement initiatives.*

Collaborative Efforts

- *Most Workforce1 Career Centers feature co-located New York State Department of Labor (NYSDOL) and SBS contractor staff, strengthening alignment between Unemployment Insurance and WIA programs in sourcing candidates for job placements.*
- *The Career Centers have strong relationships with all three public library systems (New York, Brooklyn, and Queens) at a time when jobseekers increasingly are utilizing libraries as job search locations. Three new Workforce1 centers will open in public libraries in FY 2012.*
- *LaGuardia Community College operates the Workforce1 Healthcare Career Center and serves as a placement hub for many CUNY healthcare graduates.*
- *SBS partners with the Department of Education to support two programs. Scholars at Work provides internships and career services to Career and Technical Education high school students. Bridge to Tomorrow is a GED assessment and referral program operated by the Department of Education at many Workforce1 centers.*

NYC DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT

The NYC Department of Youth and Community Development (DYCD) supports youth and adults through 2,572 contracts with community-based organizations throughout New York City. DYCD-funded programs prepare youth for education, work and life, and aim to strengthen and revitalize the communities of New York City. DYCD implements and oversees the City's youth workforce development initiatives, providing summer employment and year-round programming to introduce youth and young adults to the job market and help them develop the skills needed to succeed in work and career.

FY 2011 Highlights and FY 2012 Plans

- *In FY 2011, DYCD expanded the fundraising campaign to support the Summer Youth Employment Program (SYEP) begun the previous year in response to State cutbacks and the exhaustion of federal stimulus funding. Working with the Mayor's Fund to Advance New York City, DYCD obtained over \$6 million in donation commitments from over 30 companies and private parties including the 4As, ABNY, American Airlines, Bank of America, Bloomingdale's, CVS, David Rockefeller, Goldman Sachs, JP Morgan Chase, Tishman Speyer, Verizon, Walmart and the West Harlem LDC. NYC and Company assisted by developing marketing materials, public service announcements for NYC TV and Taxi TV, and bus shelter posters.*
- *In November 2010, DYCD released a Request for Proposals (RFP) to continue the Young Adult Internship Program (YAIP) initiated in 2007 with funding provided by CEO. Offering a 14-week paid internship, educational workshops and support from community-based organizations, YAIP addresses the needs of youth between the ages of 16 and 24 who are not in school and not working. The FY 2011 RFP encouraged providers to serve particularly vulnerable youth, such as runaway and homeless youth, LGBTQ youth, and youth with disabilities, and allowed them to target participants from a larger number of community districts than in the past.*
- *In collaboration with CEO and the Public Library systems, the DYCD Young Adult Literacy Program (YALP) also was continued in FY 2011 through release of a new solicitation. Designed to improve the literacy and numeracy skills of youth aged 16 to 24 who are not in school or working, YALP serves participants for up to one year and targets those who read at a pre-GED level through specialized curricula and instruction. Programs also offer work readiness and internship or job placement components, modest participant incentives, and case management services.*
- *In FY 2012, DYCD will expand its portfolio of workforce development programs for older youth and young adults who are not working and not in school through Mayor Bloomberg's Young Men's Initiative (YMI), announced in August 2011. Among many initiatives to address disparities and promote the advancement of Black and Hispanic young men, YMI will invest \$3 million to expand the YAIP and \$1 million to expand YALP.*
- *To build support for expanded youth programming and employment opportunities, DYCD will continue to improve efforts to document how participants benefit from its programs. For example, DYCD anticipates receiving preliminary results in FY12 from a research project conducted by NYU that is exploring the effect of summer work experience on subsequent academic achievement and graduation rates.*
- *The biggest challenge to youth employment and workforce development continues to be a lack of resources. DYCD anticipates this to continue in FY 2012 particularly given the mismatch between demand and available services, and pressure on budgets at all levels of government.*

Collaborative Efforts

- *DYCD, the Mayor's Fund to Advance New York, and NYC and Company continue to collaborate in efforts to raise private funds to benefit SYEP. DYCD has also collaborated with the Mayor's Fund to obtain private funds on behalf of Ladders for Leaders.*
- *As described above, DYCD has continued and expanded the YAIP and the YALP in collaboration with CEO and the YMI.*
- *To improve coordination between DYCD and the SBS, the two city agencies responsible for WIA-funded workforce development programs, SBS and DYCD leadership are working to enroll DYCD providers in the Community Partners program, to connect individuals served by community organizations, public libraries, and colleges with available job*

opportunities at the Workforce1 Career Centers run by SBS. In July 2011, targeted DYCD providers attended a half-day Community Partners forum to further strengthen their participation and outcomes with the One Stop system.

- Additionally, DYCD has agreed to include information about SBS in emails to selected SYEP applicants aged 18 and over, and to provide SBS with a list of unplaced applicants aged 18 and over for further engagement. To build on this progress, SBS, DYCD, and the WIB are convening quarterly leadership meetings that will develop technical assistance materials for providers, share strategic priorities, and generally ensure that programming across the two agencies is aligned to support the best possible outcomes for young adults up to age 24.

Education, Development and Coordinating Workforce Entities

NYC CENTER FOR ECONOMIC OPPORTUNITY (CEO)

Established by Mayor Bloomberg in 2006, the NYC Center for Economic Opportunity (CEO) develops and funds innovative strategies and programs to reduce poverty in New York City. CEO works with various City agencies to design and implement new and evidence-based initiatives aimed at poverty reduction, and manages an ambitious research and evaluation agenda that has included developing an alternative poverty measure. CEO continues to evaluate programs to determine which are successful in reducing poverty and increasing economic stability among New Yorkers.

In FY 2011, CEO programs delivered in partnership with 13 City agencies and over 100 community-based organizations served over 20,000 New Yorkers throughout the five boroughs. The Center launched new initiatives, expanded programming through federal stimulus funds, released an evaluation of several of its workforce programs, and had its new poverty measure adopted by the Obama Administration.

CEO Workforce Programs

In FY 2011, CEO supported 14 workforce initiatives that engage the City's working poor and disconnected youth population. Partner agencies are in parentheses and many of these programs are described elsewhere in this report:

- **Business Solution Training Funds (SBS):** Helps businesses train, retain, and promote their employees. The program gives businesses the opportunity to apply for matching grants to provide customized training to their employees.
- **Community Partners (SBS):** Creates pathways for local community-based organizations to refer clients to the City's Workforce1 Career Centers.
- **Employment Works (SBS/Department of Probation):** Provides training and job placements for probationers.
- **Food Handlers Certifications (Department of Correction):** Certifies Rikers Island inmates as food handlers, providing them with a tangible employment credential for re-entry.
- **Jobs-Plus (CUNY/HRA/NYCHA):** Public housing residents receive employment and training services, outreach, and incentives designed to help "make work pay". The program is currently operating at Jefferson Houses in East Harlem and, beginning in FY12, in the South Bronx with support from the federal Social Innovation Fund.
- **MillionTrees Training Program (Department of Parks & Recreation):** An apprenticeship program designed to provide disconnected youth with marketable employment skills in "green-collar" job, including arboriculture, ecological restoration and landscape design and installation. This program is part of the MillionTreesNYC initiative, a ten-year initiative to plant and care for one million new trees throughout the City.
- **Nurse Career Ladders: LPN Program (HHC/DOE)** An accelerated Licensed Practical Nurse program for low-income students and Health and Hospital Corporation (HHC) employees. Program graduates are placed in LPN positions earning approximately \$40,000 per year.
- **Nurse Career Ladders: RN Program (HHC):** A subsidized program leading to a Bachelor of Science degree in Nursing. Upon earning the Registered Nurse (RN) license, program graduates are offered RN positions at Health and Hospital Corporation, with starting salaries of approximately \$65,000 per year.

- **NYC Justice Corps (CUNY):** Prepares young adults who have been involved in the criminal justice system to succeed in the labor market and address educational needs while giving back to their communities in meaningful ways. The program provides services to young adults in their home neighborhoods; in turn, these communities develop the capacity to successfully reintegrate their young adults.
- **NYC Training Guide (SBS):** A web-based service that matches job seekers with appropriate training programs to promote skills building and career advancement. This directory, the first comprehensive listing of NYC training programs, also includes participant ratings and completion rates so that consumers can assess program quality.
- **Sector-Focused Career Centers: Transportation, Healthcare, and Manufacturing (SBS):** Job placement and training centers that focus services on a specific industry. Centers meet needs specific to businesses within the sector as well as provide low-income workers with access to good jobs with career advancement opportunities.
- **Young Adult Internship Program (Department of Youth and Community Development (DYCD)):** Provides short-term paid internships, placements into jobs, education or advanced training, and follow-up services to disconnected youth ages 16 to 24 years.
- **Young Adult Literacy Program (DYCD/Brooklyn Public Library/New York Public Library/Queens Public Library)** Provides basic literacy and numeracy instruction, support services, and paid internships to young adults aged 17-24 who read at the pre-GED level.

New Initiatives: Social Innovation Fund

In FY 2011, CEO began implementing its Social Innovation Fund (SIF) programs in New York City and across the United States. The CEO SIF replicates five programs that CEO has successfully piloted in New York City to build a multi-site body of evidence in support of these innovative anti-poverty models. The Center, in partnership with the Mayor's Fund to Advance New York City and MDRC, an external research organization, selected eighteen community-based organizations to deliver the services for five Social Innovation Fund programs in New York and partner cities: Kansas City, MO; Memphis, TN; Newark, NJ; Cleveland and Youngstown, OH; Tulsa, OK; and San Antonio, TX. Programs and providers include:

- **SaveUSA: a tax time matched savings initiative**
 - Food Bank for New York City (New York City, NY)
 - Newark Now (Newark, NJ)
 - United Way of San Antonio & Bexar County (San Antonio, TX)
 - Community Action Project of Tulsa (Tulsa, OK)
- **Jobs-Plus: a place-based workforce program in selected public housing development**
 - BronxWorks (New York City, NY)
 - San Antonio Housing Authority (San Antonio, TX)
- **WorkAdvance: a sector-focused employment program**
 - PerScholas (Bronx, NY)
 - St. Nicks Alliance (Brooklyn, NY)
 - Towards Employment (Cleveland and Youngstown, OH)
 - Madison Strategies Group (Tulsa, OK)
- **Project Rise: an education-conditioned paid internship program**
 - FECS (Bronx, NY)
 - Henry Street Settlement (New York, NY)
 - Kingsborough Community College (Brooklyn, NY)
 - Catholic Charities of Kansas City-St. Joseph (Kansas City, MO)
 - Full Employment Council (Kansas City, MO)
 - Rutgers University T.E.E.M. Gateway (Newark, NJ)
- **Family Rewards: a conditional cash transfer program**

- *Seedco, BronxWorks, and Children's Aid Society (Bronx, NY)*
- *Seedco, Porter-Leath, and Urban Strategies Memphis Hope (Memphis, TN)*

SaveUSA completed its first year as the 2011 tax season came to an end in April. SaveUSA offers a matched savings account to low-income tax filers. Since January 2011, over 1,600 individuals opened SaveUSA accounts at Volunteer Income Tax Assistance sites in four cities nationwide: New York City; Newark, NJ; San Antonio, TX; and Tulsa, OK. On average, individuals deposited \$539 in these accounts and saved a total of \$855,000. If they maintain these savings for a year, they will receive a 50 percent savings match. The four other SIF programs – Family Rewards, Jobs-Plus, WorkAdvance, and Project Rise began providing services in Fall 2011.

Evaluation

In January 2011, CEO released *The CEO Young Adult Literacy Program and the Impact of Adding Paid Internship*, which documented the impact of adding a paid-internship component to the CEO's Young Adult Literacy Program (YALP). The YALP works with DYCD and the three public library systems to provide basic literacy and numeracy skills and support services to young adults aged 17 to 24 who read at the Pre-GED level. The program has had strong outcomes, and in the summer of 2010, CEO worked with evaluation partners Westat and Metis Associates to determine whether adding paid internships conditioned on attendance in the educational program could help keep students engaged, improve their work readiness, and increase their educational gains. After randomly assigning half the sites to provide a paid internship in addition to their standard service model, the evaluation found the strategy helped to improve attendance, retention and numeracy levels of participants.

2012 Workforce Programs

In addition to continuing work on the projects described above, CEO is also replicating effective existing projects and launching new initiatives. In August 2011, Mayor Bloomberg announced YMI, a new public-private investment to tackle the broad disparities slowing the advancement of young Black and Hispanic males and their peers. This \$127 million investment supports the implementation and expansion of over 20 programs that will connect young New Yorkers to educational, employment, and mentoring opportunities in partnership with dozen City Agencies. CEO has been charged with leading the implementation and evaluation of these programs, applying the same evaluation rigor and accountability to this set of investments as it has in the design and testing of other anti-poverty initiatives. Many of CEO's successful workforce development programs will expand through this initiative, including: Jobs-Plus, Justice Community, Justice Scholars, NYC Justice Corps, YAIP, YALP, Employment Works and sector-focused training initiatives at the Sector Centers.

CITY UNIVERSITY OF NEW YORK

The City University of New York (CUNY) comprises 23 institutions and provides postsecondary learning opportunities at every level, from basic literacy, to non-credit training, to associate, bachelors and advanced degrees. Each year, CUNY provides a quality, affordable education to approximately 500,000 students in degree and continuing education programs.

CUNY has over 269,000 degree program students, and offers 1,436 different academic programs to a highly diverse student body mostly comprised of women, immigrants, racial minority groups, and students from households with less than \$30,000 in yearly income. CUNY graduates enjoy a high level of employment. Within three years of graduating, 84 percent of baccalaureate graduates are working and 92 percent are employed and/or continuing their education. Employment prospects are also strong from associate-degree recipients: 76 percent are working within six months of graduation and 94 percent are employed and/or continuing their education. CUNY has conferred more than 1 million degrees since 1967, and its colleges educate the majority of undergraduates in the city.

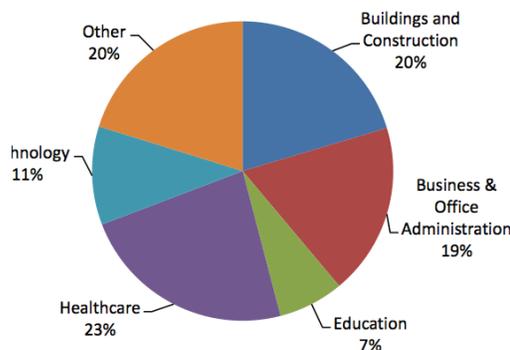
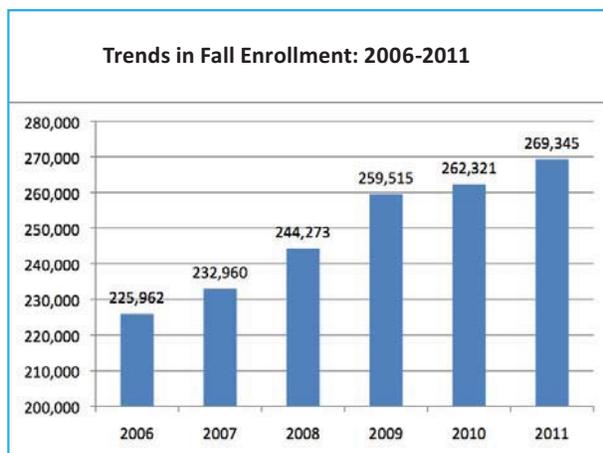
CUNY's Continuing Education programs are an important focus of workforce development activity at CUNY, encompassing literacy, GED preparation, English for Speakers of Other Languages (ESOL), and a large number of short-term training programs.

