

Career Pathways

One City
Working Together



The City of New York
Mayor Bill de Blasio

Alicia Glen, Deputy Mayor for
Housing & Economic Development

NYC

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Letter from the Mayor



Dear New Yorkers:

My administration is committed to building an economy in which every New Yorker can maintain stable employment and earn a family-supporting wage. To that end, we have undertaken a number of progressive initiatives that include passing Paid Sick Leave, expanding the City's Living Wage Law and convening the Jobs for New Yorkers Task Force, a diverse group of stakeholders determined to broaden opportunity for New Yorkers from every borough and background and foster a stronger and more equitable future for the city.

Charged with bolstering city businesses by enhancing the skills of our labor force, the Task Force includes businesses, organized labor, educational institutions, service providers, philanthropy, and government. Five months of intensive discussions have yielded key recommendations for refocusing \$500 million to transform New York City's workforce system.

To help workers secure good-paying jobs in fast-growing economic sectors, the Task Force recommends an unprecedented full-system shift toward a Career Pathways model and public-private Industry Partnership initiatives to ensure that workforce training is directly linked to employers' talent needs. The success of this vision will require not only sustained commitment from government, but also ongoing collaboration with our nonprofit, philanthropic, and private sector partners.

With the newly created Mayor's Office of Workforce Development in a leading role, my administration is eager to work across agencies to create new models for skill development and high-value work experiences; connect hiring and training opportunities to the City's sizable economic development investments; and engage employers to improve the stability and dignity of low-wage work. The change we seek will not come quickly or easily, but the payoff will be enormous: a much more competitive position for city businesses and a better quality of life for hardworking New Yorkers.

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

Mayor Bill de Blasio

Letter from the Task Force Leadership

Dear New Yorker,

Comprised of private sector executives, representatives of organized labor, foundation leaders, nonprofit officials, advocates, and veteran public servants, the Jobs for New Yorkers Task Force represents constituencies that are heavily invested in making the City's workforce system function as effectively as possible. The organizations we represent engage with workforce programs as customers, partners, worker representatives, contractors, and funders.

All of us aspire to build a city in which our education and training systems support economic growth and mobility for workers and help businesses access the talent they need to grow. Drawing upon our experiences, we sought to understand the challenges facing the system both philosophically and operationally. To put it another way, the essential questions we took up were: are we pursuing the right goals? and are we investing in effective programs?

The conclusion we drew was that the system requires a profound change in both its basic orientation and how it functions. To be sure, the City made substantial gains over the last decade, successfully placing New Yorkers into employment at scale for the first time and winning unprecedented credibility with employers.

Additionally, a number of promising initiatives emerged to help address deeper challenges around employer engagement and skill development. In our various roles, many Task Force members contributed to these advances.

It is time to take the next step and move away from a strategy of simple job placement to one that builds the skills that advance careers and increase earning potential for our city's working men and women. Done well, this approach will improve economic mobility for New Yorkers, and benefit employers by providing a deeper pool of trained talent to strengthen their enterprises. A second and equal focus, consistent with the goals of the de Blasio administration, will be to engage employers and share information that will improve stability, working conditions, and opportunities for sustainable careers for the more than one million New Yorkers in low-wage jobs, while reducing turnover and slowing the churn at the low end of the labor market.

We also determined that the City's diverse set of workforce programs must break with established practice and function as a true system. As jobseekers, employers, contractors, funders, and service providers, many of us have struggled with the disconnection across agencies and programs. To truly move forward and achieve the objectives noted above, we must develop common goals, communication tools, and information sharing systems. And we must better connect our workforce system to our city's economic development activities, so that all New Yorkers can benefit from growth and opportunity.

We feel strongly that the key strategies detailed in this report—creating Industry Partnerships to serve high-priority sectors and shifting to a Career Pathways

framework to align the different pieces of the system—are the right steps to effectuate these changes.

On behalf of the Jobs for New Yorkers Task Force, we are proud to present our recommendations to reorient and transform New York City’s system of workforce development services. We are grateful to Mayor Bill de Blasio for the opportunity to engage in this important work, and eagerly look forward to a continued partnership with the City to bring this vision to life.

Vincent Alvarez
NYC Central Labor Council, AFL-CIO

Carlo Frappolli
JP Morgan Chase

Leo Hindery, Jr.
InterMedia Partners

Patricia Jenny
New York Community Trust

Tim Johnson
Greater New York Hospital Association

Jennifer Jones Austin
Federation of Protestant Welfare Agencies

Angie Kamath
Per Scholas

John Mogulescu
City University of New York



Members of the Task Force and City agency leaders meet with Deputy Mayor for Housing and Economic Development Alicia Glen (center)

Executive Summary

Our Challenge

With a gross metropolitan product of almost \$1.5 trillion—roughly the size of the second and third largest metropolitan economies in the US combined—the New York Metropolitan Area is home to one of the most vibrant economies in the world. We know that one of the key factors driving this economic growth is New York City’s most valuable resource: its human capital.

Yet, despite this picture of economic success, many families would tell a very different story. The unbalanced economic recovery that followed the Great Recession underscored structural weaknesses in the labor market that need to be rectified if the City is to prosper over the long term. Nearly a million working New Yorkers—almost a quarter of the total labor force—earn less than \$20,000 per year. Because these workers rarely possess the qualifications they need to advance to middle-class jobs, many of these individuals have no escape from poverty. This surplus of low-skill workers with no means of getting ahead has also eroded labor standards, often resulting in working conditions that are both detrimental to workers and bad for business.

At the same time, employers that offer higher quality jobs in industries such as healthcare, technology and modern manufacturing are facing a shortage of skilled workers. The net effect of this divide—unskilled New Yorkers struggling with stagnating wages and adverse work conditions on one hand, and employers grappling with a shortage of skilled labor to drive productivity on the other—is a significant missed opportunity to strengthen our labor market as well as grow our economy.

New York City’s workforce system is currently not configured to address these challenges. Over the past 20 years, the workforce system has shifted away from job training to focus almost exclusively on job placement without any strategic focus on high-value economic sectors. The system has moved too far in this direction without adapting its practices to changing market conditions. Currently, roughly two-thirds of the \$500 million spent annually on workforce services is allocated to programs that connect jobseekers to entry-level positions with low wages and limited advancement prospects. By contrast, only about seven percent of this budget supports training programs that can provide skills that lead to career-track jobs with opportunities for advancement.

Without a doubt, the workforce system’s fragmentation poses a significant barrier to addressing these challenges. For decades, City agencies have maintained disparate goals and processes, leading to uncoordinated program offerings and confusion among jobseekers and employers. We have also failed to meaningfully connect the City’s economic development investments and spending to potential employment and career advancement opportunities.

Our Goal

Mayor Bill de Blasio took two steps earlier this year to begin addressing these issues. In April, he established the Mayor’s Office of Workforce Development to serve as

the coordinating entity for the City’s workforce initiatives. A month later, he convened the Jobs for New Yorkers Task Force (the Task Force), comprised of members from government agencies, businesses, educational institutions, organized labor, nonprofits, and philanthropy, to articulate goals for the new workforce system.

The Task Force has developed a series of recommendations to build a workforce system that will:

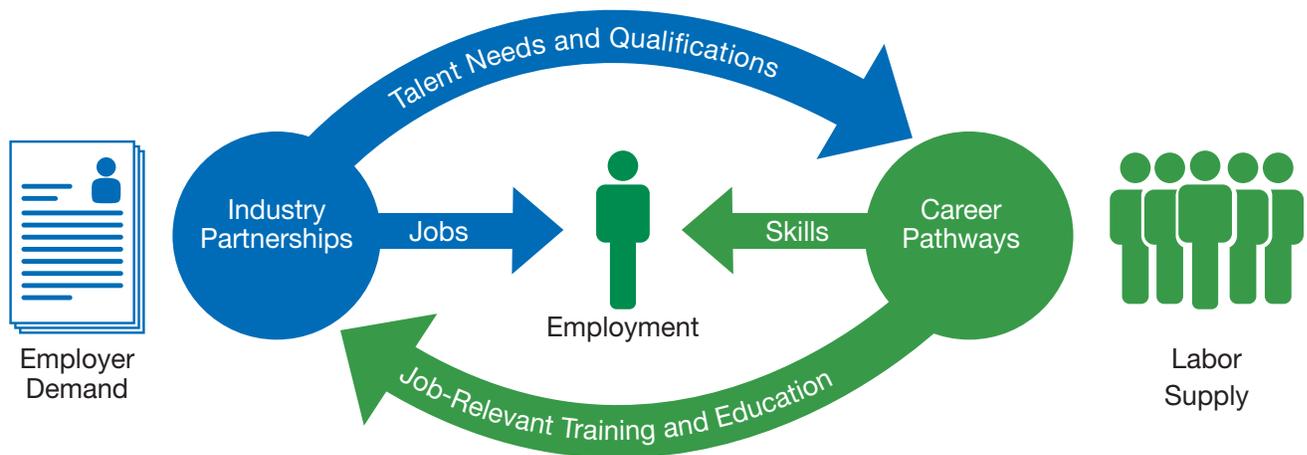
- Support career advancement and income mobility by helping jobseekers and incumbent workers address educational needs and develop high-demand skills;
- Ensure that businesses in New York City can find the talent they need within the five boroughs;
- Improve the quality of low-wage jobs to benefit both workers and their employers;
- Leverage New York City’s economic development investments and purchasing power to place more New Yorkers into jobs; and
- Function as a coherent system that rewards job quality instead of the quantity of job placements by using system-wide job outcome data.

Our Strategy

To achieve this, the Task Force made recommendations in three key policy areas: **building skills employers seek, improving job quality, and increasing system and policy coordination.** The City is committed to implementing these recommendations and establishing a workforce system that supports upward income mobility and better job quality within a coordinated, data-driven infrastructure.

1. Building skills employers seek. The workforce system will significantly expand its capacity to provide job-relevant skills and education. The City will implement two interrelated and mutually-dependent strategies to achieve this: *Industry Partnerships* and *Career Pathways*.

Industry Partnerships will be comprised of teams of industry experts focused on addressing mismatches between labor market supply and demand in six economic sectors. To define and fulfill labor demand in their respective sectors, Industry Partnerships will establish ongoing “feedback loops,” or a platform for regular interaction with employers. Industry Partnerships will work to determine the skills and qualifications that employers need, and continuously upgrade curricula, training, and credential attainment programs to reflect local market conditions. Industry Partnerships will collaborate with organized labor, educational institutions, service providers, philanthropy, and City agencies to develop workforce development strategies and mobilize resources in their respective sectors.



Career Pathways will be a new system-wide framework that aligns education and training with specific advancement opportunities for a broad range of jobseekers. All agencies overseeing workforce development programs will reorient their services toward career progression instead of stopping at job placement. This effort will include sector-focused bridge programs, skills training, job-relevant curricula, and work-based learning opportunities.

The City will adopt the following recommendations to help New Yorkers build the skills that employers seek:

- **RECOMMENDATION 1:** Launch or expand Industry Partnerships with real-time feedback loops in six sectors: healthcare, technology, industrial/manufacturing, and construction, which will focus on training more New Yorkers for jobs with career potential, and retail and food service, which will focus on improving the quality of low-wage occupations.
- **RECOMMENDATION 2:** Establish Career Pathways as the framework for the City’s workforce system.
- **RECOMMENDATION 3:** Invest \$60 million annually by 2020 in bridge programs that prepare low-skill jobseekers for entry-level work and middle-skill job training.
- **RECOMMENDATION 4:** Triple the City’s training investment to \$100 million annually by 2020 in career-track, middle-skill occupations, including greater support for incumbent workers who are not getting ahead.
- **RECOMMENDATION 5:** Improve and expand CTE and college preparedness programs, adjust CUNY’s alternative credit policy, and invest in career counseling to increase educational persistence and better support students’ long-term employment prospects.
- **RECOMMENDATION 6:** Increase work-based learning opportunities for youth and high-need jobseekers.

2. Improving job quality. In addition to enabling income mobility by investing in skill development, the City will take measures to support the economic stability of New Yorkers in lower-wage jobs. Building on recently passed Living Wage and Paid Sick Leave legislation, the workforce system will pursue a “raise the floor” strategy that rewards good business practices and promotes a baseline level of stability for low-wage workers.

The City will adopt the following recommendations to improve job quality:

- **RECOMMENDATION 7:** Create a standard that recognizes high-road employers who have good business practices, with the goal of assessing at least 500 local businesses by the end of 2015.
- **RECOMMENDATION 8:** Improve the conditions of low-wage work by expanding access to financial empowerment resources in partnership with at least 100 employers and pursuing legislative changes such as increasing the minimum wage.

3. Increasing system and policy coordination. New York City’s economic development investments and contracts must work in tandem with training and employment services to deliver value not only for the entities that benefit from public subsidies, but for jobseekers and incumbent workers as well. Accordingly, the multiple agencies that administer workforce programs must also function cohesively, with shared metrics, definitions, requirements, processes, and data systems.

The City will adopt the following recommendations to increase system and policy coordination:

- **RECOMMENDATION 9:** Maximize local job opportunities through the City’s contracts and economic development investments by establishing a “First Look” hiring process and enforcing targeted hiring provisions in social service contracts.
- **RECOMMENDATION 10:** Reimburse workforce agencies on the basis of job quality instead of the quantity of job placements by aligning service providers under a system-wide data infrastructure that measures job outcomes such as full-time work, wage growth and job continuity.