CUNY and its colleges offer a broad range of workforce development and adult literacy programs, funded through federal, state, city and private sources, for many different populations, including young adults, public housing residents, the formerly incarcerated, working union members, immigrants and others. Many Continuing Education students were enrolled in grant-funded programs, which are operated through partnerships with City agencies. Examples include the following:

- **Workforce1 Healthcare Career Center:** A program of CEO and SBS, operated in collaboration with LaGuardia Community College, the Center has placed 749 people in jobs since 2009 at an average hourly wage of \$20.98 with 61 percent earning \$15.00 or more per hour. In addition, the Workforce1 Healthcare Career Center has offered training in demand occupations, such as registered nurse, licensed practical nurse and paramedic training. In FY2012, the Center will aim to place 675 healthcare professionals in jobs.
- **Jefferson Houses Jobs-Plus:** Run by Hostos Community College, the program helps residents of Jefferson Houses in East Harlem, maintained by the New York City Housing Authority, with employment, education and social services. This innovative place-based model combines holistic services for individuals who come to the program seeking assistance with outreach to the whole community on the value of work. Established by the Center for Economic Opportunity, the program is now fully supported by the NYC Human Resources Administration. Jefferson Houses Jobs-Plus placed 270 participants in jobs between October 2009 and June 2011.
- **Energy Management Program:** The CUNY School of Professional Studies is training 1,000 DOE school custodians and building operator professionals in energy-efficient building operations. Students will receive a nationally recognized credential (building operator’s certification) and DOE will gain a well trained staff with the knowledge and skills to reduce energy costs in their buildings across the City.
- **NYC Justice Corps:** John Jay College’s workforce development and education program prepares young adults (ages 18 to 24) who have been involved in criminal justice systems to succeed in the labor market and address educational needs, while giving back to their communities. With support from the CEO, NYC Justice Corps has operated since 2008 with two community partners, Phipps Community Development Corporation and Bedford Stuyvesant Restoration Corporation.

Additionally, CUNY offers a variety of programs for young adults to prepare them for entry into the workforce and college. These programs, briefly noted below and described in more detail on p. 42, address educational deficiencies and provide needed academic supports:

- **CUNY Prep** helps young adults earn their GED while preparing them for higher education.
- **CUNY ASAP** supports community college students in their effort to complete their associate’s degree at an accelerated pace.
- **CUNY Start** provides intensive academic preparation reading/writing, math, and “college success” to students who have been accepted to college but are not prepared for college-level work.



⁴ 2010-2011 figures are preliminary and have not been finalized.

- **CUNY Pre-GED/GED** programs help out of school youth and adults earn the high school equivalency credential needed to access post secondary studies and expanded employment opportunities.

Data on 2010-2011 Academic Year⁴

Over the past several years, CUNY has experienced increasing enrollment, likely due to the weak job market and larger numbers of unemployed workers. In 2010-2011, more than 269,000 students were enrolled in CUNY degree programs, and CUNY colleges awarded an estimated 11,700 associate degrees and 19,300 baccalaureate degrees.

There were 217,000 registrations in continuing education programs with a workforce focus. The following shows the distribution of courses and programs by sector:

NYC DEPARTMENT OF EDUCATION

New York City's public school system is the largest in the United States, serving over 1.1 million students. As such, it's the single most important engine of human capital development for New York City's future workforce—as well as its current workforce, considering the tens of thousands of working-age New Yorkers who take adult education classes administered by the City.

The improvement of the City's public schools has been Mayor Bloomberg's top priority since taking office in 2002. At that time, the NYC Department of Education (DOE) launched its Children First agenda under the leadership of Schools Chancellor Joel Klein. Children First has incorporated a series of aggressive reforms to address the needs of all students, including a core curriculum and academic interventions, the creation of and support for new educational models, and a much-increased focus on accountability. The sum effects of these changes have included a dramatic increase in the high school graduation rate, improvement in standardized test scores, and a narrowing of the achievement gap between students of different races.

This section details the efforts of DOE to help prepare all New York City students for success in achieving their higher education and career goals.

Office of Postsecondary Readiness

The DOE's Office of Postsecondary Readiness (OPSR) works to ensure that every student is equipped with the knowledge, skills, and competencies to graduate high school and pursue a rigorous postsecondary pathway that meets their interests and needs. OPSR has two main portfolios of programming: Career and Technical Education (CTE) and the Multiple Pathways portfolio of school and program models designed to serve over-age, under-credited youth.

The past ten years have seen the beginnings of a renaissance in career-focused education in New York City. As of September 2011, the New York City school system includes 35 CTE high schools educating approximately 30,000 students, among the 140,000 students who take courses in the more than 350 CTE program tracks offered in 120 high schools. Subject matter ranges from classic "vocational" fields like construction, automotive maintenance and cosmetology to aviation, healthcare, television and film, advertising and sports management. Despite a disproportionately high percentage of students from low-income families and readers below grade level, CTE high schools boast a five-year high school graduation rate for Black and Hispanic males ten percent above the Citywide average. OPSR's priorities for CTE in FY 2012 include a dramatic increase in the number of CTE programs approved by the New York State Education Department and stronger cross-the-board linkages with work-focused postsecondary options, including the Scholars at Work partnership between DOE and the Department of Small Business Services (see p. 36, 55).

Since 2005, OPSR (as the historic Office of Multiple Pathways to Graduation) has developed and supported the Multiple Pathways portfolio of schools and programs Citywide. These educational models are designed to help differentiated segments of the over-age, under-credited (OA/UC) student population, who are most at risk of dropping out before earning a high school diploma, meet New York State graduation standards and prepare them for meaningful

postsecondary opportunities. These models include:

- **Young Adult Borough Centers (YABCs)** are full-time evening academic programs for students who have been in high school for at least four years and have attained a minimum of 17 credits. (44 credits are required for graduation.) The YABC instructional model personalizes course offerings and programming so that students can concentrate only on the credit portfolio they need for graduation through a non-traditional block schedule. YABCs are located in host high schools and feature small learning environment. Each YABC site is a collaborative partnership between the DOE and a community-based organization (CBO), which provides services including youth development support, career and college counseling, and assistance with job placement. Students attend YABCs through a shared instructional model and receive a diploma from their high school of origin upon completion of their credits and Regents exams. Since 2005, the YABC model has expanded from two to twenty-three sites Citywide, serving over 5,500 students as of the end of the 2009-2010 school year. YABC programs are consistently enrolled to full capacity.
- **Transfer Schools** are small, academically rigorous high schools designed to re-engage students who are OA/UC or have dropped out of high school. To be eligible to attend a transfer school, students must have been enrolled in a NYC public high school for at least one year and be far from a grade level promotion in their current or most recent high school. The essential elements of Transfer Schools include a personalized learning environment, rigorous academic standards, student-centered pedagogy, support to meet instructional and developmental goals, and a focus on connections to college. Since 2005, the transfer school portfolio has grown from 18 schools to 43 schools serving 12,000 students Citywide as of the end of the 2009-2010 school year. Transfer Schools are consistently enrolled to full capacity.
- **Learning to Work (LTW)** is a program offered within Multiple Pathways schools and programs, (including YABCs, Transfer Schools, and Access GED programs) that helps OA/UC students identified as at risk of dropping out stay in school by developing the skills they need to reach graduation, gain employment, and succeed in postsecondary education. LTW students have the opportunity to access services provided by CBO partners, including intensive employability skills development workshops, subsidized internships, college and career counseling, and job placement. The program also includes attendance outreach, individual and group counseling, academic tutoring, and youth development supports. The LTW program has been embedded into 57 schools and programs, and provides over 5,000 paid internships annually.

District 79

The DOE established District 79 - Alternative Schools and Programs to ensure that every interested New Yorker has the opportunity to earn a high school or General Education Development (GED) diploma and develop college and career-ready skills. Recognizing that many students need additional supports to succeed in their current school or require alternative pathways to attain a high school or GED diploma, District 79 provides diverse and innovative educational opportunities that combine rigorous academic instruction with meaningful youth development. This Citywide network includes more than 300 alternative schools and programs serving the City's neediest students: 21,000 youth and over 41,000 adults annually, almost all of whom are far off-track from a high school diploma or GED and who struggle with difficult life circumstances ranging from pregnancy to incarceration to immigration to persistent school failure. Programs include alternative academic options such as GED programs, Career and Technical Education programs, the Office of Adult and Continuing Education (OACE); transitional services for students in correctional and other involuntary settings; and wrap around programs and supports for pregnant and parenting youth.

- **Office of Adult and Continuing Education:** District 79's Office of Adult and Continuing Education (OACE) is the largest provider of adult literacy education services in the state. Each year, OACE serves more than 41,000 adult New Yorkers throughout the five boroughs of New York City, offering over 900 tuition-free classes in Adult Basic Education (ABE), General Educational Development (GED) Test Preparation, English for Speakers of Other Languages (ESOL) and Career and Technical Education (CTE) for New Yorkers age 21 and over. OACE offers morning, afternoon, and evening classes Monday through Saturday at 175 sites in all five boroughs, including four comprehensive Adult Learning Centers, over 100 public schools, and many community-based organizations and faith-based organizations. All classes are taught by New York State certified teachers. The average age of students is 39, and 44 percent of OACE students are parents of children in the DOE's K-12 system.
- **School of Cooperative Technical Education:** District 79's School of Cooperative and Technical Education (Co-op

Tech) offers career and technical training courses for students ages 16-21 who are enrolled in academic courses at DOE high schools or programs. This includes District 79 programs (GED Plus, ACCESS), and students who have obtained a high school diploma (Regents, Local, or Individualized Education Plan), but are under age 21. Co-op Tech provides rigorous career and technical education instruction in high-demand fields such as green construction, early childhood education, culinary arts and information technology to prepare students with 21st century skills necessary to enter the world of work or post-secondary education. Co-op Tech opened its doors in 1984 and serves approximately 2,400 students annually.

- **College Bridge:** District 79's College Bridge program prepares GED and high school graduates for college success through intensive academic support and "College Knowledge" courses to provide students with personalized support in selecting and applying to college. Part of District 79's college and career readiness initiatives, this 13-week course helps recent high school and GED graduates build skills in reading, writing, and math to pass college entrance exams like the ACT and SAT, as well as CUNY entrance requirements. Counselors assist students in developing a toolkit of social/emotional strategies and skills to promote successful transition to college. This evening program serves 150 students annually.
- **GED Plus:** GED Plus provides full time and part time GED services as well as support in transitioning to a college and/or career at no cost to students in New York City aged 18 to 21. Students who are 17 may enroll if there are extenuating circumstances and have parent/guardian permission.
- **ACCESS GED:** ACCESS offers full time GED preparation through a work internship program called Learning to Work (LTW) which helps students stay engaged, or re-engage, in school through work readiness. Age requirements are the same as GED Plus.

MAYOR'S OFFICE OF ADULT EDUCATION

The Mayor's Office of Adult Education (MOAE) serves as a bridge between government, industry, education and workforce providers, and community groups to expand opportunities and improve outcomes for New Yorkers looking to improve their language, literacy and vocational skills. MOAE plays a coordinating and priority-setting role for a local adult education system unique in both its diversity and its sheer size. Four sets of providers—the New York City Department of Education, City University of New York, community-based organizations, and the public libraries—served over 60,000 adult students last year, with offerings that include Adult Basic Education, English for Speakers of Other Languages (ESOL), GED preparation, and Career and Technical Education.

FY 2011 Highlights and FY 2012 Plans

- **Adult Education Referral System:** MOAE is upgrading the program search tool on its website (www.nyc.gov/adulteducation) to include real-time seat availability information so that programs and the public can distinguish between classes that are at- or near- capacity from those that have available class seats. The tool is searchable by geographic location, class type, and seat availability, and will provide a streamlined, up-to-date inventory of publicly funded adult education programs in New York City.
- **Proprietary Schools:** Under the auspices of the NYC Workforce Cabinet, MOAE has been developing strategies to increase oversight and regulation of for-profit proprietary schools. This includes the development of a consumer awareness campaign to provide New Yorkers with important information about these schools.
- **Re-entry education:** MOAE oversaw the implementation and funding of the first year of the Re-entry Education grant, which brings together providers to create a more streamlined and effective referral system for formerly incarcerated individuals seeking education and skills training. The Re-entry Education grant is a local measure funded by the Community Development Block Grant.
- **Strengthening Workforce Investments and Employer Engagement:** MOAE will connect workforce providers and employers to literacy providers, promote vocational/contextualized ESOL services, and help link skilled immigrants with the workforce system. Through legislative advocacy and partnerships with community-based organizations,

MOAE is engaging employers and job seekers to access meaningful employment and educational opportunities.

- **Increasing Support for Adults with Learning Disabilities:** MOAE will provide stronger systems coordination and promote best practices for adult learners with learning disabilities.

Collaborative Efforts

- **Mayoral Workforce Cabinet:** As part of the Mayoral workforce cabinet, MOAE has helped develop and implement Citywide policies to better integrate education and skills training into workforce development policies. As one example, MOAE has partnered with the Department of Consumer Affairs, the Center for Economic Opportunity, the Department of Small Business Services and the State Education Department to develop and launch a Citywide consumer protection campaign to help New Yorkers make informed decisions about for-profit education and skills training courses. MOAE is also developing a number of initiatives to strengthen referrals between City agencies.
- **GED 2014 Initiative:** In 2014, the tests of General Educational Development (GED) will undergo a series of system-wide changes that will impact New York City's programs and students. MOAE has taken a lead role in the multi-agency GED 2014 reform initiative to devise strategies and policies to help prepare New Yorkers for the upcoming changes to the GED test and system and better support their educational and work goals.
- **YouCanToo!** MOAE and the New York City Council are developing a website called YouCanToo! that will point the way for adults and out of school youth who want to access ESOL, adult literacy/GED, college transition and career preparation options in NYC. The site features success story" videos of adult learners across New York City based on the motto "If I did it, you can too. Here's how...", which will help inspire learners to pursue their education and career goals.

MAYOR'S OFFICE OF IMMIGRANT AFFAIRS

The Mayor's Office of Immigrant Affairs (MOIA) fosters cooperation and connection between New York City government agencies and immigrant communities. The Office promotes the well-being of immigrant communities by recommending policies and programs that support the participation and integration of immigrants in the civic, social and economic life of the City.

FY 2011 Highlights and FY 2012 Plans

Helping Immigrant Small Business Owners and Entrepreneurs

- **Engaging the Immigrant Small Business Community - Needs Assessment:** Together with SBS and the NYCEDC, MOIA conducted a survey to assess the needs of small businesses within the Chinese, Korean and Russian communities to learn more about the types of services that would help support their businesses.
- **Workshops to Support Immigrant Small Business Owners and Entrepreneurs:** MOIA, in partnership with NYCEDC, created multilingual workshops, offered in Spanish, Russian and Creole, with information on specific topic areas identified by the survey to be of highest need for these targeted ethnic business communities. Workshops are available on topics that include financial management, business management, and entrepreneurship boot camp. These workshops will create opportunities for these business owners and entrepreneurs to access City programs and services to start or grow their businesses.

Supporting Immigrant Entrepreneurs to Start and Grow their Businesses:

- **Continue to Engage the Immigrant Small Business Community - Expanding the Needs Assessment Process to Other Important Ethnic Business Communities throughout the City:** MOIA will continue to engage other ethnic specific immigrant small business communities to better understand the types of services and support that will most benefit them. In FY 2012, MOIA hopes to survey the Arabic, South Asian and larger Hispanic business communities. The information collected will help the City develop or refine strategic approaches to support immigrant small business communities throughout the five boroughs.
- **Training and Support Services to Low wage Immigrant Workers:** MOIA will explore strategic partnerships and

opportunities to create programs and services to assist low wage immigrant workers seeking entry-level employment and skills development training necessary to transition to higher-paying job opportunities.

- **Improve Access and Workforce Development Outcomes for Immigrant New Yorkers:** MOIA will continue to assist in mapping workforce development opportunities for the City's immigrant workforce, identify gaps in current programming and make recommendations to offer more and better services.

Collaborative Efforts

- **Help Immigrant Small Business Owners and Entrepreneurs Thrive and Grow:** Together with SBS and EDC, MOIA assessed the needs of small businesses within the Chinese, Korean and Russian community to learn more about the types of services that would help support their businesses to grow. As a result, multilingual workshops are being offered for business owners and entrepreneurs to help them start or grow their businesses.
- **Community Financial Empowerment Trainer Program:** MOIA and the Department of Consumer Affairs Office of Financial Empowerment (DCA/OFE) established a Community Financial Empowerment Trainer program meant to expand the availability of financial education resources in underserved immigrant communities in New York City through a "Promotoras"⁵-style model. A cohort of community leaders will be selected to participate in the training program. In addition to becoming financial empowerment Promotoras in their communities, participants will gain a tremendous skill set in financial education and counseling that they can apply towards job attainment or advancement.

NYC WORKFORCE INVESTMENT BOARD

The NYC Workforce Investment Board (WIB) is a volunteer Board appointed by the Mayor to drive, coordinate and oversee workforce development services for adults and youth in New York City. Board members, including leaders from the private sector, public agencies, and labor unions, help advance the Mayor's economic development agenda by pushing the City's workforce system to deliver the skilled workers that local businesses need to grow, compete and prosper in the 21st century economy. To ensure that the City's workforce system is fully responsive to business needs, the majority of WIB members are from the private sector. The WIB's vision is for New York City to have the nation's leading workforce development system, characterized by innovation, high standards, and an intense focus on outcomes. The full Board meets on a quarterly basis, as do its constituent committees and work groups.

FY 2011 Highlights and FY 2012 Plans

- **Coordination and alignment.** The WIB actively promotes alignment and coordination among workforce entities at the local, state and federal levels by convening forums and events, advancing common priorities, and helping to develop tools that better inform policymakers and the public about system performance. In FY 2011, the WIB co-led forums on employment opportunities and best practices in specific sectors such as hospitality/food services, and took a lead role in producing the City of New York Workforce Development Quarterly Report.
- **System performance and expansion.** WIB priorities for the City's workforce system have included expanding access for New Yorkers by helping to develop new programming such as Bridge to Tomorrow (see p. 33), strengthening engagement across subsystems, and maintaining high levels of performance.
- **Innovation.** The WIB is a catalyst and convener for new initiatives to create partnerships within the workforce system. Areas of particular focus have included further aligning adult and youth workforce services, as well as workforce and adult education services.
- **Employer engagement.** Though its Employer Engagement Committee, launched in FY 2011, the WIB drives a number of initiatives to raise business awareness and usage of the City's public workforce system. Activities include roundtable events with employers to gain insight into hiring practices and trends, as well as outreach campaigns to increase business investment in the Summer Youth Employment Program.
- **Advocacy and policy formation.** The WIB collaborates with the Mayor's office to actively promote the City's jobs

⁵ Promotoras is defined as community/outreach workers in a Hispanic community who are responsible for raising awareness of educational issues.

and workforce-related legislative priorities. These efforts include the reauthorization of the Workforce Investment Act and robust funding for workforce services through the federal appropriations process; expanding public entity access to state wage record data to measure and improve the impact of public workforce programs; and stronger regulation of for-profit proprietary schools, among others. The Board also represents Mayor Bloomberg on the Workforce Development Council of the U.S. Conference of Mayors, a forum to advance common workforce priorities with mayors from other U.S. cities.

Collaborative Efforts

As an entity expressly designed to set priorities for the full workforce system at the local level, the WIB is deeply engaged in a number of collaborative efforts; indeed, advancing partnership and collaboration to better serve all New York City employers and jobseekers is the core of its mission. Priority areas include:

- **Advocacy.** The WIB partners on a regular basis with the Mayor's Office of Legislative Affairs, the NYC Department of Small Business Services (SBS), NYC Department of Youth and Community Development (DYCD), the NYC Center for Economic Opportunity (CEO), and other City and State entities to jointly advocate on behalf of the City's workforce development system. These efforts include the development of policy positions and communications

SECTION 5: OTHER SOURCES OF WORKFORCE PROGRAMMING IN NEW YORK CITY

While this report primarily focuses on the publicly funded workforce system administered by New York City agencies, the City is but one actor among many in terms of employment and training services available to the public. Collectively, New York State agencies, union-affiliated entities, City Council and the philanthropic sector add tens if not hundreds of millions of dollars each year in workforce-related programming within the five boroughs. Further, the funding and programmatic relationships between the City agencies detailed earlier in this report and the entities described below are complex, offering a wider range of services for customers as well as frustration with a system that can be impenetrable even for many who work within it.

This section provides an overview of selected subsystems and stakeholders that offer services or otherwise support workforce development at the local level. Where available, specific program information for each of these entities is found in the Program Inventory Appendix.

State Agencies

New York State Department of Labor

The New York State Department of Labor (NYSDOL) serves two primary missions: vigorous enforcement of state labor laws in support of law-abiding employers and all workers, and assistance to unemployed New Yorkers through temporary financial assistance and connections to employers seeking workers who can help New York's businesses compete effectively in a global economy.

Among the department's key workforce development services responsibilities are to:

- *Administer the Unemployment Insurance Program, which provides temporary financial support for individuals who have lost their jobs through no fault of their own.*
- *Provide employment-related information and job search assistance services primarily through the State's system of one-stop career centers established under the Workforce Investment Act; in New York City Workforce1 Career Centers.*
- *Provide training programs and retraining programs for workers displaced by technology change or foreign competition.*

- *Work with the private sector to create job opportunities for the labor force and to meet employer needs for qualified workers.*
- *Provide accurate and timely data on present and future economic trends affecting the people of the state; and*
- *Work as a cooperating agency in the Federal/State labor market information statistical programs.*

New York State Education Department

The mission of the New York State Education Department (NYSED) is to raise the knowledge, skill, and opportunity of all the people in New York. Among its departments is the Office of Adult Career and Continuing Education Services (ACCES), which focuses on the education and employment needs of New York’s adult citizens. ACCES is comprised of four primary areas: Vocational Rehabilitation (including Independent Living Administration), Adult Education, General Educational Development (GED) Testing, and Bureau of Proprietary School Supervision. Its responsibilities include adult basic education, GED preparation, English language acquisition, family literacy, career and technical education, workplace literacy and workforce preparation programs.

NYSED is responsible for the disbursement and administration of funds under Title II of the Workforce Investment Act (WIA), which funds adult education and family literacy programs.

Adult Career and Continuing Education Services - Vocational Rehabilitation

Each year, Adult Career and Continuing Education Services- Vocational Rehabilitation (ACCES-VR), an office within the New York State Education Department, assists thousands of New Yorkers with disabilities, through education, training and employment. ACCES-VR provides vocational rehabilitation services to eligible individuals to help them obtain or maintain employment and greater independence. Jobs are found in the competitive work force, in self-owned businesses and in supported employment on employer sites. ACCES-VR’s Workforce Development and Business Relations Team works with businesses to match job-ready individuals to their job openings, at no cost. The Team also provides businesses with no cost technical assistance on disability issues. Additionally, ACCES-VR assists customers through referrals to local Independent Living Centers.

New York State Office of Temporary and Disability Assistance

The New York State Office of Temporary and Disability Assistance (OTDA) administers social services programs in New York for four purposes: to enhance the economic security of low-income working families, to assist work-capable public assistance recipients in entering the workforce, to assist individuals with priority needs other than work-readiness in accessing appropriate benefits and services, and to enhance child well-being and reduce child poverty.

Specific to employment and job training programs, OTDA is responsible for programming funds appropriated each year for welfare-to-work initiatives. The agency contracts with non-profit organizations in New York City to engage public assistance recipients and other low-income individuals and families in activities that will lead to employment and independence.

New York City Council

The New York City Council (the Council) plays a key oversight and funding role for the City’s workforce development system. Each year, the Council funds a variety of initiatives focused on workforce and adult basic education services. During Fiscal Year 2011, the Council provided approximately \$7 million for workforce development programming.

The primary workforce initiative funded by the Council is Jobs to Build On (JTBO), developed in 2006 and first implemented in 2007. JTBO supports nonprofits and other community-based organizations that serve low-skilled, unemployed, and under-employed individuals by helping them prepare for entry into career-track, living wage union

and non-union jobs and attain credentials necessary to meet job standards. JTBO is unique as the only job training and placement program in the nation funded entirely by a municipality. Program providers are located in New York City neighborhoods with concentrated need for these services, such as the South Bronx, North and Central Brooklyn (Bedford-Stuyvesant, Brownsville, and Bushwick), East Brooklyn, and Southeast Queens.

In FY 2011, the Council provided \$4 million for JTBO, aiming to serve 3,000 participants through training, job placement, and retention. Targeted industries include automotive/truck mechanics, healthcare, construction trades, construction management, commercial driver's licenses, "green" industries, building services and corporate office support. Over nearly four years of the initiative, JTBO has placed more than 8,926 New York City residents into employment at an average hourly wage of \$11.57.

The Council also partners with City agencies to fund a number of workforce initiatives, ranging from literacy programs with the NYC Department of Youth and Community Development (DYCD) to career pathways programs with the City University of New York (CUNY). In FY 2011 the City Council supported a new program with the NYC Departments of Education (DOE) and NYC Small Business Services (SBS), called Bridge to Tomorrow (BtT), that connects individuals without a General Educational Development (GED) or high school diploma that enter into a Workforce1 Career Center to GED testing and test preparation courses. Funded with \$1.25 million from the Council, along with in-kind contributions from SBS and the DOE, BtT aims to help more New Yorkers gain a GED and advance in their careers. The pilot launched in early 2011 with full service sites at the Upper Manhattan and Brooklyn Workforce1 Career Centers and liaison sites at Workforce1 Career Center locations in the other boroughs.

Public Libraries

Brooklyn Public Library

Brooklyn Public Library (BPL) is an independent library system serving the 2.5 million residents of Brooklyn. It is the fifth largest library system in the United States, with 60 neighborhood branches. In addition to its lending resources, BPL offers free programs and services for all ages and stages of life, including job search help, literacy programs, public computers and the largest WiFi network in the borough. BPL's eResources, such as eBooks and eVideos, as well as catalog information, are available to customers 24 hours a day online. The mission of BPL is to ensure the preservation and transmission of society's knowledge, history and culture, and to provide the people of Brooklyn with free and open access to information for education, recreation and reference. BPL aspires to serve as a vital center of knowledge for all, accessible 24 hours a day, and a leader in traditional and innovative library services that reflect the diverse and dynamic spirit of the people of Brooklyn.

New York Public Library

The New York Public Library (NYPL) serves more than 18 million visitors each year through 88 neighborhood branch libraries and four research libraries across the Bronx, Manhattan and Staten Island, in addition to over 29 million individuals who access information and services through its website. Beyond their function as a resource for leisure reading and research, NYPL libraries often serve as the first stop for New Yorkers looking to access social services and search for a job. In particular, NYPL is a trusted resource for the City's neediest populations, including children and adults from low-income families, immigrants, the unemployed, the disabled, and the elderly. Libraries within the NYPL system serve 47 percent of the City's households whose income is less than \$25,000. With the Library's free resources in demand more than ever, NYPL is deeply committed to its mission to inspire lifelong learning, advance knowledge, and strengthen our communities.

Queens Public Library

The mission of the Queens Library is to provide quality services, resources and lifelong learning opportunities in books and a variety of other formats to meet the informational, educational, cultural and recreational needs and interest of its diverse and changing population.

The Library is a forum for all points of view and adheres to the principles of intellectual freedom as expressed in the Library Bill of Rights formulated by the American Library Association.

Union Affiliated Training

Consortium for Worker Education

Founded in 1985, the Consortium for Worker Education (CWE) is a publicly funded 501(c)3 dedicated to workforce and economic development through the preparation, training and placement of individual workers. The workforce and economic development arm of the New York City Central Labor Council AFL-CIO, CWE provides incumbent union worker upgrade training for 46 directly affiliated unions and labor/management cooperatives in many industry sectors. In addition, CWE supports a wide network of community-based organizations through the Jobs to Build On initiative (JTBO), which provides workforce preparation classes, career training and job placement services to the general public. On average, depending on public funding, CWE serves approximately 75,000 New Yorkers each year. Please visit www.cwe.org and www.jobstobuildon.org for more information.

1199/SEIU

The 1199SEIU Training and Employment Funds (TEF) is a labor-management partnership comprising the largest education and training organization for adult workers in the United States, with 700 participating private and voluntary health care employers and over 220,000 participating employees nationwide. For the past 30 years in New York City, TEF services have promoted professional advancement for the industry's workers and provided workforce development for the industry, improved care for patients, and education that meets the changing demands of 21st century health care.

The mission of TEF is to develop high quality training, placement and labor-management initiatives. Its efforts aim to support the potential of health care workers to grow educationally and contribute to building an efficient and caring health care industry. TEF also works to develop the ability of union and management to problem-solve difficult issues and create innovative solutions to support a world-class healthcare workforce, improve patient outcomes and deliver the highest quality care.

The major funding source for TEF is collective bargaining. Additional support comes from federal, state and local grants. TEF programs supported more than 25,000 members with career development and training services in 2009-2010.

New York City Workforce Funders

Officially formed in 2001, the New York City Workforce Funders (NYCWF) is a group of New York City foundations and corporate funders that conduct grant-making in workforce development and work with key local stakeholders to develop an effective New York City workforce development system. Membership is open to any private funder interested and involved in workforce development. The group meets quarterly to share information on current issues in the workforce development field and discuss grant-making strategies to address those issues. Currently including more than two dozen member organizations, the NYCWF explores opportunities for joint grant making, develops collaborative projects through pooled funds to address critical issues in workforce development in New York City, and

provides opportunities to discuss issues with key public officials at the city, state and federal agencies responsible for workforce development. The Funders collectively have given more than \$40 million in each of the last four calendar years, including \$40.3 million in 2010, for direct and intermediary services.