Our Plan

The City is committed to implementing the recommendations of the Task Force and to achieving the transformational vision of this report, *Career Pathways*, which will improve outcomes for both workers and employers. This effort will require a sustained commitment from the City's partners in the private sector, the nonprofit community, and philanthropy. Although the task will be challenging, the potential payoff is enormous: a better life for countless hardworking New Yorkers and a much stronger competitive position for businesses across the five boroughs.

Part One:

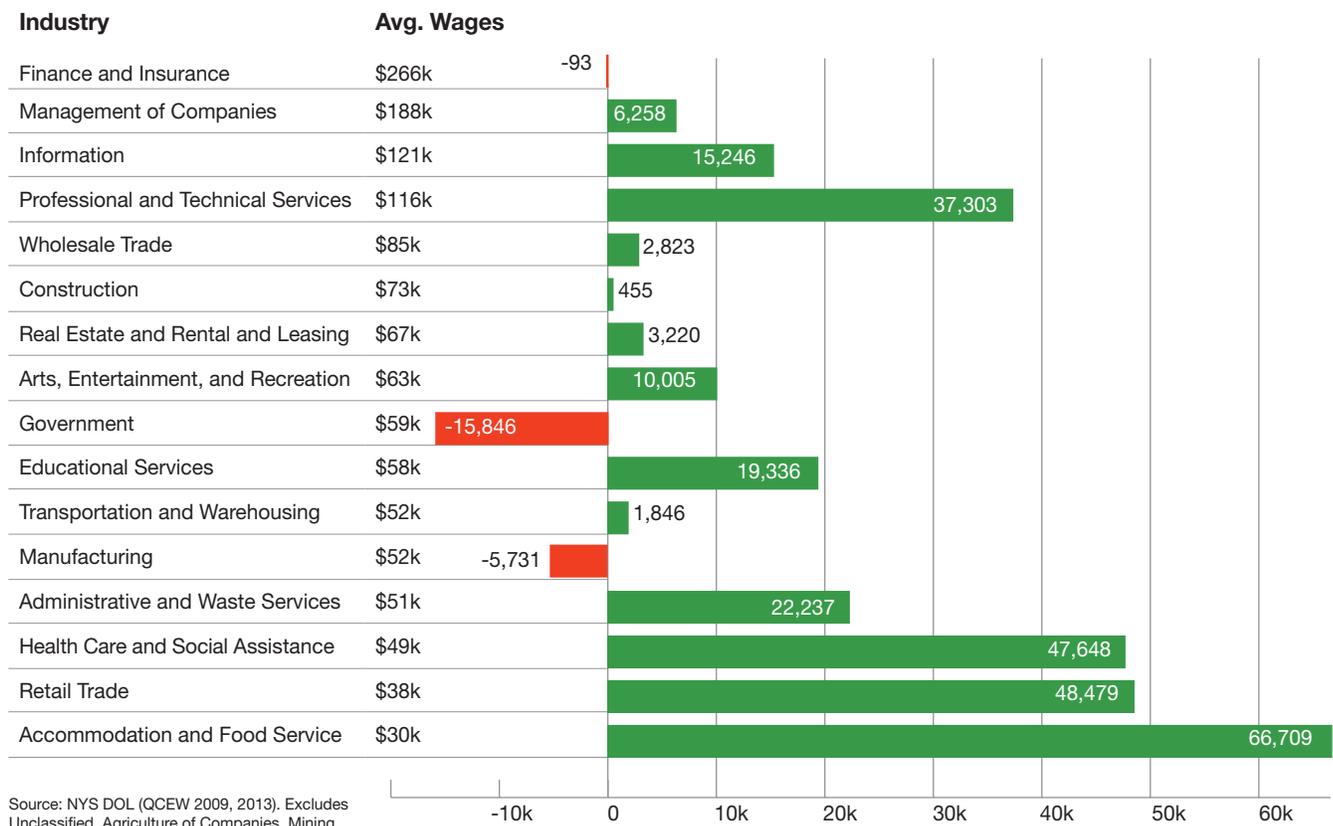
Current Landscape

Economic Challenges

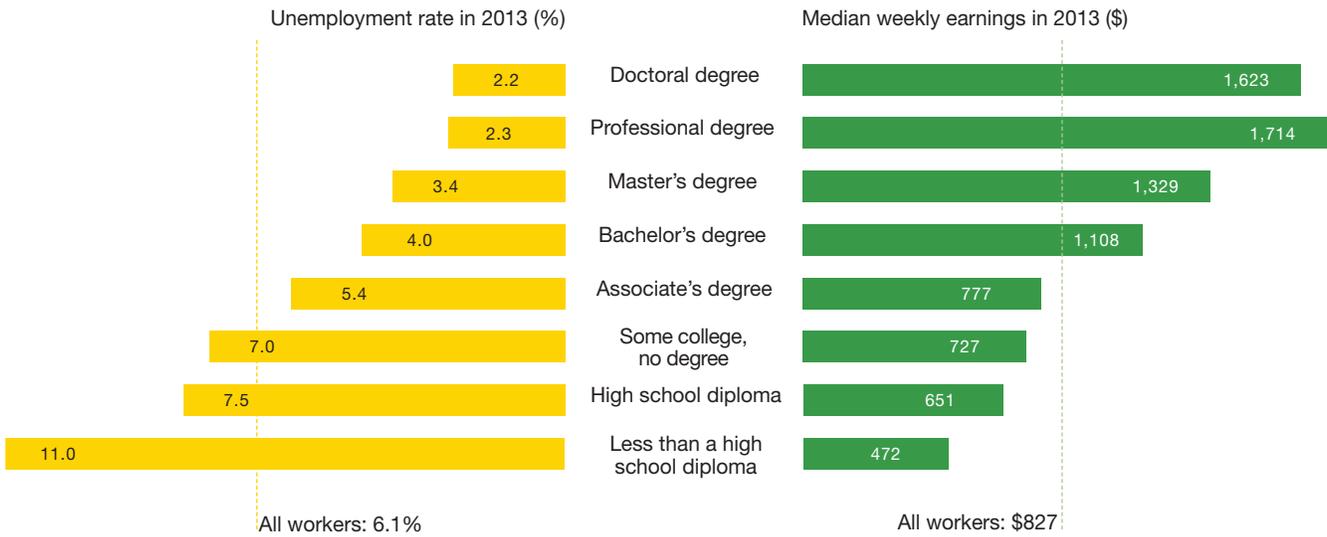
The long-term trend toward an economy driven by technology has had profound effects on the labor market in New York City and nationally. Sectors such as manufacturing have consistently shed jobs, as globalization pushed some positions overseas and new technologies eliminated other positions altogether. Along with the decline of organized labor, these changes have left less-educated workers who once filled production jobs increasingly unable to secure steady work at family-supporting wages. While sectors such as healthcare and technology still offer middle-wage jobs, most of these occupations require education and skills that many low-wage workers do not possess.

New York City in particular has seen new job creation concentrated at the far extremes of the skills spectrum. While the city enjoyed a relatively quick and robust recovery from the Great Recession in terms of total employment, most new positions have been concentrated in low-wage, low-skill sectors (see the chart below). Meanwhile, wage gains have accrued only at the high end and compensation in low-skill jobs has actually decreased in real terms. The result is a labor market in which a disturbingly large share of working New Yorkers live at or near the poverty line: nearly one million employed New Yorkers currently earn less than \$20,000 annually.

NYC Employment Growth by Industry 2009–2013



Earnings and Unemployment Rates by Educational Attainment



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
 Source: Current Population Survey, U.S. Bureau of Labor Statistics, U.S. Department of Labor.

Given that employers are increasingly using educational attainment as a proxy for skill level when making hiring decisions, education has become the single most important determinant of employability and earning power. In 2013, workers with a bachelor's degree enjoyed median annual earnings that nearly doubled that of high school graduates. National research similarly shows that at every level of educational attainment from high school completion through professional degree, the unemployment rate decreases and average weekly earnings rise (see the chart above).

High school completion has not been sufficient to land a middle-income job for years, and individuals without technical training or substantial work history often have a difficult time securing employment altogether. More than a million New Yorkers working in full-time jobs contend with low wages, limited or nonexistent benefits, and erratic schedules. At the same time, thousands of middle- and high-skill positions sit unfilled.

The result is that New Yorkers with low educational attainment and skills struggle with unemployment and stagnating wages, while employers face a shortage of skilled workers to drive productivity.

These trends do not bode well for New York City's future. If these patterns persist, the City's income inequality gap will only widen. A long-term skills deficit will also hamper our ability to retain employers who increasingly demand college-educated workers with higher skills. Without sharply increasing the share of New Yorkers

with the skills and background necessary to compete for good jobs, it will be virtually impossible to expand economic opportunity, reduce inequality, and sustain economic growth over the long term.

Legacy System Weaknesses

Our current workforce system is not configured to address these challenges. Although New York City spends approximately \$500 million annually on employment and training services, approximately two-thirds of this funding is allocated to programs that place individuals into low-wage jobs. In addition, the disconnect across agencies and programs is a barrier to helping jobseekers increase their earning potential and cultivate the skills and qualifications that employers need.

Emphasis on Rapid Job Placement Does Not Address Long-Term Skills Gap

Over the past 20 years, the City's workforce system has focused on placing New Yorkers into jobs as quickly as possible, an approach known as "rapid attachment." The focus of this approach has been the quantity of hires and not necessarily quality of outcomes. The underlying premise of this model is that any job is a good job.

The available data suggests this is, at best, a questionable conclusion. During the last decade, New York City made commendable gains in engaging previously skeptical employers to hire from its workforce programs. For example, the Department of Small Business Services (SBS) increased its number of annual placements from just a few hundred in 2004 to 36,558 in Fiscal Year 2014, while the Human Resources Administration's Back to Work program made 17,227 placements in the same period.

For the most part, however, these were low-paying positions in the retail and food service industries that offered few benefits, irregular scheduling, and limited advancement potential. In short, these were jobs that failed to provide a path to economic security. The median hourly wage of the SBS placements was \$9.75, and only 20 percent earned starting wages of at least \$13.13 per hour, the newly mandated living wage in New York City. The Back to Work program's numbers were even lower, with a median wage of only \$8.50 per hour, and only 10 percent placed at \$13.13 per hour or more.

All too often, placements of this kind result in a quick churn through an unskilled job before returning to the City to seek the exact same employment services. A recent analysis from the Human Resources Administration (HRA) revealed that one out of every four Cash Assistance recipients who left the welfare rolls for employment was receiving assistance again within twelve months.

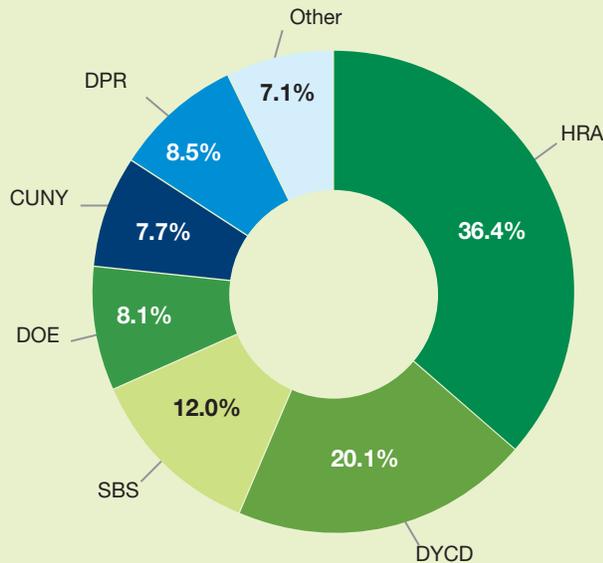
Today, most publicly funded workforce programs are not designed to deliver longer-term value. Programs offer few follow-up services and place little to no emphasis on long-term career advancement. Only seven percent of the City's workforce

Workforce System Overview

Over 90% of the City's workforce funding is managed by six agencies, with each agency serving specific objectives and populations and managing its own programs and contracts. In addition to the City-managed system, private employers and unions invest substantial amounts in training their employees and members, and philanthropy and the nonprofit sector provide additional workforce programs.

Workforce Funding Managed by City Agencies (FY14)

Total: \$486,343,423



The City served 488,884 clients in workforce programs in FY14

- Three agencies serve 2/3 of the City's workforce clients
- Human Resources Administration provides social services and cash and nutritional assistance (147,658 in workforce programs)
- Department of Youth and Community Development primarily supports youth (55,763 in workforce programs)
- Department of Small Business Services supports jobseekers and employers (198,561 in workforce programs)

Note: Other includes CEO, NYCHA, EDC, DFTA, DOHMH, and two Libraries (QPL & BPL)

Source: WKDEV

Four programs account for 43% of spending

- WeCARE (\$62 million): Provides services to cash assistance clients with medical and/or mental health barriers to employment
- Back to Work (\$57 million): Assists HRA cash assistance applicants in finding employment
- Summer Youth Employment Program (\$47 million): Provides NYC youth (14-24) with summer employment and educational opportunities
- Parks Opportunity Program (\$41 million): Provides cash assistance recipients with training and transitional employment in parks maintenance.