Year	Number of funders reporting	Total direct service giving	Intermediary activities giving	Total giving
2004	20	\$15.9 million	\$2.5 million	\$18.4 million
2005	16	\$23.5 million	\$1.6 million	\$25.1 million
2006	20	\$29.7 million	\$3.6 million	\$33.3 million
2007	24	\$34.7 million	\$5.7 million	\$40.4 million
2008	23	\$37.8 million	\$6.1 million	\$43.9 million
2009	26	\$35.4 million	\$6.2 million	\$41.6 million
2010	26	\$36.6 million	\$3.7 million	\$40.3 million

The NYCWF has partnered with the City on a number of projects over the last several years, including:

- *The Funders and the NYC Department of Small Business Services (SBS) have collaborated on several major projects: the NYC Sectors Initiative, which made multi-year grants to the Metropolitan Council on Jewish Poverty and SUNY Downstate to develop and implement sector strategies in healthcare and biotechnology; the Sector Strategies Practicum, an initiative to help organizations run effective sector programs through participation in a year-long learning collaborative; and the New York Alliance for Careers in Health Care, a new “workforce meta-partnership” housed at SBS that is engaging three key trade associations and a major union training fund in strategic labor force planning and broker connections to training providers to address identified needs.*
- *The NYCWF also partnered with the New York State Department of Labor and Office of Temporary and Disability Assistance to support the Career Pathways initiative, funding two New York City-based community-based organizations to serve as “feeders” to prepare low-skilled individuals for participation in Career Pathways; and*
- *The Funders collaborated with CUNY on the New York City Clean Energy Industries Partnership to investigate opportunities to train disadvantaged New Yorkers for employment in the emerging “green economy.”*

SECTION 6: CONCLUSION

Through the economic headwinds of the last few years, City policymakers have focused on two tasks: putting programs and structures in place to connect New Yorkers seeking work to employment openings, and positioning our City's businesses and jobseekers to take full advantage of the opportunities that will manifest when recovery takes hold. In pursuit of the first goal, the City has expanded the Workforce1 system managed by the Department of Small Business Services and set higher goals for placement of public assistance recipients through the Job Centers of the Human Resources Administration. Toward the second, reform of the public schools remains Mayor Bloomberg's highest priority, the City University of New York continues to deepen its engagement in and commitment to workforce programming, and the NYC Economic Development Corporation increasingly considers economic development investments through the lens of the quantity and quality of jobs they would generate.

The ongoing effort to build an integrated and rationalized workforce system, led by City Hall and involving all City agencies that deliver, inform or coordinate workforce programs, serves both objectives. In the short term, the stronger linkages we are developing between the different subsystems described in this report will help direct every customer of the public workforce system to the services most appropriate to his or her needs. Over a longer period, linkages between programming that supports educational attainment and skill acquisition and programming explicitly geared toward placing individuals into work will serve both employers and jobseekers and greatly strengthen the economy of New York City.

But the connection between supply-side strategies, which mostly focus on credential attainment and skill development, and demand-side programs that link jobseekers to openings in real-time, must amount to more than a simple hand-off. In the unforgiving labor market of the early 21st century, the jobseekers most likely to find career-track work at a sustainable income are those who have both in-demand skills and some form of external validation—a reason, apart from credentials on a resume or what comes across in an interview for employers to make the decision to hire them. For many, social and professional networks fulfill this function; perhaps ironically, it often seems that individuals with the highest educational attainment also boast the strongest “connections.”

For others, though, the validation must come from organizations or systems that can credibly advocate for a jobseeker with the potential employer. More than anything else, this explains why the network of Workforce1 Career Centers has made more than 80,000 job placements over the past three years; when a Center refers a jobseeker for an opening, the employer knows what that endorsement means.

That validation is particularly important for two groups this report examined in greater depth: New Yorkers between the ages of 18 and 24, who are struggling to enter and advance in the labor market, and the long-term jobless, who comprise a disproportionately large share of the unemployed. Both groups face unprecedented struggle, less because they necessarily lack the hard skills and workplace competencies we know matter to employers than for the reason that in a “buyer's market” for workforce talent, employers generally will go with candidates who boast recent, relevant experience. Often, this means a strong preference for hiring candidates who are currently employed.

Understandable though this is from the employer's perspective, at scale this trend has long-term implications for our society. Research has shown that early work experience for young adults is a powerful predictor of long-term employment stability and higher earnings; unfortunately, the reverse also is true.¹ Young people, in New York City and elsewhere, are working at the lowest rates since records have been kept.

As noted in Section 3 of this report, the City and its partners in the private and philanthropic sectors have developed a number of powerful program models to close the educational deficits of older youth and younger adults, support their transitions from secondary to post-secondary education, and facilitate their entry into the labor market. But these programs are not at the scale necessary to meet the significant need. More attention, and more investment, will be necessary to really turn the tide for our City's youth.

¹ Marian Wright Edelman, “Young People Falling Behind Economically,” February 12, 2011; online at http://blogs.cfed.org/cfed_news_clips/2011/02/young-people-falling-behind-ec.html

The long-term unemployed face an equally hard road. As of late spring 2011, the average duration of joblessness nationally was just under 40 weeks, the longest in the more than sixty years for which we have data.² As Section 2 details, duration of unemployment has been as or more severe in the City. This is particularly worrisome because unemployment increasingly seems to be self-sustaining: during FY 2011, recently unemployed workers were three times more likely to find a new job than were those who had been out of work for six months or longer. As *The Economist* put it in a recent story, “Bit by bit, a large mass of American workers is losing touch with the [labor] market.”³

Here, too, City policymakers are trying to marshal resources. In summer 2011, the Department of Small Business Services and the New York State Department of Labor launched a new on-the-job training program with money from a federal emergency grant specifically targeting the long-term unemployed. The premise is that the combination of the credibility of Workforce1 and a subsidy of up to fifty percent of a new hire’s wages will be enough to reattach some City residents to a job. Again, however, the funding for and reach of this initiative is limited.

While the challenges are daunting, we should be encouraged by our progress. Buoyed by the Young Men’s Initiative, a public/private collaboration to target assistance to young African-American and Latino youth, promising models such as the Young Adult Internship Program and Young Adult Literacy Program are slated for significant expansion in the next year. Other programs noted as newly launched in the first iteration of this annual report, such as Bridge to Tomorrow and Scholars at Work—both collaborations between the Department of Education and the Department of Small Business Services—are showing very promising results in helping New Yorkers progress toward earning a GED and move from career and technical education at the high school level into career-track work and higher education, respectively.

The continuing squeeze on resources at the federal and state level constrains the reach of programs and impairs our ability to offer needed workforce services. In the face of limited funds, the imperative to collaborate, target resources and think strategically grows greater. The New York City Housing Authority has embraced a coordinating role for its residents within the City’s workforce system, directing its residents to appropriate services offered by partners. The Department of Small Business Services has focused its training dollars on “middle-skill” jobs with ongoing employer demand for workers that pay wages well above the norm for workforce system customers. And virtually every agency is targeting specific economic sectors that offer opportunity for New Yorkers.

Speaking at a conference in Albany this past May, labor market economist Paul Harrington declared, “Labor markets are trust markets. Employers today have a great deal of information about jobseekers--but they don’t trust it.” Over the remaining two years of the Bloomberg Administration and beyond, our work as a system is to both produce the strongest possible job candidates on their own merits, and to give employers reason to trust our services to support their aspirations.



² Catherine Rampell, “Average Length of Unemployment at All-Time High,” June 3, 2011: online at <http://economix.blogs.nytimes.com/2011/06/03/average-length-of-unemployment-at-all-time-high>

³ “The Ravages of Time: an intractable problem is getting worse,” *The Economist*, Oct. 1, 2011: online at <http://www.economist.com/node/21531005>

SECTION 7: APPENDIX

State of the NYC Workforce System: Program Inventory

Eligibility for services varies by agency and program. Criteria might include age (NYC Department for the Aging, NYC Department of Youth and Community Development), residency status (NYC Housing Authority), or income (NYC Human Resources Administration). Where applicable, we have included funding and outcome information from the previous year (Fiscal Year 2010), for a comparison of program outcomes and funding.

Performance information for each program is self-reported by the agency and should not be compared to other programs, for the reason that each agency sets its own definitions. Efforts are now underway to standardize metric definitions to enable fuller system-wide assessments. New York City also has begun to publicly release workforce system performance information on a quarterly basis, posted on www.nyc.gov and on individual agency websites.

Finally, a number of the programs noted in different agency sections were designed and supported by the NYC Center for Economic Opportunity (CE), as indicated by an asterisk next to the program name. In many cases, CEO continues to provide funding and guidance for these programs, helping to evaluate and refine them for improved performance.

NYC Department for the Aging (DFTA) Programs

Senior Community Service Employment Program (SCSEP)

Program Basics

For more than two decades, the Senior Community Service Employment Program (SCSEP) has furthered the mission of the NYC Department for the Aging (DFTA) by offering 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.

The program relies upon a network of complementary supportive service agencies to ensure success. SCSEP operates through NYC Workforce1 Career Centers, partners with ACCESS NYC (a free screening service that enables users to determine their eligibility for more than 30 city, state and federal human service benefit programs), and works with various community-based organizations. Federal and state governmental entities are responsible for program oversight.

Funding and Outcomes

- *FY 2011 funding level: Approximately \$8.0 million (all Federal, disbursed through the New York State Office for the Aging and the National Council on Aging)*
- *FY 2011 outcomes: 1,255 served**
- *FY 2010 funding level: Approximately \$7.3 million (\$1.8 million, Federal; \$5.5 million, State)*
- *FY 2010 outcomes: 1,252 served*
- *Definition of key measure “served”: Number of carry over clients from the previous year, plus the number of new starts for the current fiscal year.*
- **In response to state and federal funding reductions, program intake closed in May 2011. The program had been on pace significantly to exceed FY 2010 service levels.*

List of Vendors

DFTA works with a variety of training partners and community based organizations both to bolster clients' workforce skills and to provide clients with opportunities to enrich the community. Settings include offices in which clients deliver administrative support, agencies through which clients provide health care services or building security, as well as senior centers and government offices.

FY 2011 Highlights and FY 2012 Goals

During FY 2011, DFTA continued to cultivate new partners and enhance its training capacity. Six new city agencies partnered with DFTA's SCSEP program to become training work sites. Several program participants received hands on training through an ongoing partnership with CUNY. Nearly 20 trainees benefited from the program's continuing collaboration with Partners in Care, through which participants are prepared for placement in health care positions. Likewise, the agency strengthened ties to employers; for instance, at a SCSEP job fair during March 2011, more than a dozen employers offered job opportunities to DFTA program participants and one of them went on to hire several as security guards.

DFTA's SCSEP program receives its funding both from the National Council on Aging (NCOA) and from the New York State Office for the Aging (NYSOFA). In response to fiscal pressures, each has cut its respective SCSEP budget for FY 2012. Supplemental federal stimulus funds also have expired. Consequently, the program has experienced an overall 25 percent drop in funding. Simultaneously, the federal DOL has increased its enforcement of a regulation that limits trainees to 48 months of program participation. In response, DFTA closed its intake in May 2011; together these steps will allow DFTA to open slots efficiently as current clients complete their training. Despite the challenges, DFTA will maintain its steadfast commitment to older New Yorkers who turn to the agency for assistance with employment training, placement into work and community engagement.

NYC Department of Correction Programs

Rikers Island Discharge Enhancement (RIDE)

Program Basics

Operating since 2004, the Rikers Island Discharge Enhancement (RIDE) program facilitates the successful community reentry of city-sentenced offenders. Through contracted services provided by community-based organizations including Osborne Association, Fortune Society, and Women's Prison Association, RIDE provides individuals being released to the community with in-jail and community-based case management intended to support reintegration. RIDE providers engage with clients up to 90 days after release and are paid through performance-based contracts structured to reward long-term client engagement.

RIDE works in tandem with jail-based workforce programming. Inmates who graduate from Osborne's Fresh Start program during their time in custody are automatically provided discharge planning through RIDE. Providers may also refer participants to an employment specialist from any of the three providers who will connect them with job training and employment opportunities.

Funding and Outcomes

- *FY 2011 funding level: \$3,574,800 (City Tax Levy (CTL))*
- *FY 2011 served: 1,717 served*
- *FY 2011 outcomes:*
 - *1,717 Memoranda of Agreement*
 - *1,133 Confirmed Arrivals*
 - *729 Case management appointments kept 30 days post discharge*

- 575 Case management appointments kept 60 days post discharge
- 466 Case management appointments kept 90 days post discharge
- FY 2012 funding level: \$3,574,800 (all CTL)
- FY 2012 outcomes:
 - 2,362 Memoranda of Agreement
 - 1,215 Confirmed Arrivals
 - 532 Case management appointments kept 30 days post discharge
 - 397 Case management appointments kept 60 days post discharge
 - 320 Case management appointments kept 90 days post discharge
- Definition of key measures:
 - Memorandum of Agreement: Document signed by an inmate who agrees to participate in the program.
 - Confirmed Arrival: Signed and verified arrival and enrollment in services of a client in the community office of the provider.
 - Case management appointment: Providers are reimbursed for at least one face to face meetings with client in the community post discharge at specific intervals of 30, 60 and 90 days post discharge.

List of Vendors

- Fortune Society (2005)
- Osborne Association (1999)
- Women's Prison Association (2001)

FY 2011 Highlights and FY 2012 Goals

Contract providers delivered job readiness and placement services to 1,717 sentenced inmates during FY 2011.

In FY 2012, DOC will pilot the usage of standardized and evidence-based risk and needs assessments to be utilized upon intake, identifying inmates considered high-risk for re-offending at the beginning of their stay and providing guidelines for a treatment strategy that will address their most pertinent challenges. The availability of this information will allow RIDE providers to implement in-jail services tailored to individual needs, with the intention of targeting high risk individuals for intervention, reducing recidivism among the population most likely to recidivate.

Food Protection Certification Program

Program Basics

The NYC Department of Correction (DOC) offers Food Protection Certification courses to interested inmates in DOC custody. The Food Protection Course satisfies the Health Code requirement that supervisors of food service establishments and non-retail food service establishments be certified in food protection. Participants who complete the Food Protection Course and pass the final examination receive New York City accredited certificates.

Funding and Outcomes

- FY 2011 funding level: \$24,000 allocated to the DOC by the New York City Center for Economic Opportunity
- FY 2011 number served: 727 people served
- FY 2011 outcomes: 727 people served; 712 earned certificates
- FY 2010 funding level: \$24,000 allocated to the DOC by the New York City Center for Economic Opportunity
- FY 2010 outcomes: 782 individuals served; 779 earned certificates

- *Definition of key measure “served”:* Refers to the number of individuals who took the Food Handlers Certification course during FY 2010.

List of Vendors

- *NYC Department of Health and Mental Hygiene (DOHMH) is the contracted provider of instruction.*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, DOC continued to offer Food Protection Certification. A short interruption to services from January to February 2011 accounts for a slight decrease in the number served in FY 2011 (507) versus FY 2010 (624).

In April 2011, the DOC began to link participants who had earned Food Protection certificates to the Department’s Workforce 101 program. This program provides participants with job search skills, resume writing, interviewing skills, and presentations from providers that have helped jobseekers find employment in the restaurant and food service industries including Restaurant Opportunity Center, Fortune Society and Osborne Association. The program then encourages participants to voluntarily join community-based programs to help them secure employment upon release.

For FY 2012, the DOC plans to increase the frequency of the course and to direct more certificate earners into Workforce 101 sessions to increase employment opportunities upon discharge from custody.

NYC Economic Development Corporation (NYCEDC) Programs

Kingsborough Community College Training Program

Program Basics

Project Welcome is a training program managed by the Kingsborough Community College (KCC) Training Program since 2010. It offers free courses in Food Service Operations and Hospitality/Customer Service, two growth employment sectors in New York City. KCC also screens training participants for benefits and work supports while providing potential entry into enrollment at the College. The goal of the program is to prepare residents of Coney Island for the types of employment opportunities that will be available in the neighborhood once redevelopment is complete.

Funding and Outcomes

- *FY 2011 funding level: \$300,000 (PILOT)*
- *FY 2011 number served: 342*
- *FY 2011 outcomes:*
 - *Total enrollment: 342*
 - *Total course completions: 241*
 - *Total number of students that have earned certificates: 205*
 - *Total job placements: 110*
 - *Retention at 6 months: 31*
 - *Total part-time placements: 35*
 - *Total seasonal placements: 12*
 - *Total amount of students enrolled in college: 9*
 - *FY 2010 funding level: \$300,000 (PILOT)*
- *FY 2010 outcomes: 156 served*
- *Definition of key measure: See above*

List of Vendors

- *CUNY - Kingsborough Community College (2010)*

FY 2011 Highlights and FY 2012 Goals

FY 2011 accomplishments include 241 individuals enrolled in the program with 205 individuals earning certification in Food Service Operations and Hospitality/Customer Service. Of this number, 110 individuals found employment, including 31 who stayed on the job for at least six months. EDC's contract with KCC concludes in FY 2012, with cumulative outcomes projected to include 400 individuals enrolled and 260 course completers resulting in 200 job placements. Among these, 110 individuals are projected to retain employment for at least six months.

NYC Department of Health and Mental Hygiene (DOHMH) Programs

Assisted Competitive Employment (ACE) Programs

Program Basics

The focus of ACE programs is rapid placement, followed by ongoing on-the-job support. The majority of these programs operate through private non-profit community-based agencies. ACE program services include individual assessment, identification of strengths and barriers to employment, goal setting, and formulation of an employment plan in collaboration with the individuals served. Staff members provide individualized benefits counseling, case management, and referral to education/remediation services, as well as job development activities such as interview coaching and work appropriate dress and behavior. They also interact with employers and the individual's mental health service providers as necessary. Work readiness activities such as attainment of basic computer skills for resume writing, application writing, and job search are available. Group activities are available both before and after placement. Follow up activities to ensure job retention include individual, group and telephone counseling and ongoing benefits advisement.

Funding and Outcomes

- *FY 2011 funding level: \$4.0 million (State and Disproportionate Share Hospital Funding or DSH)*
- *Note: Four programs converted to a new Medicaid-billable rehabilitation model licensed by the New York State Office of Mental Health and are no longer in contract with the Department.*
- *FY 2011 number served: 1,450 people served*
- *FY 2011 outcomes: 652 of individuals served were placed into competitive employment.*
- *FY 2010 funding level: \$4.0 million (all State)*
- *FY 2010 outcomes: 1,403 people served*
- *Definition of key measure "served": The unduplicated number of individuals that the program serves over the course of a year.*

List of Vendors

- *Baltic Street AEH*
- *Catholic Charities*
- *Community Access*
- *Center for Urban Community Services*
- *Fordham-Tremont Community Mental Health Center*
- *Goddard Riverside Community Center*
- *Goodwill Industries*

- *Institute for Community Living (ICL)*
- *Mental Health Association of NYC (MHA)*
- *North Shore LIJ Medical Center*
- *Postgraduate Center for Mental Health*
- *Project Renewal*
- *PSCH*
- *Services for the Underserved (SUS)*
- *Skylight*
- *The Bridge*
- *Transitional Services Incorporated of New York (TSI)*
- *Urban Pathways*
- *Center for Behavioral Health Services**
- *Henry Street Settlement**
- *Fountain House**
- *Young Adult Institute (YAI)**
- ** Transferred to DOHMH from the New York State Office of Mental Health (OMH) in 2010*
- **The majority of programs listed above became operational from 1998-2000*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, DOHMH:

- *Directed programs to close long-term cases to increase capacity for new referrals.*
- *Improved data collection focusing on length of stay and placements.*
- *Increased total individuals served during the year.*
- *Because many consumers with mental illnesses or co-occurring disorders are reluctant to pursue employment due to fear of losing benefits, we offered comprehensive 5 day certificate training to providers on benefits and work incentives.*
- *Analyzed vocational assessment tools to be used in housing programs.*
- *Identified priority populations for programs to serve to be added to contract language (i.e. individuals with limited work experience; extensive histories of homelessness; co-occurring disorders).*

In FY 2012, DOHMH remains committed to increasing by 10 percent the number of individuals in New York City with a mental illness who are employed competitively in an integrated setting (earning minimum wage or above and working at employment sites side by side with non-disabled people). The agency will:

- *Train providers on benefits, work incentives and monitor training outcomes.*
- *Reallocate capacity from underperforming programs if placement rates do not improve and redirect resources to providers that can deliver better outcomes.*
- *Survey and monitor ACE programs to ensure that they are predominantly serving the identified priority populations.*
- *Implement and evaluate a validated or newly designed vocational assessment in supported housing programs.*
- *Expand referral sources for ACE programs in the private sector.*
- *Increase monitoring of outcomes and enforcement on enrollment, discharge, length of stay and newly placed.*

NYC Housing Authority (NYCHA) Programs

Resident Economic Empowerment and Sustainability

Program Basics

Resident Economic Empowerment and Sustainability's four focus areas are financial literacy and asset building, employment and advancement, adult basic education and training and resident business development. Depending on the REES initiative, efforts include outreach, recruitment, pre-screening, service coordination and referrals to workforce development and employment opportunities.

Funding and Outcomes

- *FY 2011 funding level (with amount by source): \$5 million (\$135, 157 Federal; \$524,000 CTL)*
- *FY 2011 number served: 3,265*
- *FY 2011 outcomes: 523 Total Training Completions; 208 Training completed training and placed in a job; 1244 Total Placements in job; 1011 Total Section 3/REP Placements (this overlaps with total job placements).*
- *FY 2010 funding level: \$5.5 million (\$5.2 million, Federal; \$296,931, CTL)*
- *FY 2010 outcomes: 2,770 served (Total number of residents (no duplicates) who attended a NYCHA Resident Employment Services Information Session, completed an intake form and met with a Career Specialist for an assessment.)*

List of Vendors

- *City College of New York (CCNY) and Year Up New York: Through a federal Resident Opportunities for Self Sufficiency (ROSS) grant, NYCHA contracts with City College of New York and Year Up NY Inc. to provide training, job placement and job retention to serve NYCHA residents citywide. These services may include life-skills training, job training, job search and placement assistance, post-employment follow-up and activities to support career advancement and long-term economic self-sufficiency. The program began in September 2009 and is scheduled to end in December 2011.*
- *Computer Technology Initiative: a partnership between NYCHA and Workforce Opportunity Services (WOS) to provide young adult NYCHA residents with the opportunity to study marketable computer technology skills through a program called Service Learning in a Community Environment (SLICE), hosted by Columbia University.*
- *Ocean Bay Community Development Corporation (OBCDC): OBCDC was created as a result of a federal grant aimed at revitalizing distressed public housing in Far Rockaway. OBCDC, with support from NYCHA, serves Ocean Bay and the surrounding community with training and employment placement programs, financial literacy and education, income tax preparation assistance, youth leadership programs, and community partnerships and referrals to public housing residents.*

NYC Human Resources Administration (HRA) Programs

Back to Work

Program Basics

HRA's Back to Work (BTW) program is an employment based program through which HRA vendors assist cash assistance applicants, cash assistance recipients, non-cash assistance food stamp 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. All BTW contracts are 100 percent performance-based, which places greater emphasis on outcomes and the services needed to promote job retention and career advancement, including job training and educational activities.

Funding and Outcomes

- *FY 2011 funding level: \$58.9million (\$46.9 million, Federal; \$12million, CTL)**
- *FY 2011 number outcomes: 99,343 individuals were referred and received services*
- *FY 2010 funding level: \$54 million (\$39.6 million, Federal; \$14.4million, CTL)*
- *FY 2010 outcomes**: 99,295 individuals were referred and received services*
- *Definition of key measure “served”: Number of participants who were referred to a program and received services*
- **Since these are performance based contracts, the increase in funding is due to increased performance.*
- *** Revised from FY 2010 report.*

List of Vendors

- *Career and Educational Consultants*
- *FEGS*
- *Goodwill*
- *America Works*
- *ResCare*
- *Seedco/Non-Profit Assistance Program*
- *Wildcat*

FY 2011 Highlights and FY 2012 Goals

For calendar year 2011, HRA established a goal of 85,000 job placements – 10,000 more than in calendar year 2010. Through the first six months of 2011, HRA met 50 percent of this goal, and is thus on track. The BTW program has been a critical component of this accomplishment.

For FY 2012, the BTW program plans to continue working toward the ambitious goal of 85,000 agency-wide job placements in calendar year 2011. Each BTW contract has established performance targets that correspond to the 85,000 job placement goal. In FY 2012 HRA expects BTW job placements to remain strong in the Health Care, Retail and Food Services sectors.

College and Related Experience Work Experience Program (CARE WEP)

Program Basics

The College and Related Experience Work Experience Program (CARE WEP) 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 WEP designs assignments that will enhance students’ educational experiences and help prepare them for employment in their field of study. There is a modest performance based component leading to a small number of job placements. CARE WEP has operated since 1998, with services provided through the Jewish Community Council of Greater Coney Island, Inc.

Funding and Outcomes

- *FY 2011 funding level: \$1.1 million (\$814,000, Federal; \$318,000 CTL)*
- *FY 2011 outcomes: 1,944 placements*
- *FY 2010 funding level: \$1.1 million (\$814,000, Federal; \$318,000 CTL)*

- *FY 2010 outcomes: 1,591 placements*
- *Definition of "placements": Number of participants placed in jobs*

List of Vendors

- *Jewish Community Council of Greater Coney Island, Inc. has been providing services since 1998 works with nearly 300 non-profit sites to establish WEP positions for participants.*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, CARE WEP accomplished its goal of developing new worksites, new areas of study, and new partnerships to bring together classroom and work experiences. As a result, the program expanded to serve 2,500 students at CUNY campuses and other post-secondary educational institutions, and the number of participating schools was increased to include over 500 colleges and training programs.

For FY 2012, CARE WEP priorities include ensuring quality WEP assignments that relate to the clients area of study. Improved metrics and data tracking will support HRA in this task.

CUNY College Opportunity to Prepare for Employment (COPE)

Program Basics

COPE is a program within the City University of New York (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 tutoring and counseling. The program has operated since 1993 at ten CUNY campuses across the five boroughs.

Funding and Outcomes

- *FY 2011 funding level: \$4.6 million (\$3.6 million Federal; \$1.0 million CTL)*
- *FY 2011 number served: approximately 2,752 individuals served*
- *FY 2010 funding level: \$4.6 million (\$3.6 million Federal; \$1.0 million CTL)*
- *FY 2010 outcomes: 2,667 individuals served*
- *Definition of key measure "served": Number of participants who were referred to a program and received services*

List of Vendors:

- *COPE works at ten CUNY colleges, including Borough of Manhattan Community College, Bronx Community College, College of Staten Island, Hostos Community College, John Jay College, Kingsborough Community College, LaGuardia Community College, Medgar Evers College, New York City College of Technology, and Queensborough Community College.*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, COPE completed 923 referrals to work study and 937 to internships. In addition, COPE provided counseling activities for 1,250 students, tutoring for 945 students, and provided new interview and work clothing for 124 students through Edith's Place. Job preparation was also a core service in FY 2011. Another highlight in FY 2011 was the ninth annual COPE Symposium where over 450 individuals attended workshops on preparing for jobs.

Plans for FY 2012 include implementing strategies to enhance job placement outcomes and improving post-placement follow-up services to increase job retention. In addition, the program will aggressively apply for grant funding to supplement and to improve the types of incentives offered to students to continue a relationship with the COPE program following their job placement.

Perfect Opportunity for Individual Skills and Educational Development (POISED)

Program Basics

Launched in 1999, Perfect Opportunity for Individual Skills and Educational Development (POISED) offers participants a range of education and employment services, such as health and parenting classes, career planning and counseling, job search and placement, transportation assistance, and academic and computer training. The program serves women on cash assistance who are less than eight months pregnant and/or have a child at least 13 weeks of age but under the age of three. Three CUNY campuses offer POISED: Bronx Community College, City College and Medgar Evers College. The services available to participants include in-home case management services, educational skills, and parenting instruction for pregnant women exempt from work participation requirements.

Funding and Outcomes

- *FY 2011 funding level: \$2.8 million (all Federal)*
- *FY 2011 number served: 1,309 participants*
- *FY 2011 outcomes: 115 job placements*
- *FY 2010 funding level: \$2.8 million (all Federal)*
- *FY 2010 outcomes: 169 job placements*
- *Definition of key measures:*
- *Definition of “served”: Number of participants who were referred to a program and received services.*
- *Definition of “outcomes”: Number of participants placed in jobs.*

List of Vendors

- *Since 1999, the City University of New York has offered POISED at three campuses: Bronx Community College, City College, and Medgar Evers College.*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, POISED held a dedicated job fair for its participants at the CUNY Central Office with 50 students in attendance. POISED also participated in the ninth annual COPE Symposium, “Education is the Key to Career,” which included workshops on job preparation, using social media responsibly, and proper behavior on the job. In addition, POISED collaborated with Cornell University Extension to provide health and nutrition workshops for participants and provided referrals to Edith’s Place for free interview training and work clothing. In terms of placement numbers, the program served a total of 1,309 participants, of which 802 achieved milestones related to employment (30 day retention, 90 day retention, and 180 day retention and bonus placements), education, or POISED-at-Home milestones.

For FY 2012, POISED is not planning any major new initiatives due to budgetary constraints. The program will continue developing strategies to improve job placement and retention, including partnerships with other employment providers in the community and participating in campus and community-wide job fairs, and will leverage resources to provide additional services to participants. POISED will also explore a follow-up survey of former participants to better understand the long-term impacts of the program.

Support Through Employment Program (STEP)

Program Basics

The Support Through Employment Program (STEP) provides employment services to non-custodial parents (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. The program has operated since 2002, with 14 vendor sites providing services in FY 2011.

Funding and Outcomes

- *FY 2011 funding level: \$1,222,418*
- *FY 2011 number served: 5,828 non-custodial parents served.*
- *FY 2011 outcomes: STEP vendors claimed 403 jobs for non-custodial parents. In addition, 275 retention milestones paid at either the 90 or 180 day mark. In FY 2011, all current and former STEP participants paid \$27.5 million in child support.*
- *FY 2010 funding level: \$968,150**
- *FY 2010 number served: 4,711 non-custodial parents served.**
- *Definition of key measures:*
- *Served: court referrals made for non-custodial parents.*
- *Outcomes: The number of jobs are claimed when the vendor can provide documentation that the NCP has held a job for 30, 90 or 180 days. Retention milestones are met at 90 and 180 day.*
- ** Revised from the FY 2010 report.*

List of Vendors

- *America Works*
- *Career and Educational Consultants*
- *Center for Employment Opportunity*
- *Federation Employment and Guidance Services*
- *Goodwill*
- *Midtown Community Court*
- *Seedco*
- *Wildcat Services Corporation*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, HRA's Office of Child Support and Enforcement (OCSE) continued to see strong growth in the number of STEP participants, with a 24 percent increase in participation and a concomitant increase in placements. Additionally, in FY 2011 OCSE implemented the Parent Support Program, a pilot that adds close court monitoring and consequences for non-participation to the basic STEP model.