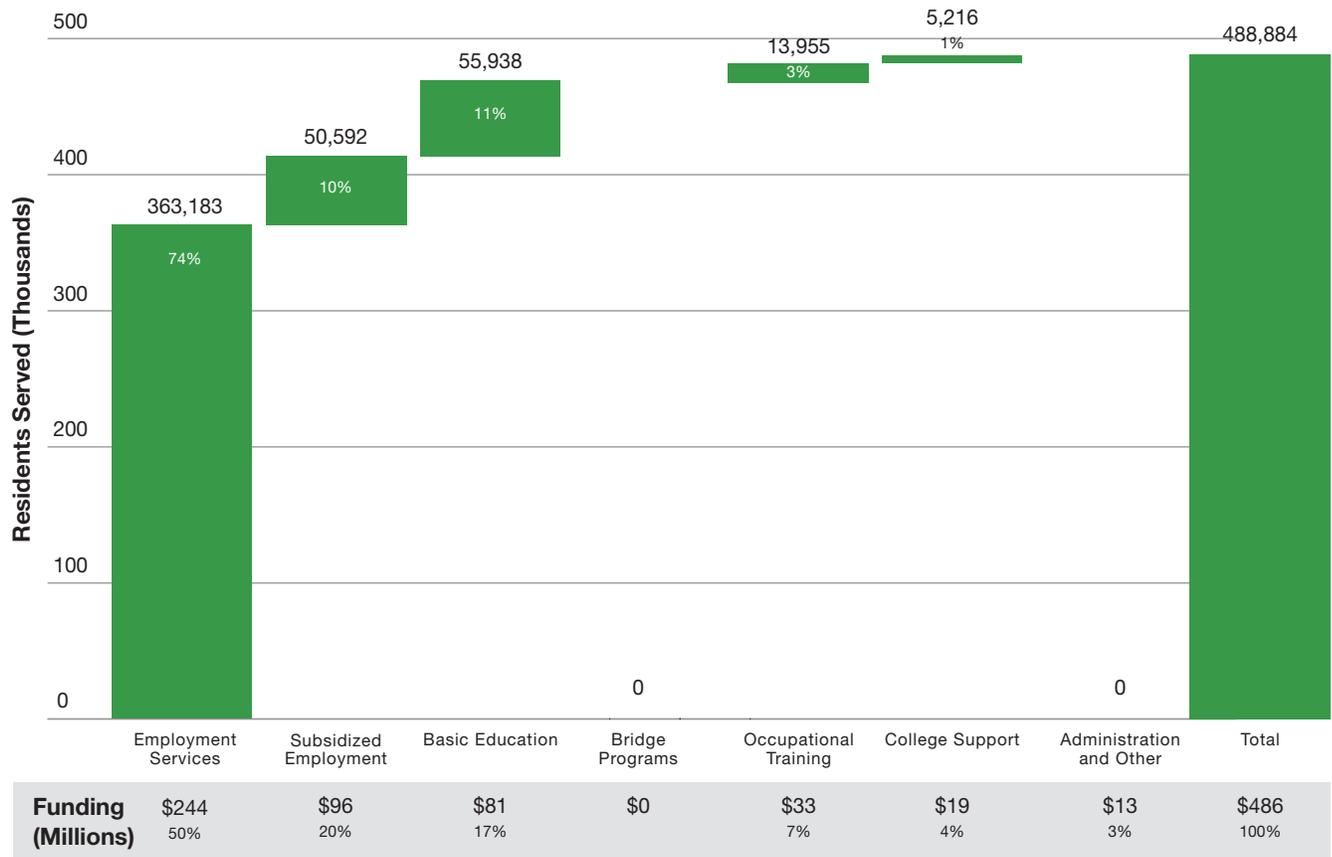
Philanthropic Funding for NYC Nonprofit Workforce Programs

\$64.7 million in 2013 from

\$18.4 million in 2004

Source: NYC Workforce Funders and WKDEV

Service Levels and Funding by Program Type (FY14)



Notes: Data may include duplications, and there are some variants in definitions. Funding is generally based on the Adopted FY2014 Budget, though some programs made adjustments to funding where there were significant changes that were made during the fiscal year.
Source: WKDEV

investments are spent on training (see the chart above). This minimal investment in skill building serves neither jobseekers, who have few long-term prospects in low-skilled occupations, nor employers, who cannot turn to the workforce system for the talent they need to grow.

Fragmentation Limits Value

Making matters worse, the City’s workforce programs do not function cohesively. The workforce system spans a myriad of agencies with more than 15 distinct brands. For decades, each City agency has maintained its own set of goals, rules, and processes. The lack of coordination among these programs is so profound that obtaining data for the total number of system-wide job placements, average wage of those placed, and the total number of unique customers served, is virtually impossible.

This absence of coordination sharply reduces the value that jobseekers and

Sample of NYC's Many Workforce Brands



employers derive from publicly funded workforce programs. The opportunities that jobseekers can access are arbitrarily limited by where they seek services because there is no full-system perspective. Employers face the inverse of the same problem. All too often, the system's design and narrow focus on entry-level placements discourages employers from accessing the public workforce system altogether.

“New York City must start training workers for the good-paying jobs that are available right now. The Task Force has developed a laser-focused, data-driven approach to correct the mismatch between job skills and employment needs and arm city officials, job trainers, and employers with good solutions to fill these critical jobs.”

—Chauncy Lennon, Managing Director and Head of Workforce Initiatives, Global Philanthropy, JP Morgan Chase

Successfully improving the system will be possible only if agencies organize their programs around unified goals and use common definitions that enable data aggregation and analysis. The different definitions currently used for the same workforce outcomes make it impossible to generate clear, system-wide data or conduct meaningful cross-program and cross-agency analysis. As shown in the table on page 59, there are almost as many definitions as there are agencies for something as straightforward as job placement. When the same words have different meanings, it is impossible to align program offering, or conduct meaningful full-system analysis or coordinate services as the labor market and client needs evolve.

Further, many agencies do not track various job outcomes, drastically limiting the City's capacity to strategically invest in programs that deliver long-term value. As a result, the City's workforce investments currently reward the quantity of job placement as opposed to the quality of job outcomes.

Part Two

Our Goals

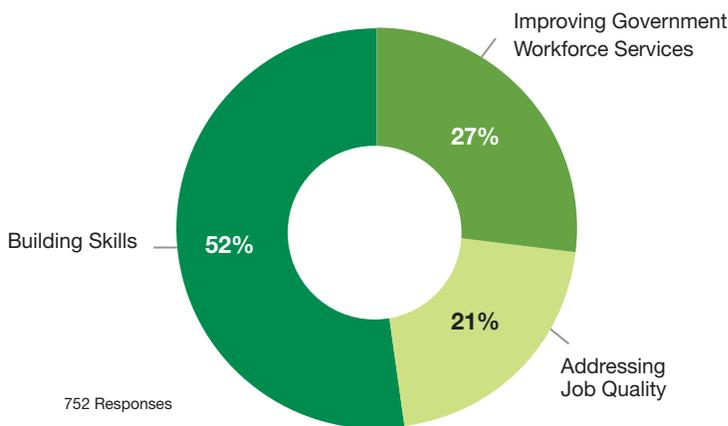
Mayor Bill de Blasio took two steps earlier this year to strengthen the City’s workforce system. In April, he established the Mayor’s Office of Workforce Development (WKDEV) to serve as the coordinating entity for the City’s workforce initiatives. A month later, he convened the Jobs for New Yorkers Task Force (the Task Force), comprised of members from government agencies, businesses, educational institutions, organized labor, nonprofits, and philanthropy, to articulate goals for the new workforce system.

The Task Force has developed a series of recommendations to build a workforce system that will:

- Support career advancement and income mobility by helping jobseekers and incumbent workers address educational needs and develop high-demand skills;
- Ensure that businesses in New York City can find the talent they need within the five boroughs;
- Improve the quality of low-wage jobs to benefit both workers and their employers;
- Leverage New York City’s economic development investments and purchasing power to place more New Yorkers into jobs; and
- Function as a coherent system that rewards job quality instead of the quantity of placements by using system-wide job outcome data.

Survey of Workforce System Constituents

This survey asked about opportunities to build skills, improve government workforce services and address job quality. What is your priority?



752 Responses

Source: WKDEV

This approach captures the priorities of workers themselves. The chart at left reflects the results of a survey to better understand what customers need from the City’s workforce system. Over half of the respondents indicated that their top workforce priority is building skills, followed by higher quality services and better job quality.

The City’s \$500 million annual investment in workforce services must be more strategically invested in programs that increase economic opportunity, improve job quality at the low end of the wage spectrum, and deliver higher quality services by aligning agency resources. Achieving these objectives will increase stability and enable mobility for countless workers in New York City.

“Unions are the trailblazers of career pathways and job quality—we invest and grow our workforce through training and provide good quality jobs. The city is moving in the right direction to focus investments and services in this way.”

—Deborah King, Executive Director,
1199SEIU Training and
Employment Funds

The table below provides an overview of our vision for the future state of the workforce system.

Core Characteristics of the NYC Workforce System

	Current	Future
Orientation	General focus on hiring entry-level workers with emphasis on quantity	Sector-specific focus on filling quality jobs in high-value sectors and creating pathways to economic mobility
Core strategy	Immediate job placement with limited investment in training and post-placement engagement	Ongoing career development supported by strategic investments in training and education
Job quality	Hiring is the primary consideration	Services, incentives, and policies are aligned to support businesses that offer full-time, consistent work that pays a living wage
Connection to City’s investments	Minimal and voluntary	Targeted hiring outcomes and ongoing training options
Internal alignment	Agencies have different outcomes, definitions, protocols, and employer engagement strategies	Common metrics, shared definitions and systems, and a unified approach to employer and jobseeker customers

Our Scope

This report presents the Task Force’s recommendations to create a new, cohesive workforce system that strengthens the competitive position of New York City by preparing workers for 21st century jobs and improving the conditions of low-wage work. It primarily addresses the City agencies and programs focused on employment and building skills, and envisions crucial partnership roles for stakeholders in the private sector, philanthropy, Community-Based Organizations (CBOs), and organized labor.

There are several important topics that are outside the scope of this report, including the City’s broader job creation strategy and improvements to K-12 education. Given the vital linkages between workforce, education, and economic development initiatives, however, this report does address the connections with these other critical areas. Similarly, this report does not propose customized solutions for specific populations, such as immigrants, veterans, the long-term unemployed, the formerly incarcerated, and other groups. However, the broad strategies laid out here provide a framework for programs serving these groups.

Part Three:

Our Strategy

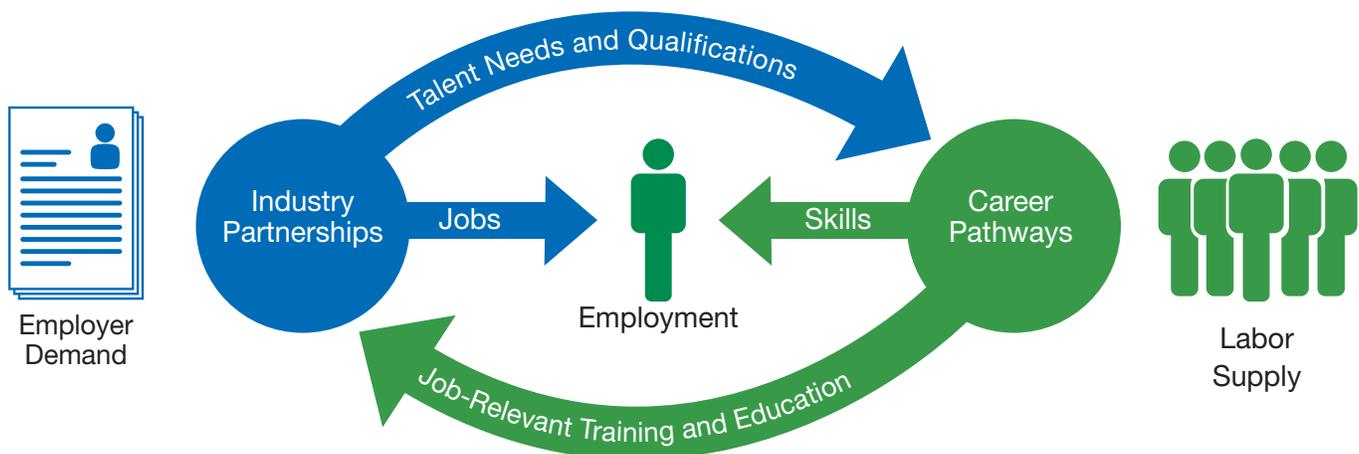
To realize the goals articulated in this report, the Task Force has proposed a series of recommendations that focus on three key policy areas: **building skills employers seek, improving job quality, and increasing system and policy coordination.** The City is committed to implementing the Task Force’s recommendations and establishing a workforce system that supports upward income mobility and better job quality within a coordinated, data-driven infrastructure.

1. Building Skills Employers Seek

Current	Future
Skill development is a low priority, with few training options for low-wage jobseekers	Industry Partnerships define criteria for sector-specific training options for a broad range of individuals within a Career Pathways framework
City training investments account for 7% of all workforce development expenditures	City invests over 20% of all workforce development expenditures in strategic training initiatives
The Department of Education (DOE) and the City University of New York (CUNY) are integral parts of the workforce system, but neither is sufficiently focused on students’ employment outcomes	DOE and CUNY institutionalize real time “feedback loops” with employers and adjust curricula and policies to deliver better workforce outcomes for students

Too many working New Yorkers do not have the education, training, experience, and professional networks required to compete for stable jobs that pay family-supporting wages. The City’s insufficient investment in skill building disadvantages both jobseekers and incumbent workers in need of training and skill development, as well as employers, who cannot utilize the workforce system to access talented employees. The City will implement two interrelated and mutually-dependent strategies to significantly expand its capacity to provide job-relevant skills and education: *Industry Partnerships* and *Career Pathways*.