For FY 2012, OCSE will be assessing the implementation and outcomes of the Parent Support Program. Overall STEP goals for FY 2012 are to decrease non-compliance by non-custodial parents and to increase vendor accountability.

Subsidized Employment Programs

Program Basics

Subsidized Employment Programs promote employment and work skills/experience development for cash assistance participants. In these programs, employers obtain subsidies to offset participants' wages and training expenses. Participation is generally limited to a total of 12 months, with some programs offering shorter placements. HRA offered four main subsidized employment programs in FY 2011: the Parks Opportunity Program (POP), the Stimulus Wage Subsidy/Subsidized Employment Initiative, Employer Incentives Plus (EIP), and the Neighborhood Improvement Project (NIP). The POP provides a temporary full-time subsidized job program lasting nine to twelve months with the NYC Department of Parks and Recreation. (See p. 54 for more on POP.) The Stimulus Wage Subsidy/Subsidized Employment Initiative began in 2009 with support from the New York State Office of Temporary and Disability

Assistance (OTDA) and federal stimulus funding. Although federal stimulus dollars were discontinued in FY 2011, NYS OTDA maintained some funding for the program to continue. This program provides subsidized jobs for cash assistance recipients in the public and private sector. Employer Incentives Plus (EIP) is a wage subsidy program directed toward private sector employers, and the NIP provides cash assistance participants an opportunity to work and gain job skills while serving communities that have been negatively impacted by the foreclosure crisis. EIP and NIP also received some support from federal stimulus funding and were implemented in 2009.

Funding and Outcomes

- *FY 2011 funding level: \$44.2 million (\$10 million, Federal; \$1.4 million, State; \$32.8 million, CTL)*
- *FY 2011 outcomes: 9,432 people served*
- *FY 2010 funding level: \$49.8 million (\$10.5 million, Federal; \$3.4 million, State; \$35.8 million, CTL)*
- *FY 2010 outcomes: 9,394 served**
- *Definition of key measure “served”: Total number served includes all subsidized jobs under Parks (regular POP & Stimulus POP), NIP, EIP, and Stimulus Wage Subsidy (SWS)/Subsidized Employment Initiative (SEI).*
- ** Revised from FY 2010 report*

List of Vendors

- *The following providers were offered services in FY 2011: Arbor, Visiting Nurse Services, FECS, Career and Educational Consultants, NADAP, Seedco, University Behavioral Associates*
- *Wildcat Services Corporation was the provider for NIP participants*

FY 2011 Highlights and FY 2012 Goals

Fiscal Year 2011 was the second year of the New York State OTDA Subsidized Employment Initiative, which allowed HRA to continue the Subsidized Employment Initiative. The second cohort of the NIP finished in FY 2011 with improvements in program retention and unsubsidized job placements among participants.

Plans for FY 2012 include continued support of the Parks POP program. HRA and the Department of Parks plan to focus on improving the placement rate for participants in unsubsidized jobs. It is unclear whether New York State OTDA funding will be available in FY 2012 to continue the Subsidized Employment Initiative.

Work Experience Program (WEP)

Program Basics

The Work Experience Program (WEP) provides cash assistance recipients an opportunity to gain valuable job skills through a WEP work assignment. Work assignments are divided into three categories: 1) office services, 2) maintenance services, and 3) human/community services. The work assignment hours depend on the household’s cash assistance budget and other approved activities the participant is engaged in. Most cash assistance recipients who participate in the WEP also receive employment services (e.g., soft skills training, resume development, job placement services, etc.) through HRA’s Back to Work Program. WEP has operated since 1999, with City agencies and non-profit organizations serving as the sponsoring organizations.

Funding and Outcomes

- *FY 2011 funding level: \$1.2 million (\$792,094 Federal; \$407,139 CTL)*
- *FY 2011 number served: 41,952 people served*
- *FY 2010 funding level: \$1.1 million (\$748,000, Federal; \$384,000, CTL)*
- *FY 2010 outcomes*: 41,857 people served*
- *Definition of key measure “served”: Number of participants who were referred to program and received services.*
- ** Revised from the FY 2010 report.*

FY 2011 Highlights and FY 2012 Goals

In FY 2011, the WEP increased the number of positions by 200 per month at the Jewish Community Council of Greater Coney Island and by 700 positions per month at the Parks Department. The program also negotiated with the MTA to provide 1,000 WEP positions starting September 2011.

FY 2012 plans include expanding partnerships with the MTA and increasing the number of WEP positions at non-profit organizations; promoting work-first messages with City agencies that host WEP participants; and designing a reporting system to identify performance measures for those agencies.

* Revised from FY 2010 report.

NYC Department of Parks and Recreation Programs (DPR)

MillionTreesNYC Training Program

Program Basics

The MillionTreesNYC Training Program is an intensive seven-month paid job training program that provides life skills to unemployed, out-of-school youth and prepares them for “green collar” jobs in the fields of Arboriculture, Ecological Restoration and Landscape Design and Management. MillionTreesNYC Training Program has operated since 2008 in partnership with the DPR, NYC Center for Economic Opportunity (CEO) and The New York Restoration Project.

Funding and Outcomes

- *FY 2011 funding level: \$1,100,096 Total (\$693,290 private, \$156,806 city in-kind, and \$250,000 CEO allocation)*
- *FY 2011 number served: 33 people served*
- *FY 2011 outcomes: 33 participants served; 25 graduates, 19 of which are employed by various green collar employment sources (76 percent of graduates); 10 participants earned their driver’s license during the program.*
- *FY 2010 funding level: \$1,115,648 Total (\$891,353 private; \$224,295 city in-kind)*
- *FY 2010 outcomes: 33 served; 29 graduates, 25 of which are employed (86 percent of graduates); 17 participants earned their driver’s license during the program.*
- *Definition of key measure “served”: The unduplicated number of individuals that the program serves over the course of the fiscal year.*

FY 2011 Highlights and FY 2012 Goals

The DPR galvanized a partnership with the TREE Fund (a non-profit comprised of five international tree companies) to secure over two weeks of free, top-notch, technical trainings that proved to be extremely valuable for program participants. This recently graduated class is especially successful in that 76 percent of graduates are now employed.

Due to the downturn in the economy and a decrease in private funds to support the program, the Department was forced to scale back by providing training only for Arboriculture and Ecological Restoration, the two tracks that have shown the strongest employment prospects for trainees (The New York Restoration Project will not be participating this year). Additionally, a continuing education partnership with the New York Botanical Garden had to be phased out for cost reasons. The FY 2012 program will consist of 22 participants – 12 recruited from the Parks Opportunity Program (see p. 54) and 10 from the Department’s general recruitment pool (consisting of 122 eligible candidates). It is scheduled to run from October 2011 through April 2012.

NYC Department of Small Business Services Programs (SBS)

Workforce1 Career Centers (WF1CCs)

Program Basics

New York City's Workforce1 Career Centers (WF1CCs) connect employers to skilled jobseekers and provide training and placement services to the City's adult workforce. WF1CCs are located throughout the five boroughs and provide jobseekers with a full array of employment services, including:

- *Resource rooms for job search and exploration*
- *Job matching and referral service*
- *Job search services including workshops for resume writing, interviewing, and job search techniques*
- *Career counseling and skills assessment*
- *Labor market information*
- *Development of individual employment plans*
- *Dedicated staff to serve veterans*
- *Assistance under the Trade Adjustment Assistance Program*
- *Assistance with the 599 Unemployment Insurance Training program*
- *Occupational training through the Individual Training Grant program*
- *Specialized pre-layoff services for workers affected by a mass layoff*

The centers are staffed by SBS contracted vendors and the New York State Department of Labor (NYSDOL). More information can be found at www.nyc.gov/workforce1.

Funding and Outcomes

- *FY 2011 funding level: \$70.2 million*
- *Workforce Investment Act: \$39 million*
- *City Tax Levy: \$6.2 million*
- *Wagner Peyser, Reemployment Services and Reemployment Eligibility Assistance: \$25 million*
- *FY 2011 number served: 242,344 people served*
- *FY 2011 outcomes: Between October 2009 and September 2010, 89,828 non-sector center participants that exited the program entered employment ; 1,351 at all sector centers entered employment during FY 2011; 9,511 enrolled in training (2,168 under the Individual Training Grant program)*
- *FY 2010 funding level: \$48.5 million (\$42 million, Federal (WIA); \$6.4 million, CTL)*
- *FY 2010 outcomes: 271,606 served ; 98,561 participants that exited the program entered employment; 14, 218 enrolled in training (9,174 under the Individual Training Grant program)*
- *Definition of key measure: Entered employment is defined as, of those who are not employed at the date of participation, the number of individuals employed in the first quarter after their exit from participation.*

List of Vendors

- *Seedco (2004 – present)*
- *DB Grant Associates (2005 - present)*
- *LaGuardia Community College (2005 – present)*
- *VIP Community Services (2008 – present)*
- *EDSI (2011 - present)*

FY 2011 Highlights and FY 2012 Goals

Highlights:

The New York City Local Workforce Investment Area passed all Program Year 10 WIA Common Measure Performance Measures. Workforce1 Career Centers at Metrotech (Brooklyn), Jamaica and Flushing successfully competed for grant funds to participate in the Unemployment Insurance (UI) Re-Employment and Eligibility Assessment (REA) program. The REA program design creates a continuous engagement between Workforce1 and the customer via regularly scheduled in-person assessments throughout the period of the UI claim. Assessments are used to determine which Workforce1 services and/or training are appropriate for each UI claimant to return to work. The REA program has demonstrated that participants return to work on average one week sooner than those in the control group.

Goals: Increase the number and quality of job placements through the opening of ten new WF1CCs. These centers, which will be significantly smaller than a traditional Workforce1 center, will focus on screening and matching New Yorkers to jobs. They will be operated by existing providers, in partnership with organizations such as public libraries, in areas that are accessible and where there is a high concentration of individuals looking for work.

Increase access to job opportunities and services via a redesigned web site, allowing individuals to directly apply for jobs online. The Workforce1 Career Blog provides job search tips and interviews with industry experts, while the Workforce1 Career Bulletin is a weekly e-mail updated with recent job postings. Increase the use of Skills Matching and Referral Technology system (SMART), artificial intelligence software specifically designed to analyze the whole person using a customer's resume for skills, work experience, and talents within context. Later in FY 2012, individuals will be able to register for services and schedule appointments through the Workforce1 website.

Community Partners

Program Basics

Community-based organizations and other stakeholders assist large numbers of jobseekers, but may lack strong employer connections and a clear linkage to the public workforce system. SBS's Community Partners initiative, launched in 2007 with support from CEO, rapidly connects individuals referred by participating community organizations to specific job openings at Workforce1 Career Centers (WF1CCs) across New York City. The Centers also make referrals to Community Partners when customers have needs that align with services offered by partner organizations. As of 2011, more than 200 organizations have registered as Community Partners, including community-based providers, public libraries, colleges and other educational institutions, faith-based organizations and community boards.

Funding and Outcomes

- *FY 2011 funding level: Integrated into WF1CCr services and funding*
- *FY 2011 number served: 11,470 referrals received from partners*
- *FY 2011 outcomes: 4,511 job placements*
- *FY 2010 funding level: Integrated into Workforce1 Career Center services and funding*
- *FY 2010 outcomes: 12,204 referrals, 5,007 job placements; referral-to-hire ratio of 2.44-to-1*
- *Definition of key measure: Job placements*

FY 2011 Highlights and FY 2012 Goals

SBS held a Workforce1 Partner Summit where top-performing partners met together with Workforce1 leadership to discuss new opportunities to partner, labor market information, and employer demand for key occupations.

SBS also launched the new Partnering with Workforce1 web page, which provides partners with industry information,

resume samples, and sample interview questions for mid-wage occupations where Workforce1 expects to see growing demand from employers.

In September 2011, SBS launched a Partner Bulletin and Partner Blog to provide partners more information on job opportunities across the Workforce1 system. This will allow partners to send more of their jobseekers to Workforce1 for placement services. Also in FY 2012, the sector-based career centers in transportation, healthcare and manufacturing will launch a Community Partners program to accept referrals from partner organizations.

NYC Business Solutions Training Funds

Program Basics

NYC Business Solutions Training Funds (Training Funds), operated by SBS, support New York City employers looking to strengthen their businesses by investing in their workers. By covering up to 70 percent of training costs, the program assists employers looking to reduce turnover and increase productivity, thereby lowering the cost of doing business in New York City. Trainees acquire new skills that both increase their compensation in their current jobs and their employability and earning power over the long term. Training Funds are competitively awarded on a quarterly basis. From its launch in 2007 through the end of FY 2011, the program has awarded more than \$8 million to 113 companies to train over 4,800 New York City workers, matched by over \$7.9 million in employer contributions.

Funding and Outcomes

- *FY 2011 funding level: \$1.5 million (\$500,000, State; \$1 million, CEO/CTL)*
- *FY 2011 number served: 17 awards made; 98 percent of incumbent trainees received a wage gain after training; Average wage gain (among trainees with wage gain): 14 percent*
- *FY 2011 outcomes: A total of 15 Training Funds projects completed training by the end of FY 2011. Of those 15 Training Funds projects 6 projects successfully completed training with a 90 percent or above completion rate. Overall 50 percent of all trainees completed training, across the 15 projects. For FY 2011 78% percent of 537 incumbent trainees received a wage increase. An average of 15.03 percent was received in wage increases for incumbents who received a wage gain.*
- *FY 2010 funding level: \$2.3 million (\$830,000, State; \$1.5 million, CTL)*
- *FY 2010 outcomes: 35 awards made; 71 percent of incumbent trainees received a wage gain after training; Average wage gain (among trainees with wage gain): 16 percent*
- *Definition of key measures:*
- *Projected Outcomes*
- *Number of trainees: The total number of incumbent and new hire trainees projected to receive training as a result of Training Funds. Percent of incumbent trainees to receive wage increase % of incumbent trainees projected to receive a wage increase as a direct result of training.*
- *Average wage gain: (among trainees with wage increase) % weighted average wage gain for trainees expected to receive a wage increase (see previous metric definition).*
- *Marketing Eligible pre-applications received: The total number of pre-applications submitted who are eligible to apply for Training Funds. (Green-lit pre-applications.)*
- *Applications submitted: Number of complete applications that were submitted.*
- *Awards Businesses awarded: The number of businesses that were awarded Training Funds. Each business in a consortium will be included separately in this total.*
- *Incumbent trainees earning \$15/hour or less pre-training % of incumbent trainees earning \$15/hour or less pre-training.*

List of Vendors

- n/a

FY 2011 Highlights and FY 2012 Goals

- *In FY 2011, Training Funds awarded 17 businesses across five boroughs and seven sectors a total of \$688,599 in funding.*
- *In FY 2011, 78 percent of trainees projected to receive a wage gain got one. On average the wage gain was 15.03 percent. In addition 100 percent of employers who led Training Funds projects reported meeting or exceeding projected productivity gains as a result of training.*
- *In FY 2012, SBS will launch or expand a number of new training initiatives in addition to Training Funds – such as medical coding/billing training related to electronic medical records and on-the-job training for the long-term unemployed.*
- *In FY 2012, Training Funds will co-invest almost \$1 million to train approximately 500 workers to receive on average an 8 percent wage gain.*

Quotes from two Training Funds FY 2011 completed project:

Fishel Steil and Meiloch Wislicki, owners, I. Beigel:

“The quality of our products were greatly improved – the challah bread was braided better, there was less wasted bread (and ingredients), attention to cleanliness improved.”