Industry Partnerships will be comprised of teams of industry experts focused on addressing mismatches between labor market supply and demand in six economic sectors. To define and fulfill labor demand in each sector, Industry Partnerships will establish feedback loops that formalize regular interaction with employers. Industry Partnerships will work to determine the skills and qualifications that employers need, and continuously upgrade curricula, training, and credential attainment programs to reflect local market conditions. Industry Partnerships, housed in City government or contracted through a competitive process, will collaborate with organized labor, educational institutions, service providers, philanthropy, and City agencies to develop workforce strategies and mobilize resources in their respective sectors.



New Federal Workforce Law

A recent change in federal workforce policy is well aligned with the strategies set forth in this report. In July 2014, after more than a decade of failed efforts to reauthorize federal workforce law by revising or replacing the Workforce Investment Act (WIA), Congress passed the Workforce Innovation and Opportunity Act (WIOA) by overwhelming margins in both chambers. WIOA grants local workforce policymakers much broader latitude to shift resources toward training options while encouraging whole-system coordination.

WIOA aligns with Task Force recommendations in three important ways. First, WIOA places greater emphasis on training and endorses a number of training approaches that the Task Force recommends, including contextualized adult basic education (also known as bridge programs) and career pathways models. Second, WIOA explicitly supports Industry Partnerships by requiring local areas to “convene, use, or implement” sector partnerships. Finally, the law supports system integration by requiring standardized performance measures across all programs funded by the legislation, including adult basic education, placement, and training services. WIOA also requires that local areas integrate processes for customer intake, case management, and reporting. These three changes in federal policy will enable New York City to better connect this important federal funding stream with the City’s new strategic direction.

Career Pathways will be a new system-wide framework that aligns education and training with specific advancement opportunities for a broad range of jobseekers. All workforce agencies will reorient their services toward career progression instead of stopping at job placement. This effort will include sector-focused bridge programs, skills training, job-relevant curricula, and work-based learning opportunities.

The City will adopt the following recommendations to invest in demand-driven, skill-building programs in a sector-specific context.

RECOMMENDATION 1: Launch or expand Industry Partnerships with real-time feedback loops in six sectors: healthcare, technology, industrial/manufacturing, and construction, which will focus on training more New Yorkers for jobs with career potential, and retail and food service, which will focus on improving the quality of low-wage occupations.

The City will establish or expand six Industry Partnerships that will be housed in City government or contracted through a competitive process. Sitting at the intersection of employer demand and labor supply, these partnerships will help inform every preparatory career step by developing curricula and training programs that equip New Yorkers with the competencies, credentials, and experiences necessary for success.

Determine Key Economic Sectors

To identify focus sectors, the City considered factors such as tax revenue, recent job growth, forecasted job growth, total employment, job multipliers, wages, and wage distributions. The table on the next page summarizes this analysis, which identified six sectors—healthcare, technology, industrial/manufacturing, construction, retail, and food service—that offer the strongest prospects for economic mobility and mutual “employer-worker” benefits through job quality improvements. Collectively, these sectors account for approximately half of all jobs in New York City.

“An advantage of Industry Partnerships is that they can simultaneously help determine what training and skills workers need to advance, and can connect with employers to address a broad range of their needs. An effective Industry Partnership can support employers on raising job quality, ultimately benefiting the strength of the whole organization.”

–Steven Dawson, Founder and Strategic Advisor, Paraprofessional Healthcare Institute

The City’s analysis revealed that **healthcare** and **technology** are both characterized by high growth, higher-wage, middle-skill occupations and solid job multipliers, with every direct job created in healthcare generating an additional 0.4 jobs, and each new job in technology adding 1.4 additional jobs. In addition, a systematic skills gap in hiring impedes growth in both of these sectors.

The **industrial/manufacturing** and **construction** sectors both have lower growth projections, but these jobs tend to offer relatively high income while not requiring high educational attainment. For this reason, these two sectors provide potential advancement pathways for disadvantaged and low-income workers through targeted training and apprenticeships.

Finally, both the **retail** and **food service** sectors have enjoyed robust job growth, but in mostly low-wage positions that provide few benefits and limited stability. Since these two sectors will continue to employ large numbers of New Yorkers, the City must prioritize raising job quality in these sectors, while taking advantage of any existing opportunities for advancement.

These six sectors will be the City’s preliminary focus, with opportunities to scale the number of Industry Partnerships over time in order to respond to changes in the labor market.

Sector Focuses for Industry Partnerships

Sector Focus	# of Jobs (% of NYC Employment)	Job Growth '09 to '13 (% Change)	Average Wage	
Technology	291,000 (7.58%)	28,838 (11%)	\$82,160	Middle wage jobs
Construction	117,565 (3.06%)	455 (0.39%)	\$72,955	
Industrial	517, 430 (13.47%)	-5,286 (-1.01%)	\$70,831	
Health Care & Social Assistance	611,019 (15.91%)	47,648 (8.46%)	\$48,957	Growing sectors with large share of NYC job market
Retail	336,323 (8.76%)	48,479 (16.84%)	\$37,584	
Food Service & Accommodation	304,652 (7.93%)	66,709 (28.04%)	\$30,323	

Note: Industrial comprises the following NAICS codes: 11, 21, 22, 23,31-33,42,48-49, 512, 517, 562, 811, 53212, 5324, 56191, 81233
 Total percentage of employment does not sum to 100% because not all sectors are represented in this chart. Growth rate for Technology is for 2010-2013.
 Source: NYSDOL, 2013 Quarterly Census of Employment and Wages; Technology based on HR&A NYC Tech Ecosystem report released March 2014

Health Care & Social Assistance

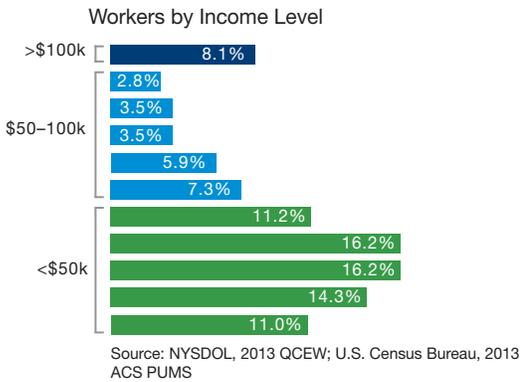
Growing sector with the largest share of the NYC job market

611,019 Jobs

15.91% of NYC Employment

47,648 Growth '09-'13

\$48,957 Average Wage



“Hospitals, nursing facilities, and other healthcare organizations implementing strategies for workforce development are committed to partnering with the City of New York to achieve their goals. Our member institutions would welcome a one-stop-shopping experience so that these facilities can easily navigate what can otherwise seem to be a very complex system.”

—Tim Johnson, Senior Vice President, Greater New York Hospital Association

Expand Two Existing Industry Partnerships

The City will expand the existing healthcare and technology Industry Partnerships, with a focus on recruiting more low-income New Yorkers into higher-wage jobs with better career potential.

Healthcare Industry Partnership

Accounting for 15.91 percent of overall employment in New York City, the healthcare industry employs more New Yorkers than any other industry and is projected to continue growing apace through 2020. Despite its size and robust growth trajectory, this sector has struggled to anticipate staffing needs or strategically engage with educational institutions and training providers to create a pipeline of qualified workers. To address this need, the NYC Workforce Funders partnered with SBS and healthcare stakeholders in 2011 to launch the New York Alliance for Careers in Healthcare (NYACH). Since then, NYACH has expanded employment opportunities for nurses in partnership with select hospitals and the City University of New York (CUNY), and upgraded CUNY’s medical assistant training program, leading to better hiring and wage outcomes.

Mainly focused on bridging experience and qualifications gaps for high-skill workers, NYACH has only recently begun providing opportunities for individuals who lack basic education and high school diplomas. With additional support from the City, the 1199SEIU Training and Employment Fund and other stakeholders, NYACH will expand its services to low-skill New Yorkers by integrating healthcare skills training with basic education. NYACH will also develop a system to connect students with post-secondary healthcare education opportunities. Through these initiatives, NYACH will address a broader range of labor market needs, establishing critical entry points and advancement opportunities through the new Career Pathways model.

Technology Industry Partnership

Technology is among the fastest growing and highest paying sectors in New York City, representing 7.58 percent of New York City’s employment today. In an otherwise slack labor market, technology companies are struggling to fill large numbers of open positions. In response, dozens of training providers, academic institutions, and community organizations have introduced programs to address this talent deficit. Unfortunately, lower-income New Yorkers and young adults often cannot access these programs, the most successful of which require full-time commitments of three-to-six months and cost as much as \$15,000.



Students in a pharmacy technician training program developed by NYACH in collaboration with Lehman College (CUNY), CVS, and Comprehensive Development, Inc.

Credit: Comprehensive Development, Inc.

Case Study: NYACH Healthcare Industry Partnership

Healthcare has more jobs than any other industry in New York City: 611,019 in all, constituting 15.91 percent of the city's overall workforce. Economists project robust employment growth in this sector, due in part to the city's aging population, which is expected to increase the demand for services. The sector itself will see a large volume of turnover vacancies as many current workers approach retirement. Despite its size and significance, however, the healthcare sector has demonstrated very limited capacity to anticipate future staffing needs or strategically engage with educational institutions and training providers to create a pipeline of qualified workers. Nursing in particular has been prone to cycles of shortage and excess, and technological and regulatory changes have repeatedly left providers scrambling to find appropriately trained staff.

In 2011 SBS and the New York City Workforce Funders formed the New York Alliance for Careers in Healthcare (NYACH) as an Industry Partnership with a mission to build an effective healthcare workforce system in New York City. NYACH is focused on identifying employers' needs, helping education and training organizations adapt their approach to better meet those needs, and ensuring low-income and unemployed New Yorkers have access to viable career opportunities in healthcare. Three key industry associations representing hospitals, nursing care facilities, and community health centers—the Greater New York Hospital Association (GNYHA), Southern New York Association (SNYA), and Community Healthcare Association of New York State (CHCANYS), respectively—signed on as partners to the initiative. They were joined by the Paraprofessional Healthcare Institute (PHI), a national authority on home care, CUNY, and the 1199SEIU Training and Employment Fund, a labor management partnership between the union and contributing employers, which provides education and training benefits for over 63,030 workers a year and functions as an Industry Partnership servicing employers and incumbent and laid-off healthcare workers.

Despite its modest scale—three full-time staff members and an annual budget of \$1 million—NYACH benefits employers, jobseekers, and incumbent workers through its capacity as an industry convener, coordinator, and connector. For example, NYACH partners identified that newly-graduated Registered Nurses were having difficulty finding full-time employment because hospitals prefer prior work experience. In response, NYACH partnered with GNYHA member hospitals and CUNY to create the RN Transition-to-Practice program, which offers unemployed and underemployed nursing graduates supervised work experience and connections to employment. NYACH also helped community health centers adjust to the changes required by the federal Affordable Care Act by working with the Community Healthcare Association of New York State (CHCANYS) and CUNY to redesign CUNY's training program for medical assistants. The revised curriculum incorporates skills required under new patient-centered care models. Incumbent workers who successfully completed the training were promoted to medical assistant positions and received an average wage gain of nine percent. To date, over 900 New Yorkers have graduated from NYACH-sponsored training initiatives, and collaboration between industry, government, and academia continues to grow.

Technology

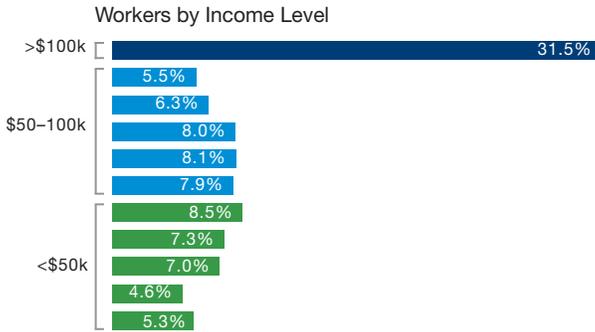
Among the fastest growing and highest paying sectors

291,000 Jobs

7.58% of NYC Employment

28,838 Growth '10-'13

\$82,160 Average Wage



Source: Based on HR&A NYC Tech Ecosystem report released March 2014; Census Bureau, 2013 ACS PUMS

Industrial

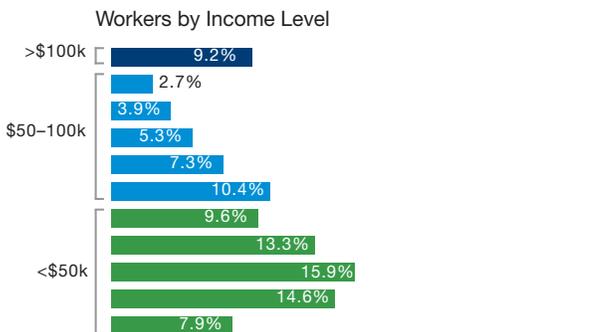
Provides quality middle wage jobs

517,430 Jobs

13.47% of NYC Employment

-5,286 Growth '09-'13

\$70,831 Average Wage



Source: NYSDOL, 2013 QCEW; U.S. Census Bureau, 2013 ACS PUMS

Note: Industrial comprises the following NAICS codes: 11, 21, 22, 23, 31-33, 42, 48-49, 512, 517, 562, 811, 53212, 5324, 56191, 81233

The Tech Talent Pipeline (Tech Talent), recently launched at SBS with public, private and philanthropic funding, will serve as the Industry Partnership for the technology sector, working to incubate and expand strategies for growing technology talent in New York City. Tech Talent will develop a training strategy that reaches low-income New York City residents and increases recruitment of New Yorkers for technology jobs. It will also develop program models that connect youth to careers in technology and technology education. To address the skills gap at scale, Tech Talent will also collaborate with City-funded educational institutions to upgrade standards and educational programs in response to local employer demand.

Create Four New Industry Partnerships

The City will establish four new Industry Partnerships focused on improving workforce outcomes in New York City's industrial/manufacturing, construction, retail, and food service sectors.

Industrial/Manufacturing Industry Partnership

The industrial and manufacturing sector is undergoing a modern revival in New York City as firms leverage advanced technologies to create new products, improve their processes, and meet the demands of a growing consumer base. Even after decades of job losses, the sector accounts for over 13.47 percent of employment in the city. In recent years, total employment in these fields has stabilized at more than 517,000 jobs, and some sub-sectors such as food manufacturing and wholesale trade have shown significant growth. The sector offers relatively high-paying job opportunities for low- and middle-skill workers across the five boroughs. According to a recent survey of local businesses by the NYC Economic Development Corporation (EDC), 50 percent of industrial and manufacturing firms expect to increase employment in the near future. However, nearly half the firms surveyed reported that their biggest challenge is finding skilled employees.

The industrial/manufacturing Industry Partnership will help train New Yorkers to fill the growing number of jobs in the modern industrial ecosystem. Led by SBS in collaboration with EDC, this industry partnership will convene Industrial Business Solutions providers, business leaders, and other stakeholders to understand the needs of the sector and inform the development of training programs that fill the skills gap and connect residents to quality jobs. The Partnership will build on the success of the Workforce1 Industrial and Transportation Career Center (ITCC) in Jamaica, Queens and create satellite ITCCs in select Industrial

Construction

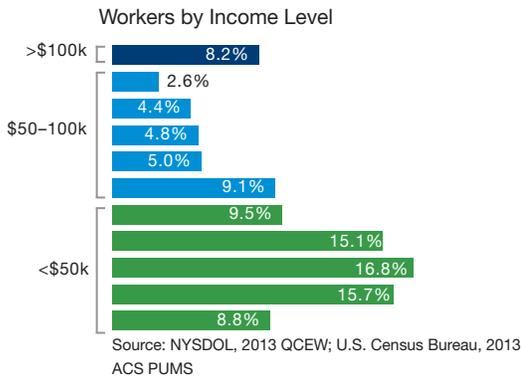
Provides quality middle wage jobs

117,565 Jobs

3.06% of NYC Employment

455 Growth '09-'13

\$72,955 Average Wage



Business Zones with high job density. The ITCCs will target skills training and job placement in sub-sectors such as construction, manufacturing, transportation, utilities, and wholesale distribution. In addition, EDC's proposed Innovative Manufacturing Centers, a network of physical spaces that will act as hubs for research and development and adoption of new technologies by servicing both entrepreneurs and incumbent firms alike, will offer on-site workforce training, apprenticeships, and certification in the fields of advanced manufacturing and fabrication. This broad-based approach facilitated by the Industry Partnership will ensure that residents have strong employment opportunities in legacy and emerging companies across the industrial/manufacturing sector.

Construction Industry Partnership

Construction activity in New York City is approaching the pre-recession levels of 2007 and 2008. The City itself is the largest purchaser of construction services across the five boroughs, from allocating an annual average of \$9 billion dollars through the City's Capital Plan, to supporting ambitious initiatives including the Housing New York plan to create or preserve 200,000 units of affordable housing over the next ten years, and Hurricane Sandy recovery and resiliency infrastructure work. A unique opportunity exists to leverage the billions of dollars budgeted for these projects to create new employment and advancement paths for jobseekers and low-wage workers. As more than half the City's construction workers are over the age of 40, it is increasingly important to cultivate a new pipeline of homegrown talent to meet burgeoning demand.

The City will launch a new construction Industry Partnership focused on connecting local residents to newly created construction jobs. To accomplish this, the construction Industry Partnership will improve referral and recruiting systems in collaboration with the construction unions; construction firms; contractors; developers; City agencies conducting large scale capital and infrastructure projects such as the Department of Environmental Protection (DEP), Department of Transportation (DOT) and Department of Design and Construction (DDC); City agencies leading housing and economic development activity such as the New York City Housing Authority (NYCHA), EDC and the Department of Housing Preservation and Development (HPD); and SBS, which will help build referral systems. The City will continue to look for ways to build upon the success of Project Labor Agreements and pre-apprenticeship programs to increase opportunities for minorities, women, returning veterans,

Retail

Growing sector with a large share of the NYC job market

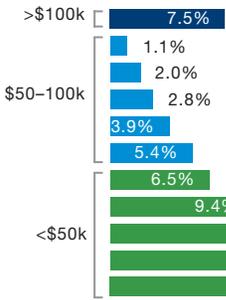
336,323 Jobs

8.76% of NYC Employment

48,479 Growth '09-'13

\$37,584 Average Wage

Workers by Income Level



Source: NYSDOL, 2013 QCEW; U.S. Census Bureau, 2013 ACS PUMS

and high school students to access quality jobs in the trades. For example, the Edward J. Malloy Initiative for Construction Skills, a partnership between organized labor, City agencies and union construction contractors, has been successful in providing the recruitment and training needed to place Department of Education (DOE) youth in union apprenticeship programs. The construction Industry Partnership will also explore measures to maximize the hiring of disadvantaged New Yorkers to bring more City residents into the fold (see p. 54 for more information).

Retail Industry Partnership

The retail sector has become one of the largest employers of low-wage workers, with 48,479 jobs added between 2009 and 2013. Unfortunately, typical employment practices in this sector help perpetuate economic instability for many New Yorkers who occupy these jobs. Retail workers are often scheduled for shifts that fluctuate on a weekly or biweekly basis, leaving little room to coordinate non-work commitments such as school and childcare. A survey conducted in 2012 found that hourly retail workers living in New York City earned a median wage of \$10.00 per hour. Only 29 percent of survey respondents received health benefits through their employers; the remaining 71 percent either relied on government health benefits or did not have health insurance at all.

The City will launch a retail Industry Partnership to help low-wage retail employers improve job quality for their workers. Strategies will include employer education campaigns, employer-based financial empowerment initiatives, collaboration with the Retail, Wholesale and Department Store Union and UFCW, and technical assistance to help small businesses adopt better business practices. In addition, the retail Industry Partnership will maximize access to training and jobs in sectors with better income and job quality prospects (see p. 50 for more information).

Accommodation & Food Service

Growing sector with a large share of the NYC job market

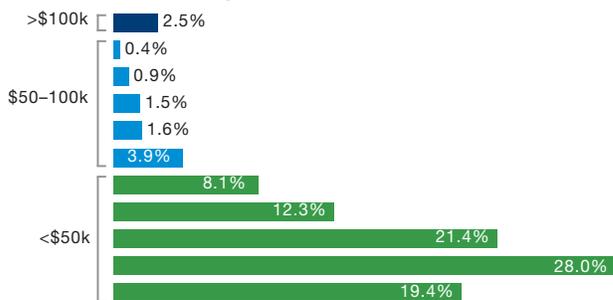
304,652 Jobs

7.93% of NYC Employment

66,709 Growth '09-'13

\$30,323 Average Wage

Workers by Income Level



Source: NYSDOL, 2013 QCEW; U.S. Census Bureau, 2013 ACS PUMS

Food Service Industry Partnership

Similar to the retail sector, the food service industry has enjoyed strong job growth in the aftermath of the Great Recession, but these jobs have generally been characterized by low wages, detrimental work conditions, and limited workplace benefits. The Restaurant Opportunities Center of New York (ROC-NY), an advocacy group for restaurant workers, reported that typical food industry workers earn a median wage of about \$8.84 an hour, or \$18,400 annually. Many tipped food service workers, such as waiters, face additional economic hardships. Tipped workers receive \$5.00 an hour, far less than the state minimum

wage of \$8.00, with the expectation that they will earn the difference in tips. In the event that tipped workers do not make the minimum wage, it is up to employers to compensate them, which leaves ample room for wage theft and inconsistent compensation. Compared to retail, however, food service offers more paths for advancement and income gains. Licenses and certifications such as the ProStart® National Certificate of Achievement, the Qualters Culinary Arts Practical Assessment, and the food safety training certification enable food service workers to compete for higher wages.

The food service Industry Partnership will collaborate with the National Restaurant Education Foundation (NRAEF), the New York State Restaurant Association, UNITE HERE and the New York Hotel Trades Council, AFL-CIO, to maximize access to training and advancement opportunities for workers, while also educating and helping businesses improve job quality and stability. The food service Industry Partnership will work with employers to improve compensation, benefits, job-design, tipped worker practices, and training standards. This Industry Partnership will also create programs that allow low-wage individuals to obtain the licenses and certifications that can increase their earning potential.

Establish Real-Time Feedback Loops

Industry Partnerships will address mismatches in labor supply and demand by creating real-time “feedback loops,” platforms for regular interaction with employers. Building on thorough labor market information analyses that identify demand for particular occupations and skills, feedback loops will bring educators and workforce service providers to the table to ensure that curricula, equipment, and learning experiences remain current and aligned with employer demand. For example, the Downtown Brooklyn Partnership, a collaboration of local colleges and industries, is upgrading college curricula based on Brooklyn’s growing tech scene. This model will be observed and replicated with other consortia.

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

Career Pathways connect education, training, credential attainment, and wraparound services to support new and incumbent workers as they advance to higher levels of employment (see the graphic on the next page). The primary agencies that manage workforce programs—SBS, HRA, and the Department of Youth and Community Development (DYCD)—will work with the Department of Education (DOE), CUNY, and other educational institutions to align education (including career and technical education programs), post-secondary education (including certificate, associate, and bachelor’s degree programs), and credential training with specific career advancement opportunities as jobseekers’ needs evolve over time.

The Career Pathways framework will require agencies to work together more effectively. Each agency will focus its efforts on the steps along the career continuum that best leverage its strengths and are most relevant to the needs of its client

“Staten Island is a community of small to medium sized businesses, every job opening they have that remains unfilled can hurt their productivity and bottom line. Better training for our jobseekers is crucial to helping businesses succeed.”

—Cesar Claro, President and CEO;
Staten Island Economic
Development Council

“Those who look to utilize the City’s workforce system are diverse in their interests and their needs. We need to create a system that addresses this diversity—meets people where they’re at, and helps them get to where they want to go.”

—Sondra Youdelman, Executive Director, Community Voices Heard

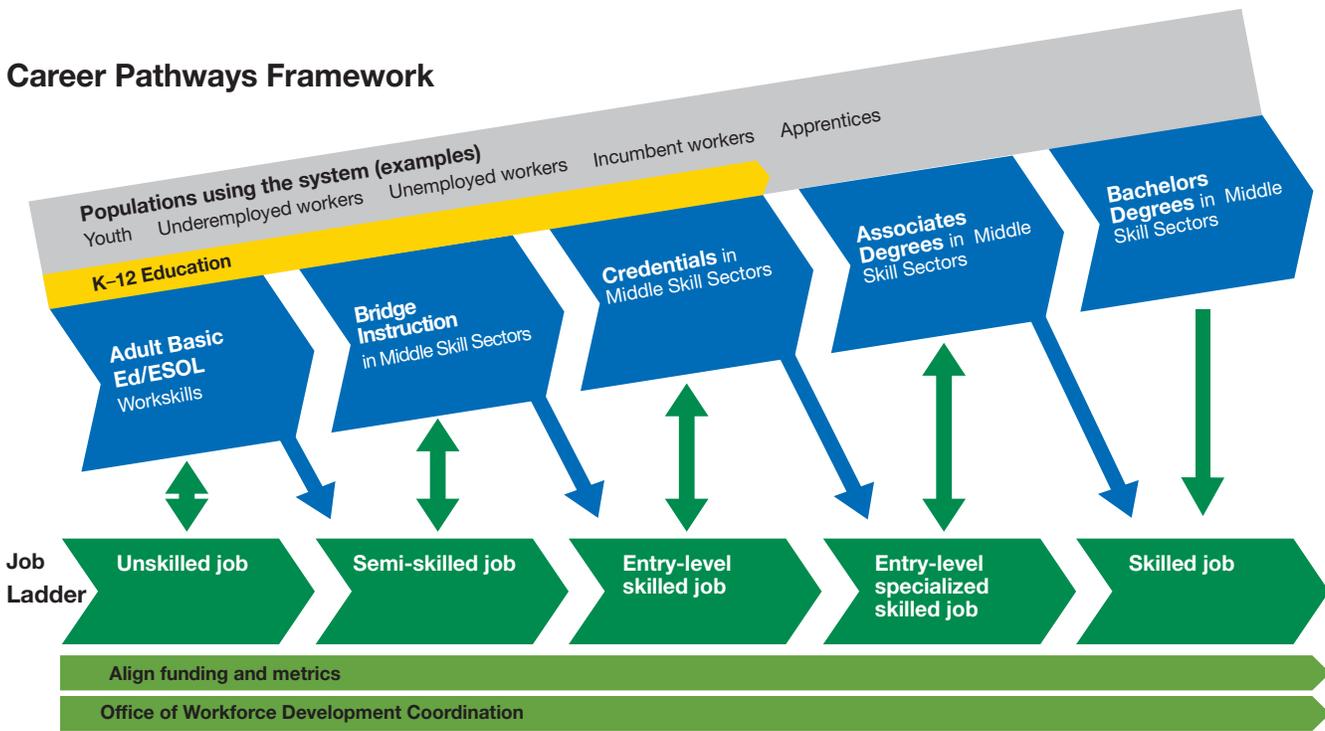
population. Agencies will also connect their respective programs through “handoffs” that will allow individuals to move seamlessly from one educational and training step to the next. For example, HRA will fund programs that build the basic skills of clients who are not prepared for more advanced training and then hand off those clients to SBS for occupational training. The system alignment recommendations detailed later in this report (see p. 54 for more information), including improved cross-agency coordination and data-sharing, will be essential to supporting individuals with a diverse range of needs along the full continuum of the Career Pathways model.