Jeff Higdon, Vice President, Victoria Plating:

“As a result of training, we decreased our error rate by 4 to 10 percent and increased our customer retention by about the same amount (4 to 10 percent)”

NYC Department of Youth and Community Development (DYCD) Programs

Ladders for Leaders

Program Basics

NYC Ladders for Leaders was launched in 2006 to connect motivated New York City students with professional internship opportunities. Participants receive pre-employment training over a six-month period before beginning a seven-week summer internship at partnering companies, which also underwrite the program through private donations. Qualified participants are eligible for competitive partial college scholarships, free college preparatory workshops and SAT courses. The internship experience is complemented by summer workshops focusing on financial literacy, college and career exploration, health and gender issues, leadership development, and other topics. Supported by the NYC Commission on Women’s Issues, Ladders for Leaders is the only direct service program operated by DYCD.

Funding and Outcomes

- *FY 2011 (CY 2010) funding level : \$296,400 (all private)*
- *FY 2011 outcomes: 190 individuals enrolled*
- *FY 2010 (CY 2009) funding level: \$338,000 (all private)*
- *FY 2010 outcomes: 174 individuals enrolled*
- *Definition of key measure: Participants must fulfill all requirements of the pre-employment program including assignments and attendance and successfully complete the internship portion of the program.*

List of Vendors

- N/A

FY 2011 Highlights and FY 2012 Goals

In the fall of 2010 (FY 2011), the Ladders for Leaders program received over 1,000 applications for the summer 2011 (FY 2012) program, the largest number since the program's inception. The FY2012 program also graduated the largest class of interns to date, as 216 young people completed internships at 75 partnering corporations, nonprofits, and government agencies. Eight young people were the recipients of the American Airlines College Tour Competition Award, which grants two tickets per winner to visit colleges of their choice. Participating corporations and foundations raised over \$275,500 to fund 34 students enrolled in Kaplan SAT preparatory classes and partial college scholarships for qualifying students.

Out of School Youth (OSY)

Program Basics

The Out of School Youth program (OSY) serves eligible young adults between the ages of 16 and 21 who are low-income, not connected to school or work and need assistance upgrading their educational and occupational skills. Funded by the federal government, OSY programs are operated by community-based organizations in all five boroughs of New York City and offer a wide range of services designed to increase young adults' success in the workplace and beyond. OSY has been operated by DYCD since 2002 and currently comprises 25 contracts with 20 community-based organizations.

Funding and Outcomes

- *FY 2011 funding level: \$11,833,640 (all Federal, Workforce Investment Act (WIA) funding)*
- *FY 2011 number served: 1,341 people served*
- *FY 2011 outcomes: 1,341 people served*
- *FY 2010 funding level: \$15.1 million (all federal, including \$3.5 million in ARRA stimulus funds)*
- *FY 2010 outcomes: 1,881 people served*
- *Definition of key measure "served": Number of participants that have received OSY services. Outcome measures are as follows:*
- *WIA-mandated Youth Measures (Source: USDOL Training & Employment Guidance Letter #17-05 – Feb. 17, 2006)*
- *Placement in Employment or Education – of those who are not in post-secondary education or employment (including the military) at the date of participation: number of youth who are in employment (including military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter.*
- *Attainment of a Degree or Certificate – of those enrolled in education (at the date of participation or at any point during the program): number of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter.*
- *Literacy/Numeracy Gains – of those out-of-school youth who are basic skills deficient: number of youth participants who increase one or more educational functioning levels.*

List of Vendors

- BronxWorks
- CAMBA
- Central Queens YM & YWHA, Inc.
- Children's Arts & Sciences

- *Chinatown Manpower Project*
- *Community Impact*
- *Henkels & McCoy (3 contracts: 1-Queens, 1-Bronx, and 1-Citywide)*
- *Highbridge Community Life Center*
- *Italian-American Civil Rights League*
- *JTPA Sheetmetal ETER Fund – Local #28*
- *KRA Corporation*
- *Medgar Evers College/Research Foundation*
- *Mosholu Montefiore Community Center*
- *New York Center for Interpersonal Development*
- *NYSARC, Inc. (3 contracts: 2-Brooklyn, 1-Queens)*
- *Opportunities for a Better Tomorrow (2 contracts)*
- *Phipps Community Development*
- *Staten Island Employment Education Consortium*
- *STRIVE – East Harlem Employment Services*
- *The Door – A Center for Alternatives, Inc.*

The above vendors (20 providers with 25 contracts) began services under three-year contracts on July 1, 2010 (FY 2011).

[FY 2011 Highlights and FY 2012 Goals](#)

In FY 2011, 21 OSY providers began three-year contracts. In accordance with the Request for Proposals released in December 2009, OSY providers now place greater emphasis on occupational training within a single occupational area and development of strategic partnerships with employers, training programs, and educational institutions. These priorities help OSY participants emerge from the program with brighter prospects for viable employment and greater access to career-ladder opportunities.

Another change under the new contracts has been greater emphasis on providing strategic technical assistance activities for OSY providers through workshops, one-on-one consultations, and ongoing program assessment. The Workforce Professionals Training Institute, contracted to provide technical assistance for DYCD, is leading these activities.

In FY 2012 (summer 2011), OSY participants were provided summer jobs through the Summer Youth Employment Program (SYEP), covering a seven-week period between the period of July 5 and August 20, 2011. 416 OSY participants enrolled in SYEP, working at 186 approved worksites.

For the balance of FY12, OSY plans include :

- *Potential integration of a SYEP component for participants during summer 2012 (FY 2013)*
- *Pilot a web-based Program Quality Monitoring Tool to aid in the monitoring and review of OSY-funded providers' performance through site visits, performance tracking, and interviews with staff and participants*
- *Ongoing improvement upgrades to Capricorn, the DYCD database utilized by OSY-funded providers to register OSY participants*
- *Collaborations with the CEO-funded Young Adult Internship Program unit on professional development activities that address issues relevant to youth who are not working and not in school*

Summer Youth Employment Program (SYEP)

Program Basics

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. SYEP has operated since 1964 and currently has 68 contracts with 53 community-based organizations and city agencies.

Funding and Outcomes

- *FY 2011 funding level: \$51.5 million (\$17.1 million, Federal; \$8.5 million, State; \$25.9 million, city (including donations to Mayor's Fund to Advance New York))*
- *FY 2011 number served: 35,725 people served*
- *FY 2011 outcomes: 35,725 youth enrolled in program and earned over \$36.4 million in wages*
- *FY 2010 funding level: \$67.5 million (\$53.7 million, Federal; \$13.8 million, CTL)*
- *FY 2010 outcomes: 52,255 youth enrolled in program and earned over \$48.6 million in wages*
- *Definition of key measure: Enrollment into program: an applicant who completed and submitted application, was selected by lottery for a job, furnished required documentation and was assessed and assigned to a job site*

List of Vendors

- *Alianza Dominicana, Inc. (2004)*
- *Aspira of New York, Inc. (2009)*
- *Brooklyn Neighborhood Improvement Association (2009)*
- *Bronxworks, Inc. (2009)*
- *Church Avenue Merchants Block Association, Inc. (2004)*
- *Catholic Charities Neighborhood Services, Inc. (2004)*
- *The Children's Aid Society (2009)*
- *Childrens Arts & Science Workshops, Inc. (2004)*
- *Chinatown Manpower Project, Inc. (2009)*
- *Chinese American Planning Council, Inc. (2004)*
- *Colony South Brooklyn Houses (2009)*
- *Community Association of Progressive Dominicans (2004)*
- *Community Counseling & Mediation (2004)*
- *Council of Jewish Organizations of Flatbush, Inc. (2004)*
- *Cypress Hills Local Development Corporation (2004)*
- *East Harlem Council For Community Improvement (2004)*
- *East Harlem Employment Services, Inc./STRIVE (2004)*
- *East NY Development Corporation (2009)*
- *Ecumenical Community Development Organization (2004)*
- *Edith and Carl Marks Jewish Community House of Bensonhurst (2009)*

- *El Barrio's Operation Fightback, Inc. (2009)*
- *Goodwill Industries of Greater New York (2004)*
- *Greater Ridgewood Youth Council, Inc. (2004)*
- *Harlem Commonwealth Council, Inc. (2009)*
- *Hellenic American Neighborhood Action Committee (2004) (HANAC)*
- *Henry Street Settlement, Inc. (2004)*
- *Inwood Community Services, Inc. (2009)*
- *Italian American Civil Rights League (2004)*
- *Jacob A. Riis Neighborhood Settlement, Inc. (2004)*
- *Kips Bay Boys & Girls Club (2004)*
- *Mosholu Montefiore Community Center, Inc. (2004)*
- *National Society for Hebrew Day School (2004)*
- *New York City Department of Education (2004)*
- *New York City Housing Authority (2004)*
- *New York City Mission Society (2004)*
- *Phipps Community Development (2004)*
- *Police Athletic League, Inc. (2004)*
- *Queens Community House, Inc. (2009)*
- *Research Foundation of CUNY - LaGuardia Community College (2004)*
- *Research Foundation of CUNY - Medgar Evers College (2004)*
- *Ridgewood Bushwick Senior Citizens Council (2004)*
- *Rockaway Development & Revitalization Corporation (2004)*
- *SCO Family of Services (2004)*
- *Sesame Flyers International, Inc. (2004)*
- *Simpson Street Development Association, Inc. (2004)*
- *South Bronx Overall Economic Development Corp. (2004)*
- *Southern Queens Park Association (2004)*
- *St. Mary's Community Services, Inc. (2004)*
- *St. Nicholas Alliance (2004)*
- *United Activities Unlimited, Inc. (2004)*
- *Vanguard Urban Improvement Association, Inc. (2004)*
- *Wildcat Service Corporation (2004)*
- *Woodycrest Center For Human Development (2004)*

[FY 2011 Highlights and FY 2012 Goals](#)

In FY 2011, DYCD employed 35,725 youth at 5,800 worksites through SYEP. Participants completed up to 175 hours of work over a seven-week period and earned a total of \$36.4 million in wages. To make up for some of the funding shortfall left by state cuts and the exhaustion of federal stimulus funds, the city increased its commitment to the program over FY 2010 and also embarked on a private fundraising campaign that generated \$2 million in program funding. Total funding for the FY 2011 program ended up at \$51.5 million. DYCD continued to seek further efficiencies

by piloting paperless program monitoring reports using wireless devices out in the field which provided real-time site visit reports back to DYCD. DYCD also partnered with the NYC Department of Consumer Affairs (DCA) and 6 area banks to provide free bank accounts and direct deposit of SYEP pay to over 2,000 SYEP participants.

In FY 2012, DYCD faced further funding shortfalls as all federal stimulus funds were expended. DYCD and the Mayor’s Fund to Advance New York City committed to a larger private sector fundraising campaign which generated \$6.1 million. NYC and Company assisted in the development of marketing materials for the campaign as well as NYC TV and Taxi TV PSAs and bus shelter posters. DYCD sought further program efficiencies including the launch of a new online application site that is more accessible and easier to use. For the first time, direct deposit of summer wages to personal bank accounts was offered to any participant who already owned or opened their own bank account by the start of the 2011 program. DYCD also expanded the use of wireless devices to conduct field monitoring reporting which reduced the use of paper as well as provided for real-time reporting of site visits.

Young Adult Internship Program*

Program Basics

The Young Adult Internship Program (YAIP), operated by DYCD and funded through CEO, targets young adults between the ages of 16 and 24 who are not working and not in school. The program, which has operated since 2007 through 13 contracted community-based organizations, features a combination of educational workshops, counseling, and short-term paid internships. YAIP operates three 14-week cycles each year and serves approximately 1,360 young adults annually. It sets annual goals around enrollment, internship placement and completion, placement into education and employment, and retention after nine months.

Funding and Outcomes

- FY 2011 funding level: \$8.3 million (all CTL)
- FY 2011 number served: 1,360 people served
- FY 2011 outcomes:

	Total	Target	% to Target
Number Enrolled	1,360	1,360	100%
Number Placed in Internships	1,352	1,360	99%
Number Completed Internship	1,232	1,019	121%
Number Placed in Education/Employment*	821	952	86%
9-month Retention*	680	790	86%
*Figures are under verification subject to change			

- FY 2010 funding level: \$8.3 million (all CTL)
- FY 2010 outcomes: 1,360 participants
- Definition of key measure: Participants enrolled into the program by the provider between 16 and 24 years old, not in school or working, and able to read at a 6th grade level.

List of Vendors

- BronxWorks
- FEGS Health & Human Services System
- Good Shepherd Services
- Henkels & McCoy, Inc.
- Henry Street Settlement, Inc.
- Italian American Civil Rights League

- *Mosholu Montefiore Community Center, Inc.*
- *NYSARC, Inc. – NYC Chapter*
- *Opportunities for a Better Tomorrow*
- *Southern Queens Park Association*
- *Supportive Children’s Advocacy Network*
- *Vannguard Urban Improvement Association, Inc.*
- *Wildcat Service Corporation (Now Fedcap)*

These vendors began services under three-year contracts that began on July 1, 2011. Several operated YAIP programs under prior contracts, which began in the fall of 2007.

FY 2011 Highlights and FY 2012 Goals

In FY 2011, YAIP programs met or exceeded their milestone requirements. 751 young adults who completed the program remained connected to a work or educational opportunity three months after completion. Further, in collaboration with the NYC Center for Economic Opportunity (CEO), DYCD released a new solicitation focused on serving vulnerable youth, such and runaway and homeless youth, LGBTQ youth, and youth with disabilities. The new RFP also allowed providers to serve more Community Districts. Finally, CEO received funding from the federal government to replicate elements of YAIP throughout the country.

In FY 2012, DYCD will work with providers to launch new YAIP sites throughout the five boroughs, with a focus on identifying resources for providers who are working with vulnerable youth. The agency also will work with CEO to ensure the smooth launch of additional YAIP programming through contracts being funded with \$3 million from the Young Men’s Initiative (YMI). Finally, DYCD will be working to improve systems for monitoring sites to ensure program success.

*Program funded by CEO.

Young Adult Literacy Program (YALP)*

Program Basics

In 2008, the CEO, DYCD and 3 Public Library Systems launched the Young Adult Literacy Program (YALP), a comprehensive educational, counseling and internship pilot program to serve youth ages 16 to 24 that are not enrolled in nor required to be enrolled in school, who lack employment, and who read at between the 4th and 8th grade level. These low reading levels exclude these students from enrollment in GED Preparation classes. Initially a pilot project, YALP was included in a DYCD procurement issued in February 2011 to identify community-based providers to operate new three-year contracts that began on July 1, 2011. In addition to DYCD’s community-based providers, the City’s public libraries have operated seven additional YALP programs. In FY2012, YALP will expand to a total of 17 sites.