The table at right illustrates how the Career Pathways model is expected to expand income mobility options for jobseekers and incumbent workers who are unable to advance in the status quo. A successful Career Pathways system is one that helps workers with a broad range of backgrounds achieve a meaningful progression along the career ladder.

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

As the New York City workforce system shifts to a Career Pathways framework, the lowest-skilled jobseekers must not be left behind. To maximize access to the entry-level opportunities that launch careers with advancement potential to the broadest possible range of individuals, the City will develop bridge programs to help New Yorkers obtain the academic credentials, experience, and technical skills required to secure entry-level work and advance into skilled training.

Career Pathways Framework



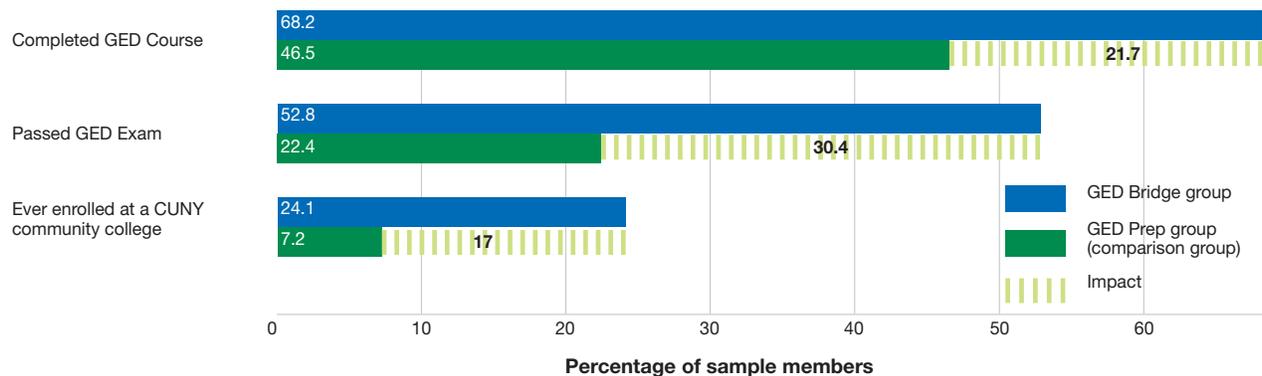
Source: Adapted from the Center for Law and Social Policy

Profiles of Potential Clients of the Workforce System

	Leila age 29	Edwin age 40	Antonia age 19	Wanda age 50
Current Situation	Leila is a Bronx native who recently completed a licensed practical nurse (LPN) program. Despite having a credential, she has been unable to find skilled nursing work, and now works full-time as a home health aide.	Edwin takes care of his two children who attend elementary school in Astoria. He is currently unemployed and receives public assistance, which helps cover basic expenses. He is busy with his job search and has a WEP assignment doing maintenance at a factory on the Brooklyn waterfront.	Antonia is a recent high school grad who participated in the Summer Youth Employment Program before her senior year. She works part-time for minimum wage in retail and plans to enroll in a community college.	Wanda reads at a second grade level. She works as a babysitter, caring for three children in her home while her three children are in school. Her husband is on disability resulting from an accident at his job.
Education	Some College	Less than High School	High School	Primary School
Skills	Nursing, home health	Limited	Sales, basic retail	Limited
Family Income	\$18,720	\$11,000	\$10,816	\$23,500
Current Public Support	No connection	HRA: Back 2 Work and WEP	DYCD and CUNY	NYPL Literacy Program
Future Public Support	<ul style="list-style-type: none"> Leila will enroll in a college and have her LPN credential count towards credits to become a registered nurse. NYACH LPN training will teach the hands on skills needed to meet employer needs and secure a job with career potential. 	<ul style="list-style-type: none"> HRA will provide training for Edwin to upgrade his skills in a variety of growth sectors. WEP will be replaced with a community service option at his children's school, pending job placement. Edwin will access job opportunities through NYC's new First Source program. 	<ul style="list-style-type: none"> The retail Industry Partnership will collaborate with the technology Industry Partnership to place Antonia into a training program that will allow her to transition from retail to tech. An on-campus career counselor at CUNY helps connect Antonia to tech jobs. 	<ul style="list-style-type: none"> A contextualized, sector-focused ABE class will help Wanda continue to build skills after completing a NYPL literacy program. DCA will provide Wanda with EITC assistance. Wanda visits Workforce1 and is referred to a Career Pathways training program through the food service Industry Partnership.

Note: Data are Representative and do not reflect actual individuals

GED Bridge to Health and Business Program at LaGuardia Community College 12-Month Impacts on Course Completion, GED Pass Rates, and College Enrollment



Source: MDRC, “Enhancing GED Instructions to Prepare Students for College and Careers”

Create New Bridge Programs

Bridge programs serve individuals who are not yet ready for college, training, or career-track jobs, but are relatively close, typically scoring between seventh and tenth grade literacy levels. A large share of workforce system clients, including an estimated 20 to 25 percent of HRA’s Back to Work clients, 40 to 50 percent of DYCD’s Out-Of-School Youth clients, and 20 to 30 percent of adult clients served by DYCD, fall within this range. An additional 15 to 30 percent of these client populations test at fifth to seventh grade literacy levels.

The career focus of successful bridge programs distinguishes them from more traditional adult basic education programs, which focus on high school equivalency credentials. As an example, the GED Bridge to Health and Business program at LaGuardia Community College has proven effective in preparing low-skilled students for more advanced education and training opportunities. The program offers a longer and more intensive experience than many traditional GED/HSE prep courses—108 hours over 12 weeks as opposed to 60 hours over nine weeks—and utilizes a curriculum that conveys basic reading, writing, and math skills by presenting issues and themes related to healthcare and business, such as medical ethics. Researchers found that one year after enrollment, bridge students had completed the course, earned GEDs, and enrolled and persisted in college at far higher rates than students in traditional GED prep courses (see the chart above).

“As a foundation representative who has been a partner with New York City’s workforce agencies and programs for a number of years, I commend the work of the Mayor’s Office of Workforce Development in managing the Jobs for New Yorkers Task Force. The process has led to the design of a stronger and more comprehensive workforce system that recognizes the valued contributions of many City agencies as well as that of private employers, nonprofit service organizations, and foundations as funding partners.”

—Patricia Jenny, Vice President for Grants, New York Community Trust



A student learns technical skills in preparation for a career in the fast-growing tech sector as part of the WorkAdvance program at Per Scholas, funded by the NYC Center for Economic Opportunity (CEO) and the Mayor's Fund to Advance NYC's Social Innovation Fund initiative.

Credit: Per Scholas

WKDEV and NYC Center for Economic Opportunity (CEO) will work closely with CUNY, HRA, DYCD, and employers to create sector-specific bridge programs that enable transitions to middle-skill training programs and ultimately living-wage, family-supporting employment.

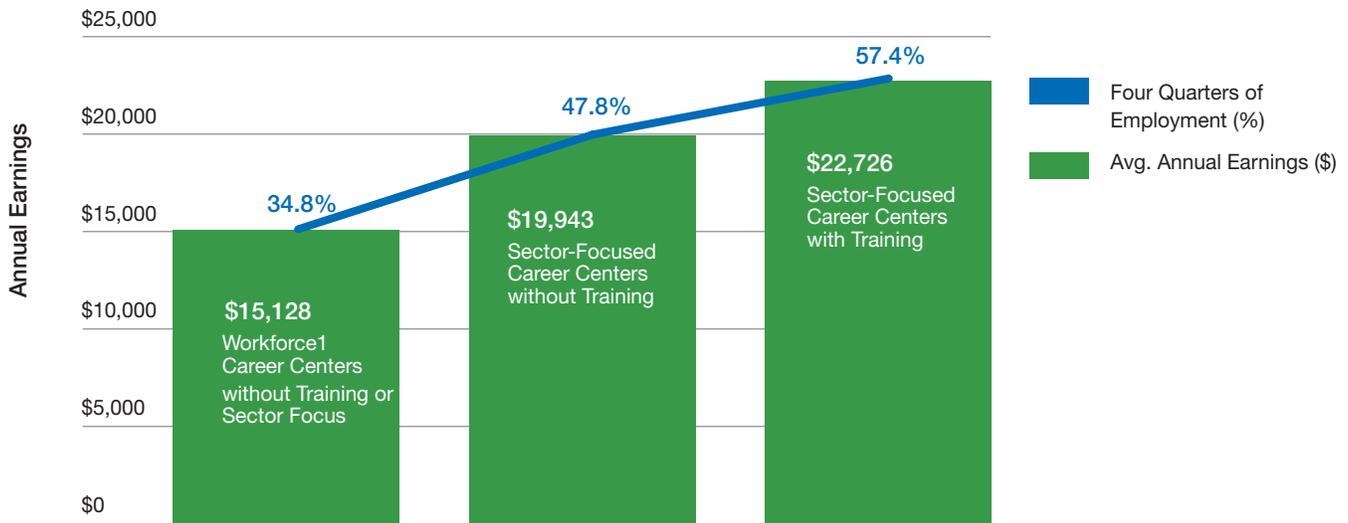
“It is an incredible time to be in New York with accelerating innovation and the rapid growth of the technology ecosystem. This demand for talent presents an unparalleled opportunity for more New Yorkers to become a part of this workforce to improve incomes for their families and communities. There are talented New Yorkers in every borough and neighborhood of the city. We must adapt our job training to meet the demands of the market and provide opportunities for New Yorkers from every background and income level – particularly our low income and diverse communities—to gain the skills and access needed to participate in the digital economy.”

—Jukay Hsu, Founder, Coalition for Queens

Improve and Contextualize Existing Bridge Programs

Many adults and older youth currently access basic educational supports through City-funded programs offered at Community-Based Organizations (CBOs). While New York City does not currently fund any sector-focused bridge programs, DYCD, DOE, CUNY, and CEO all support basic education programs that could be contextualized for priority sectors, creating pathways to middle-skill training programs. These programs, administered through DYCD, offer classes such as English for Speakers of Other Languages (ESOL), Basic Education, High School Equivalency (HSE), computer skills, and work readiness. Many programs provide case management and counseling supports, but lack the resources or expertise to offer

Participants Working All Four Quarters and Average Annual Participant Earnings After Exit at Workforce1 Career Centers



Source: Westat Sector Career Center Analysis

job-relevant training and employment services. Few programs have relationships with business and industry to support learners’ career development and employment. Although employment is one of the main reasons that adult learners enroll in classes at CBOs, the structure of CBO funding does not allocate resources to services that bring significant numbers of low-skill New Yorkers into the workforce.

Bridge programs are prime opportunities for agencies to develop handoffs that will make the City’s workforce system more integrated and conducive to educational and career advancement. For example, a bridge program serving HRA or DYCD clients could connect to SBS training or a CUNY course that leads to a professional certificate or degree. In partnership with CBOs, SBS and DOE will also use bridge programs to create pathways for out-of-school and out-of-work youth throughout the City.

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

Recent research suggests that additional City investments in training would yield very strong returns in additional wages and steadier employment. Although New York City’s workforce system has not made a large investment in skill development, the City’s modest training efforts have paid off handsomely for participants. A recent CEO study of jobseekers at two sector-specific Workforce1 Career Centers (WF1CC) found that those who received sector-specific skills training achieved higher annual earnings and rates of employment in all four quarters after exiting the program than individuals who received general services or no training at all (see the table above).



Home health aides in a training at Cooperative Home Care Associates in the Bronx.

Credit: CHCA

Case Study: Incumbent Worker Training in New York City

Incumbent worker training has proven effective in supporting employer competitiveness and increasing worker incomes. In New York City, the Center for Economic Opportunity (CEO) partnered with SBS to launch a program to support low-wage incumbent workers by covering the majority of training costs for businesses that pledged to raise wages for participating workers. The NYC Business Solutions Customized Training Program reviews proposals from employers that specify the training that workers will receive, the training provider, and how the company and participating workers will benefit as a result of the training. Employers typically pay 30 percent of the costs, with CEO and WIA funds covering the balance. Since 2007, the program has made grants to 138 companies to train more than 4,254 workers.

A July 2014 evaluation by Westat found that participants averaged wage gains of nine percent, or approximately \$3,286 per year. Participants with relatively lower starting wages (\$15 per hour or less) enjoyed even larger percentage increases. These results were broadly consistent with evaluations of similar programs across the country, such as California's Employment Training Panel Program.

The current workforce system serves tens of thousands of individuals who, based on their baseline literacy skills and prior work experience, would qualify for and benefit from sector-focused training.

Create Entry-Level, Transitional and Advancement Training Programs

The City currently invests only seven percent of the annual workforce budget in training. To reorient the system, the City is committed to tripling its investment in training to twenty percent in ten years by allocating new funding, repurposing existing dollars and building public-private partnerships with stakeholders who believe that training is the key to building a strong labor force.

To serve the widest range of workers and jobseekers across the five boroughs, the City will prioritize three types of training programs: entry-level skills, transitional skills for career changers, and advancement training for middle-skill positions.

- *Entry-level, career-track skills training.* Agencies currently not offering skill training, such as HRA and DYCD, will engage with Industry Partnerships to develop training programs for positions that pay above minimum wage and support full-time work, including training platforms such as cohort training and individual training options. In the industrial sector, for instance, target jobs might include transportation drivers and para-transit or fire security installation experts.
- *Transitional skills training for career changers.* SBS has found that many New Yorkers who seek services through the Workforce1 system are already employed

but looking to change jobs. Transitional skills training programs will focus on adding new skills on top of the transferable skills that participants have developed through previous education and employment. As an example, the Tech Talent Pipeline will work with SBS and CUNY to develop trainings that can help currently employed workers learn new technology skills that would enable them to move into more remunerative positions.

- *Advancement training into middle-skill positions.* The NYC Business Solutions Customized Training Program administered by SBS leverages the employer investment to upgrade their employees' skills for specific advancement opportunities with higher earnings. The City will expand this program to the Brooklyn Navy Yard, Brooklyn Army Terminal, and other Business Zone clusters as well as partnering organizations identified by Industry Partnerships to allow more employers and employees to access affordable and targeted training opportunities. Industry Partnerships will also collaborate with businesses looking to develop their own employer-based training programs, which have been found to be particularly successful at training workers who directly meet the needs of the employer.

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

“One of the supporting pillars of job growth—especially with the City’s ever-expanding tech sector—is a reliable, robust, and modern communications infrastructure. Verizon employees build and maintain these networks, and therefore, a well-trained, highly-skilled, and professional workforce is critical to the success not only of our company, but to the city overall.”

—Leecia Eve, Vice President,
State Government Affairs,
New Jersey, New York, and
Connecticut, Verizon

Increase DOE Focus on Career Exploration and Skill Development

As a primary provider of foundational skills and credentials for young New Yorkers, the DOE is in a unique position to help students advance toward employment and career success. This work is an important step to ensuring that New York City’s young people develop the skills that meet local employers’ hiring needs. DOE’s major accomplishment since coming under mayoral control has been a dramatic improvement in the four-year high school graduation rate, from 46.5 percent in 2005 to 61.3 in 2013 (66 percent when including those who graduate by August). Additionally, the DOE has focused on making college and career readiness a possibility for all its students. These efforts include identifying college and career benchmarks and expanding its college access training for school staff. Partnerships with CUNY, and college readiness initiatives like GRADNYC, Options, and College Line have supported deliberate efforts to shift the focus from high school completion to college and career readiness.

However, much remains to be done to ensure that every student who graduates is ready to take the next step toward college and career. Industry Partnerships will work with the DOE to align in-school curricula and learning opportunities that support the Common Core and position students for long-term success at work and facilitate opportunities for students to make professional connections with industries and businesses seeking middle- and high-skill workers.

Career and Technical Education

Long regarded as a lesser option for students unable to handle academic work, career and technical education (CTE) has enjoyed a strong revival over the last decade. The DOE has increased the number of dedicated CTE high schools from 18 in 2003 to 50 in 2014, with new schools focused on key sectors such as software engineering, healthcare, construction, advanced manufacturing, and TV and film production, all supported by committed industry partners. Among these are six Early College and Career high schools run in partnership with a CUNY campus and a leading employer. These “9-14” schools offer six-year programs that allow students to earn Regents diplomas, associate’s degrees, and industry credentials. Students have industry mentors, paid internships, workplace learning experiences, structured workplace visits, and priority-hire opportunities with their industry partner. The first and best known CTE program is Pathways in Technology Early College High School (PTECH), a partnership of the DOE, IBM, and CUNY’s New York City College of Technology. President Obama has lauded PTECH as a national model. PTECH’s first senior class will complete all high school course requirements in June 2015. While students have the opportunity to graduate at that time, many will remain in school and begin working on their associate’s degrees. This expanded credentialing opportunity is central to the Early College and Career model.

A recent report from the Community Service of Society of New York found that CTE students graduate at significantly higher rates than the citywide average despite their slightly lower skills profile. The real-world relevance of CTE’s educational programs and opportunities, including more than 1,200 internships each year, helps keep students engaged in their high school studies and focused on their post-secondary goals.

Make DOE Education Programs for Youth and Adults More Job-Relevant

The Mayor has called for the expansion of Career and Technical Education (CTE) programming for high-need student populations. Two strategies for meeting this goal are strengthening the education-to-career path for CTE students by increasing access to work-based learning experiences, and increasing the number of CTE options across the system. With support from industry and philanthropy, DOE will provide access to work-based learning opportunities, including internships, training, apprenticeships, or skill-building programs for every interested CTE student. Capacity for this initiative will be built through existing and new employer-school partnerships, CBOs, and Industry Partnerships. The DOE will expand its CTE programs by creating CTE exploration and preparatory models, thus building a continuum of CTE experiences across schools. In addition, strategic capital investments in new programs will enable the expansion of technical and industrial classes.

In addition to administering K-12 education, the DOE’s Office of Adult and Continuing Education runs its own CTE programs that provide individuals 21 years and older with opportunities to develop occupational skills and earn credentials. Industry Partnerships will work closely with CTE providers to enhance curricula and programming, allowing CTE providers to benefit from the larger workforce infrastructure that connects training to employer needs and opportunities.

Prepare High School Graduates for College Success

With educational attainment such an important factor in individuals’ long-term career prospects, college persistence and completion must be a priority for the City. While the percentage of high school graduates deemed “college ready” has increased from 16 percent in 2005 to 31.4 percent last year, more than two-thirds of high school graduates are still not academically prepared for higher education.

The gap between high school graduation and college readiness rates indicates a lingering disconnection between the DOE and CUNY, where the large majority of high school graduates who pursue post-secondary education enroll. Every year, thousands of first-year CUNY students are surprised to learn that they must take remedial classes before they can begin to earn credits toward degrees. The six-year graduation rate for CUNY associate-degree students who take remedial classes is a dismal 26.1 percent, compared to 40.3 percent for non-remedial students. Many additional students might have the academic skills to handle college work, but struggle to manage their time and balance studies with other obligations, such as work or caring for family members.

The DOE and CUNY should build on their existing partnership to improve students’ successful transitions from secondary to postsecondary education. CUNY has a number of college and pre-college interventions to help students develop academic skills and transition successfully to CUNY. To advance efforts in this area the city will also support CUNY in scaling up the College Now program, which enrolls students from over 400 public high schools college into prep and college-credit coursework. The city will also support the expansion of Early College High Schools, which have

proven effective at helping non-college-bound students earn both high school and associates degrees (or significant college credit) and At Home in College, which works with high school and HSE students to develop basic academic skills and transition successfully into CUNY. The CUNY Language Immersion Program and *CUNY Start* are also key options for students admitted to CUNY who lack college-level academic skills and need significant remediation. CUNY Start has shown particular success in addressing remedial needs; an internal analysis has found that fully 48% of students who completed the full-time program between Fall 2009 and Spring 2013 were able to start college without needing remediation.

Improve CUNY’s Transfer and Alternative Experience Credit System

CUNY can take a number of steps to support their students’ long-term career success. With few exceptions, CUNY currently does not grant academic credit for students in college-relevant and credit-worthy training courses, meaning that students who then transfer into degree-bearing programs often must duplicate coursework, spending time and money they do not have. Nor does CUNY offer many opportunities for students to earn credit for life and work experience. The City will work with CUNY to develop a new policy for credit articulation and other methods of earning credit toward degrees within and across CUNY schools, which would expand student access to degree programs and facilitate their advancement within the Career Pathways framework.

Improve Degree Completion at CUNY

Improving college completion should be another top priority for CUNY. Given the labor market value of a two-year degree in fields such as healthcare, business, and information technology, completing an associate’s degree is the best outcome for many students in higher education with limited resources and time. Yet CUNY’s three-year graduation rate for associate programs—while comparable to other urban community college systems in the US—is very low. For the freshman cohort of 2010, only 13.6 percent completed their studies within three years.

“The work of the Task Force acknowledges that education is essential to making all New Yorkers competitive in a tough labor market. This means increasing the number of individuals able to enroll, make progress in, and graduate from college. It also means creating opportunities for our students to go into the workplace while in school, and to develop the skills and competencies needed for success in 21st-century careers.”

—John Mogulescu, Senior University Dean for Academic Affairs and Dean of the CUNY School of Professional Studies, City University of New York

A recent initiative, CUNY Accelerated Study in Associate Programs (ASAP), provides hope for improvement. Launched in 2007 with support from CEO, CUNY ASAP has shown significant gains in associate-degree attainment. The ASAP cumulative three-year graduation rate is 51 percent. The program, which features block scheduling of classes and comprehensive support services, among other

components, carries higher annual per-student costs than traditional two-year programs: approximately \$13,700, compared to \$9,800. But the return on that investment is very strong: a comprehensive cost-benefit study found that every dollar spent on ASAP yields \$3.50 in tax revenues or savings to social service payouts, and returns \$12.20 in increased participant earnings. The City is supporting an expansion of ASAP to 13,000 students by 2016 and will work with CUNY to explore scaling the program across the CUNY system.

Expand Career Counseling at CUNY

CUNY could better support students' post-college employment outcomes by new investment in career counseling. Currently, career counseling is under-funded and under-supported: counselors work with too many students to provide the level of attention that is necessary to make an impact, and many career counselors lack the knowledge and training to help students take the necessary steps to enter jobs and ultimately find a rewarding career path. Drawing on lessons learned from CUNY's US Department of Labor-funded Career PATH program, the City will encourage CUNY to expand the availability of high quality career counseling to its students.

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

Youth and young adults are less likely to work in New York City than almost anywhere else in the United States. In 2010-11, New York City ranked 95th among the 100 largest metropolitan areas in employment rate for 16 to 19 year olds, at 19.3 percent; for 20 to 24 year olds, the figure was 54.5 percent, 97th out of 100. Research has shown that youth from the poorest families, who presumably would derive the greatest benefit from an early experience of employment, are the least likely to have it.

Internships, career exposure, and work experience are vitally important for all types of jobseekers. These experiences provide individuals with career-launching opportunities that may not have otherwise been available to them. Research confirms that early work experience offers potentially enormous value for youth and young adults from low-income families. Teen employment shows "path dependence"—young people who work this year are statistically more likely to work the following year and to make successful transitions into employment after they graduate. In addition, research suggests that economically disadvantaged males who work while in school demonstrate stronger rates of academic persistence and high school graduation.

New York City is home to a number of high-quality public and private internship programs that should be expanded. For example, DYCD manages two such programs: Ladders for Leaders and the Young Adult Internship Program (YAIP), a collaboration with CEO. At Ladders for Leaders, which provided pre-employment training and a seven-week internship for 262 individuals in 2013, 29 percent of participants received employment offers from their host sites after the program concluded. YAIP, which serves approximately 1,800 individuals each year, targets out-of-school, out-of-work New Yorkers ages 16 to 24 with 14 weeks of paid work experience, followed by nine months of follow-up services including assistance



A young man works as a pharmacy tech as part of the DYCD-funded Young Adult Internship Program (YAIP)

Credit: DYCD



A young woman learns digital video skills as part of the DYCD-funded Summer Youth Employment Program (SYEP).

Credit: DYCD

Case Study: Summer Youth Employment Program

New York City's best-known program connecting young people to jobs is the Summer Youth Employment Program (SYEP), administered by DYCD. The largest summer jobs program in the United States, SYEP has provided early work exposure opportunities to generations of New Yorkers since its creation nearly a half-century ago. In 2014, SYEP subsidized jobs for more than 47,000 city residents between the ages of 14 and 24, an increase of over 11,000 placements from 2013. Participants earned \$8 per hour for up to 25 hours each week over a seven-week period. Researchers from New York University have found that high school students in SYEP show increased attendance, with students at greater risk of dropping out showing larger gains. Moreover, SYEP participants aged 16 and over were more likely to take and pass the Math and English Regents exams.

“For our company, successful internships significantly increase the likelihood of a candidate being hired, which is why we built internships into the PTECH program we created with the City. Helping individuals gain skills and experience leading to employment should be a high priority.”

—Stanley S. Litow, Vice President of Corporate Citizenship & Corporate Affairs, IBM and President, IBM International Foundation

transitioning to permanent work, training, or education. In addition, Scholars at Work, a collaboration between the DOE, SBS, and CEO launched in 2010, has placed over 100 high school seniors from CTE programs into 14-week paid internships with industry employers served by SBS. More than 90 percent of Scholars at Work alumni report either working, attending college or advanced training, or doing both.

Simply put, the biggest problem is lack of scale. A review of the City's workforce system investments identified 5,571 publicly-funded internships for 2014, less than one percent of the combined total of New York City high school students and the 172,000 New Yorkers between the ages of 16 and 24 neither in school nor working.