Funding and Outcomes

- *FY 2011 funding level: \$975,000 (all CTL: \$875,000 for direct services via community-based providers; \$99,000 for technical assistance, via Youth Development Institute)*
- *FY 2011 number served: 396 people served*
- *FY11 outcomes:*
 - *Enrolled in GED preparation class: 64*
 - *Job referrals: 175*
 - *Increased TABE 1-1.9: 70*
 - *Increased TABE 2.0 or greater: 72*

- *Number who took and passed the GED Tests: 4*
- *Definition of key measure: All students 16-to 24-years-old who were TABE tested and who completed 12 hours of instruction were considered enrolled for FY 2011.*

List of Vendors

- *In FY 2011, five community-based vendors provided services: CAMBA, Union Settlement, NMIC (Northern Manhattan Improvement Corporation), Highbridge Community Life Center, and SoBRO. Each of these five vendors began services in 2008, during the pilot phase of the initiative.*
- *As a result of the new RFP, eight community-based vendors (CAMBA, Union Settlement, NMIC, Highbridge Community Life Center, NYCID, Fortune Society, Lutheran Family Support Center and Bronx Works) were selected who have now entered into three-year contracts for services that began July 1, 2011.*

FY 2011 Highlights and FY 2012 Goals

During FY 2011, in collaboration with the NYC Center for Economic Opportunity (CEO), DYCD included the YALP as a component of the DYCD Literacy Services Request for Proposals (RFP) resulting in new three-year contracts for eight vendors. YALP previously had been funded on a short-term basis through “add-ons” to existing contracts with adult literacy/GED providers. The decision to include YALP in the recent solicitation signifies that the results achieved during the pilot phase were promising and that the initiative merits continuation and expansion. YALP has also received an additional \$1 million through the Mayor’s Young Men’s Initiative (YMI), resulting in total funding of \$1.975 million, which will allow YALP to expand and support 17 sites (8 community-based providers and 9 library sites) in FY 2012.

As CEO has designated DYCD as the administrative entity for all YALP programs, the agency will now assume oversight of the entire portfolio, including the libraries’ programs and the technical assistance provider, the Youth Development Institute (YDI). YDI will continue to provide technical assistance with input and support from the DYCD YALP program director. During FY 2012, DYCD will continue to review data reporting systems, centrally and at program sites, to ensure the necessary information for program evaluation and development is being collected. DYCD will also work with YDI and providers to integrate academics themes and skill-building strategies with the internship component.

*Program funded by CEO

Section 5 Programs: Other Sources of Workforce Programming in New York City

Public Libraries

Brooklyn Public Library

Summary of Brooklyn Public Library Programs, Funding and Outcomes

Description of Program	July 1, 2010 – June 30, 2011		
	Funding Amount and Source/s	Outputs	Outcomes
One on one resume and job search help (offered by BPL staff and volunteers) including sessions with patrons at selected BLP locations	BPL		676 served
Resume writing workshops offered by BPL staff Interview skills workshops offered by BPL staff “World of work” programs include a variety of programs on the job search continuum ranging from setting career goals to using social networks in the job search offered by BPL staff and partners.	BPL BPL BPL		
Partnership events: • Onsite screening events with Workforce1 Career Center • Onsite NYSDOL individual and group counseling	BPL		619 served 138 served
Adult Basic Education	MOAE, NYSED, US DOE (Office of Innovation and Improvement)		685 enrolled
English for Speakers of Other Languages (ESOL) classes and Conversation Classes	NYSED, US DOE, Office of Innovation and Improvement		648 enrolled
English Conversation Groups	NYSED, US DOE, Office of Innovation and Improvement		
Pre-GED classes	NYS Library’s Adult Literacy Library Services		60 served
	NYSED, US DOE, Office of Innovation and Improvement		368 enrolled
CEO Young Adult Literacy Program	CEO \$350,000	100 new enrollees 50 literacy gains	110 enrolled 38 literacy gains 21 numeracy gains

Queens Library

Summary of Queens Library Programs, Funding and Outcomes

	July 1, 2010 – June 30, 2010		
Description of Program	Funding	Outputs	Outcomes
<p>The Job Information Center is a resource in the library to assist customers in all aspects of job searching.</p> <p>We partner with the following organizations and/or agencies in providing information, programs and resources:</p> <p>Queens Economic Development Corporation NYC Business Solutions New York Cares, Inc. World Education Services Workforce One Career Center</p>	State Aid- \$40,000 Broadband Technology Opportunities Program (BTOP) Grant- \$1 million	4,494 customers served in programs and one one-one assistance 132 workshops & programs	1,481 attendees to programs
<p>CEO Young Adult Literacy Program Offers reading, writing and math instruction on three sites classes for at-risk youth (ages 17 to 24) who have left school without the necessary skills for a GED class. Case managers work with the classes. Students receive internships and job referrals as well as GED class referrals.</p>	CEO- \$350,000	100 new enrollees 50 literacy gains	110 students enrolled 72 literacy gains 56 literacy gains
TOTAL	\$1.39 million		

State Agencies

New York State Office of Temporary and Disability Assistance (OTDA)

Summary of OTDA Programs in New York City

		July 1, 2010 – June 30, 2011	
Program Name	Description of Program	NYC Funding*	NYC Outcomes**
Career Pathways	Links basic education to occupational training, and when combined with integrated support services, enables participants to advance over time to higher-level training and education and to living wage jobs in specific industry sectors. Programs are organized as a series of steps that lead participants towards employment with industry recognized credentials, certificates and/or licenses. Contracts with 19 New York City providers.	\$14 million total: \$12 million Federal: TANF \$2.0 million WIA	Credentials: 2,957 Employment 30 Day: 1,207 90 Day: 847 180 Day: 839
Educational Resources	Provides education and/or training activities for participants seeking employment, advancement or entry into a job skills training program. Contracts with 13 NYC providers.	\$3.8 million Federal: TANF	Educational Gains: 1,042 Credentials: 364 Job Entry/Retention: 696

Wage Subsidy Program	Places individuals with multiple barriers into subsidized employment that leads to full-time unsubsidized employment. Contracts with 10 NYC providers.	\$9.6 million Federal: TANF	30 Day Subsidized: 1,540 Transition: 974 90 Day Unsubsidized: 927
Food Stamp Employment & Training Venture Program	Supports job training and education to improve the economic prospects of Food Stamp recipients; targets “hard-to-place” work registrants who may need more specialized services to enter, re-enter or advance in the workforce. Contracts with 7 NYC providers.	\$2.4 million SNAP	Educational Gains: 446 Credentials: 724 Job Entry/Retention: 1,197
TOTAL		\$29.8 million	

*Represents the total dollar value of the contracts in place during the 7/10 to 6/11 period. Please note that the actual contract term began before and extended beyond this period.

**Represents the contract goals associated with this funding.

New York State Department of Labor (NYS DOL)

Summary of NYSDOL Programs in New York City

		July 1, 2010 – June 30, 2011		
Program Name	Description of Program	Funding	Outputs	Outcomes
Apprenticeship Training	Apprenticeship Training provides New York employers with a well-trained, highly skilled workforce through a combination of structured on-the-job training and related and supplemental instruction. Apprentices learn a new trade while continuing to earn wages and progress toward earning a nationally recognized portable work credential. Throughout the State, and especially in New York City, alternatives to the regular recruitment process have increased the participation of women, minorities, and disadvantaged individuals in registered apprenticeship programs. Examples include Helmets to Hardhats, Non-Traditional Employment for Women (NEW), and Project H.I.R.E.	The registered apprentice sponsor pays the salary of the apprentice. Apprentices train under the guidance of experienced journey workers.	5 Apprentice Training Representatives manage the program in NYC.	1,661 apprentices enrolled 2,482 apprentices completed
Statewide On-the-Job Training Program (OJT)	\$2.8 million (in State-level Workforce Investment Act funds to support this OJT made available statewide. program. These funds are made available to the State under the American Recovery and Reinvestment Act of 2009.)	Awards to 22 businesses in NYC totaling \$61,406.	-	22 OJT hires
Work Opportunity Tax Credit (WOTC)	Provides a tax credit to employers who hire individuals from certain target groups with barriers to employment including low-income recipients of TANF, qualified Veterans, Disconnected Youth, qualified Vocational Rehabilitation recipients, and former Welfare-to-Work recipients.	-	-	4,261 WOTC applications certified to employers in NYC
Workers with Disabilities Employment Tax Credit (WETC)	Similar to WOTC, WETC is an initiative designed to assist the disabled in securing employment, and can result in \$2,100 to employers for each disabled individual hired.	-	-	59 WETC applications certified to employers in NYC

Union Affiliated Training

Consortium for Worker Education (CWE)

Summary of CWE Programs, Funding and Outcomes

	July 09 – June 10		
Description of Program	Funding	Outputs	Outcomes
Jobs to Build On is a full service, workforce preparation, occupational skills training and placement network comprised of twenty-five community based organizations. Services include removal of barriers to employment, industry specific training and placement, direct job counseling and placement and employment retention support.	\$4.5 million NYC Council	Intake- 3,000	1,290 Basic Services 570 Skills Training 872 Placements (NYC Council contractual goals)
Worker Service Center program provides adult basic education and barrier to employment removal services to the general public through a network of CBO's citywide and serves as a programmatic on-ramp to the JtBO initiative. Services can include GED, ESL, computer training, self directed employment	\$1.5 million (NYC Councilmatched by NYS Education Department)	-	36,952 served
CWE Union Education Department provides incumbent worker industry specific up-grade training in a variety of industries for 46 unionized affiliates of the NYC Central Labor Council AFL-CIO.	\$13 million (NYS Education Department FY 2011 to 2012)	-	41,541 served
TOTAL	\$19 million		

Glossary of Acronyms Used in this Report

ABE	Adult Basic Education
ACCES	Office of Adult Career and Continuing Education Services
ACCES-VR	Adult and Continuing Education Services - Vocational Rehabilitation
ACE	Assisted Competitive Employment
ARRA	American Recovery and Reinvestment Act
ASAP	Accelerated Study in Associate Programs
ASE	Adult Secondary Education
BCC	Bronx Community Consortium
BEGIN	Begin Employment Gain Independence Now
BLS	Bureau of Labor Statistics
BPI	Building Performance Institute
BPL	Brooklyn Public Library
BPSS	Bureau of Proprietary School Supervision
BSN	Bachelor of Science in Nursing
BtT	Bridge to Tomorrow
BTW	Back to Work
CA	Cash assistance
CARE WEP	Collect and Related Work Experience Program
CBO	Community-based organization
CE	Continuing Education
CEO	NYC Center for Economic Opportunity
CEPS	Community Education Pathways to Success
Co-op Tech	The School of Cooperative and Technical Education
COPE	CUNY College Opportunity to Prepare for Employment
CTE	Career and Technical Education
CTEDS	Career and Technical Education Data System
CTL	City Tax Levy
CUNY	City University of New York
CWE	Consortium for Worker Education
DCA/OFE	NYC Department of Consumer Affairs
DEWS	Division of Employment and Workforce Solutions
DFTA	NYC Department for the Aging
DHS	NYC Department of Homeless Services
DOC	NYC Department of Correction
DOE	NYC Department of Education
DOHMH	NYC Department of Health and Mental Hygiene
DOP	NYC Department of Probation
DPR	NYC Department of Parks and Recreation
DYCD	NYC Department of Youth and Community Development
EFF	Equipped for the Future
EIP	Employer Incentives Plus
ELL	English Language Learner

EPE	Employment Preparation Education
ERDA	East River Development Alliance
ESOL	English for Speakers of Other Languages
FSET	Food Stamp Employment and Training
FY	Fiscal Year
GCF	Green City Force
GED	General Educational Development
GEDTS	ACE/GED Testing Service
GNYADA	Greater New York Auto Dealers Association
HHC	NYC Health and Hospitals Corporation
HRA	NYC Human Resources Administration
HUD	Housing and Urban Development Department
IOI	Immigrant Opportunity Initiative
ISY	In-School Youth Program
ITG	Individual Training Grant
IWP	Immigrant Workforce Project
JARC	Job Access and Reverse Commute
JTBO	Jobs to Build On
JTP	Job training participant
KCC	Kingsborough Community College
LEP	Limited English proficiency
LPN	Licensed Practical Nurse
LTW	Learning to Work
LVER	Local Veterans Employment Representative
LWIW	Low Wage Immigrant Worker
MOAE	Mayor's Office of Adult Education
MOIA	Mayor's Office of Immigrant Affairs
NCP	Non-custodial parent
NEG	National Emergency Grant
NEW	Non-traditional Employment for Women
NIP	Neighborhood Improvement Project
NRS	National Reporting System
NRTA	NYCHA Resident Training Academy
NYCCT	New York City College of Technology
NYCEDC	NYC Economic Development Corporation
NYCHA	NYC Housing Authority
NYCLMIS	NYC Labor Market Information System
NYCWF	NYC Workforce Funders
NYPL	New York Public Library
NYSDOL	New York State Department of Labor
NYSED	New York State Education Department
NYSOA	New York State's Office for the Aging
OAA	Older Americans Act
OACE	NYC DOE Office of Adult and Continuing Education

OBCDC	Ocean Bay Community Development Corporation
OCFS	New York State Office of Children and Family Services
OCSE	Office of Child Support and Enforcement
OFE	Office of Financial Empowerment
OJT	Statewide On-the-Job Training Program
OPSR	Office of Postsecondary Readiness (DOE)
OPT	Official Practice Test
OSHA	Occupational Safety and Health Administration
OSY	Out-of-School Youth
OTDA	New York State Office of Temporary and Disability Assistance
PA	Public Assistance
POISED	Perfect Opportunity for Individual Skills and Educational Development
POP	Parks Opportunity Program
PRWORA	Personal Responsibility and Work Opportunity Reconciliation Act of 1996
REES	Office of Resident Economic Empowerment and Sustainability
RES	Resident Employment Services
RFP	Request for Proposals
RIDE	Rikers Island Discharge Enhancement
RN	Registered Nurse
ROSS	Resident Opportunities for Self Sufficiency
SBIDC	Southwest Brooklyn Industrial Development Corporation
SBS	NYC Department of Small Business Services
SCSEP	Senior Community Service Employment Program
SEI	Subsidized Employment Initiative
SIF	Social Innovation fund
SLICE	Service Learning in a Community Environment
SMART	Skills Matching and Referral Technology System
SPA	Sunset Park Alliance
STEP	Support Through Employment Programs
SUNY	State University of New York
SWS	Stimulus Wage Subsidy
SYEP	Summer Youth Employment Program
TAA	Trade Adjustment Act
TAG	Training Assessment Group (HRA)
TANF	Temporary Assistance for Needy Families
TEF	1199SEIU Training and Employment Funds
UI	Unemployment insurance
USDOL	United States Department of Labor
VETA	Carl Perkins, Vocational and Technical Education Act
WANY	We Are New York
WeCARE	Wellness, Comprehensive Assessment Rehabilitation and Employment
WEP	Work Experience Program
WETC	Workers with Disabilities Employment Tax Credit
WF1CC	Workforce1 Career Center