Work with Employers to Resource and Expand Early Career Opportunities

Led by the Industry Partnerships, the City will engage employers and philanthropic institutions to increase investment in programs that provide young adults opportunities to receive career exploration and skill development through internships, and other work-based learning placements. DYCD will better align the Summer Youth Employment Program (SYEP) with skill-building opportunities, in part by increasing the number of private-sector SYEP worksites. Collectively, the City and its partners will explore the possibility of developing a portal of internship and employment opportunities for youth. The City will seek to provide employers with the support necessary to create a quality experience for young adults first entering the world of work. Additionally, the City will urge CUNY to ensure that its degree and continuing education programs provide students with opportunities for internships and work-study aligned to their fields of study, strengthening the connection between education and career. Industry

“It’s good to know that our city is committed to growing the job force by intelligently building and encouraging good jobs that become even better jobs!”

—Danny Meyer, CEO, Union Square Hospitality Group

Partnerships will collaborate with City agencies to create new career exposure programs in critical industries, such as the Brooklyn Tech Triangle Internship Program organized by SBS, the Mayor’s Office of Media and Entertainment (MOME), Brooklyn Tech Triangle, and CUNY’s New York City College of Technology.

Expand Opportunity for High-Need Job Seekers

High-need adult jobseekers need similar access to career exploration and work experience, which can be attained through comprehensive programming as well as government programs. This can be particularly valuable to individuals who have limited work experience or are seeking a career transition after a long period of disconnection from the workforce. As HRA phases out its Work Experience Program (WEP) in favor of other supported employment initiatives, including new partnerships with SBS, the agency will draw upon the lessons of its own transitional jobs programs, funded through the 2009 federal American Recovery and Reinvestment Act (ARRA), and focus on private sector occupational experience. Additionally, a robust body of national research is available from which to draw best practice lessons for these initiatives, following the plethora of pilot transitional-jobs initiatives supported by ARRA.

Costco and the “Asset Strategy”

While it might seem counterintuitive that paying workers more can raise profit margins, research has shown that companies can improve their performance by investing in their employees as assets rather than regarding them as expenses. To take one well-known example, the wholesale firm Costco pays an average hourly wage of \$21.00, nearly twice as much as the \$11.83 per hour average paid by its competitor, Sam’s Club. Costco’s annual operating profits per employee, however, are proportionally larger than those of Sam’s Club: \$21,805 versus \$11,615. The key is helping employers understand how improvements in job quality make their workforce more effective, assisting businesses to internalize strategies for capitalizing on a more capable workforce, and providing employers with the know-how to improve business practices.

2. Improving Job Quality

Current	Future
Minimal focus on job quality	City recognizes and does business with high-road employers
Small employers lack know-how and resources to improve work conditions that boost productivity	City works with small businesses to improve job quality and create more stability for the workforce
Many eligible low-wage workers do not access available work supports	City educates employers and low-wage workers about income supports that maximize financial stability
New York City’s minimum wage at 40 hours a week results in \$16,640 a year	City increases minimum wage

In addition to enabling income mobility by investing in skill development, the City will also take measures to support the economic stability of New Yorkers in lower-wage jobs. Building on recently passed Living Wage and Paid Sick Leave legislation, the workforce system will pursue a “raise the floor” strategy that will both reward good business practices and promote a baseline level of stability for low-wage workers.

The city will pursue these goals by implementing the following recommendations.

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

The City will pursue efforts to improve job quality in partnership with employers. To create a baseline of high-quality business practices, EDC will launch the NYC Good Business initiative this fall. NYC Good Business will help City policymakers better understand current business practices and challenges, while initiating an ongoing and collaborative dialogue with employers around job quality.

NYC Good Business will be rolled out in two phases. The first phase will identify champions of high-road workplace strategies and support businesses willing to improve their workplace practices. Currently there is very little data that can be used to validate good job quality and business practices across the City. Absent an existing body of data, NYC Good Business will conduct a workplace practices assessment drawn from internationally-recognized better-business standards. Currently under review by City businesses, organized labor, and community leaders, the assessment will provide a picture of the labor challenges facing local businesses. The assessment will also help the City define job quality measures beyond compensation, including scheduling practices, support for workers training and advancement, inclusivity, and openness to hiring individuals with employment barriers such as criminal history. This first phase will also create a baseline for policymaking in the future. More than 500 businesses will take the assessment in the first phase to provide baseline data and understanding of current practices.



GOOD BUSINESS

NYC Good Business program will recognize high-quality NYC employers just as LEED certification does for green builders.

Profiles of Employers' Potential Connections to the Workforce System

	All Industries Stamping Founded 1997	La Petite Tempête Founded 2014	Fort Apache FireWire Founded 2010
Current Situation	<p>All Industries Stamping is a Brooklyn-based metal stamping business. The firm operates out of City-managed industrial real estate, and employs a mix of NYC, New Jersey, and Nassau County residents. While the firm would like to expand, it is not sure of how to invest given the range of potential equipment and technology options and is concerned about finding employees with relevant skills given its past hiring experiences.</p>	<p>La Petite Tempête is a new French Bistro in Queens. The chef-owner is a new entrepreneur and is uncertain how to balance her need to make a profit with her desire to pay her line cooks and wait staff a living wage.</p>	<p>Fort Apache FireWire is a website development and tech services firm in the Bronx. The firm's owners are committed to hiring from the neighborhood and running a tech training program at their offices.</p>
Current Public Support	<ul style="list-style-type: none"> • Located in EDC-managed industrial real estate • SBS hiring services at a centralized manufacturing Workforce1 ITCC 	<ul style="list-style-type: none"> • Worked with SBS to receive pro-bono legal services and develop financing, marketing, and salary plans before opening • Worked with Workforce1 Center to recruit talented wait staff 	<ul style="list-style-type: none"> • Has no connection to the City's workforce system
Future Public Support	<ul style="list-style-type: none"> • As a lessee of City-managed real estate, the company will share open positions with the City's First Source system, and receive support from SBS in recruiting qualified New Yorkers. • By collaboration with the industrial/manufacturing Industry Partnership the firm will be able to access in-demand skills training for their workers. 	<ul style="list-style-type: none"> • The chef will work through SBS's M/WBE Certification Program to become eligible for targeted city contracts. • The company will collaborate with the new food service Industry Partnership to access training and advancement opportunities for its workers. • The company will take the 'NYC Good Business' assessment and make changes to scheduling practices with assistance from HR for Small Business. 	<ul style="list-style-type: none"> • The company will work with the Tech Talent Pipeline Industry Partnership to develop web design and programming training. • The company will work with Workforce1 Center to recruit trainees.

Note: Data are illustrative and do not reflect actual companies.

“Working with employers has to be a two-way street—strong workforce programs listen and are nimble to train and meet employer needs, and good employers are able to adapt and craft programs that work for their employees while often improving job retention, worker satisfaction, and productivity. We need to highlight and reward good behavior on both sides.”

—Angie Kamath, Executive Director, Per Scholas

Subsequently, Phase 2 of the rollout will build on the data collected from the assessments and consider all of the City’s levers and tools that can drive change in business practices. The City will use this data to develop a new standard for doing business with the City that supports and rewards high-road employers.

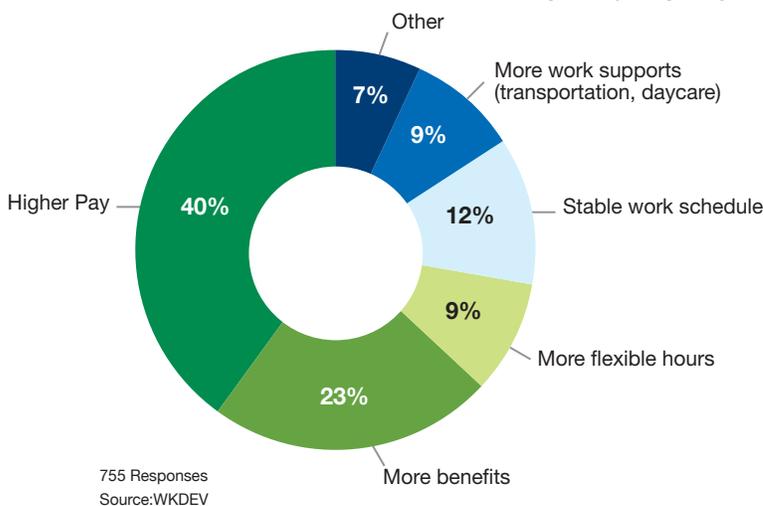
The City will use information gleaned through the NYC Good Business assessment to establish an “NYC Good Business” seal (the graphic on p. 50). All businesses that complete the assessment and commit to making improvements based on the results would be considered to meet City standards for City contracts and workforce system partnerships. The NYC Good Business program will recognize high-quality New York City employers just as Leadership in Energy & Environmental Design (LEED) certification does for green buildings, Fair Trade for coffee, or B-Corp for mission-driven companies. Those businesses that score poorly on the assessment will have access to supports that will help them make improvements to balance bottom-line considerations with better job quality, as described below.

Help Businesses Improve Job Quality

Practices such as consistent scheduling, supervision, access to commuter benefits and financial empowerment services can help employers improve their own bottom line. In many cases, however, small employers in particular have limited infrastructure and resources to make significant changes and little margin for error. Many will require technical assistance if they are to embrace practices that better support low-wage workers. SBS will expand its NYC Business Solutions suite of services to include Human Resources supports focused on improving job quality. Specifically, SBS will launch an “HR for Small Business” program to engage employers in the retail, food service, and home health care industries.

Survey of Workforce System Constituents

What do you think is the most important thing for the de Blasio Administration to focus on in order to improve job quality?



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

Increase Access to Income Supports and Financial Empowerment Resources for Eligible New Yorkers

Many working poor New Yorkers who are not required to file tax returns currently miss out on the Earned Income Tax Credit (EITC), through which they could receive thousands of additional dollars each year. Additionally, many

low-income New Yorkers, especially immigrants and individuals with low literacy and numeracy skills, are disproportionately targeted and exploited by tax preparers who charge exorbitant fees for resources that are available for free. The Department of Consumer Affairs (DCA) administers an annual Financial Empowerment Campaign that has helped thousands of low-income filers utilize free filing services and access the EITC. DCA's free Volunteer Income Tax Assistance (VITA) sites have completed more than 750,000 tax returns since 2002, nearly 40 percent of which were EITC-eligible. Since that time, eligible New Yorkers have collected nearly \$20 billion in tax refunds. In 2015, the DCA Office of Financial Empowerment will fund an expansion of its New York City tax season campaign, doubling the number of virtual VITA sites and enhancing other services to provide free tax preparation to an additional 55,000 low-income tax filers during the coming tax season.

Additionally, many employers may be unaware that their workers could benefit from financial empowerment services that would help them achieve greater financial stability and perhaps better employability. WKDEV and DCA will launch an employer-based Financial Empowerment Campaign to educate and influence employers on the role they can play in supporting their low-wage workers to achieve financial stability for themselves and their families. Through this campaign, DCA will provide low-wage workers with services to reduce debt, improve credit, access safe and affordable banking products including direct deposit, strategize for saving and money management, as well as filing their taxes for free and accessing income supports such as the EITC. The DCA Office of Financial Empowerment will collaborate with the retail, food service, and healthcare Industry Partnerships to scale the Financial Empowerment Campaign and target their services to more businesses that employ low-wage workers.

In addition to ensuring that working low-income New Yorkers access federal income supports, streamlining eligibility for transitional benefit allowances such as subsidized childcare, Medicaid, and the Supplemental Nutrition Assistance Program would improve the economic stability of these individuals so they are better positioned to meet their basic economic needs, avoid work disruptions, and pursue educational and training opportunities. HRA will review the application process for these benefits to enable easier access for low-income New Yorkers transitioning from cash assistance to employment. Further, HRA and CEO's Jobs-Plus program, expanded through the Young Men's Initiative, provides integrated employment services and financial counseling. HRA will expand its practice of braiding financial and employment services to all cash assistance clients and will include transitional benefit allowances in their procedures.

Pursue Legislative Change to Increase Minimum Wage

New York City will continue to pursue approval from the state legislature to establish a minimum wage for workers within the five boroughs, independent of the statewide wage (\$8.00 per hour as of 2014). New York City's minimum wage at 40 hours a week results in \$16,640 a year, well below the poverty line for a family of three. Presently, about 447,000 New Yorkers earn the minimum wage, with another 568,000 earning between \$8.00 and \$13.13 per hour. Without wage growth, the gains

from New York City’s economic success become increasingly concentrated among high earners, making broad prosperity impossible.

The City will consider what additional legislative or regulatory action might be needed to ensure minimum standards for low-wage jobs, including policies that hold firms accountable for living wage or overtime violations, and gender pay legislation. NYC Good Business and the City agencies involved in supporting and regulating employers will inform actions in this area.

3. Increasing System and Policy Coordination

Current	Future
Minimal connectivity between the workforce system and the City’s investments and contracts	A “First Source” system requires employers doing business with New York City to consider City referrals for hiring
Agencies do not coordinate program offerings or share system-wide data to improve services	City coordinates strategies, aligns definitions and processes, and establishes data sharing system to improve user experience and service quality
Many agencies are reimbursed based on the number of job placements	Agencies will be reimbursed based on quality of job outcomes

“Linking economic development strategies to workforce development provides an opportunity to maximize the impact of the City’s investments. To do this, one important focus area is a deeper engagement between employers and the workforce system and a broad approach that includes local hiring and advancement and training opportunities for the existing workforce.”

–Andrea Phillips, Vice-President,
Urban Investment Group,
Goldman Sachs

New York City’s workforce system has fallen short of delivering full value to its jobseeker and employer customers because programs have not been adequately connected to each other or to the City’s economic development priorities. To support economic mobility at scale, workforce programs and economic development initiatives must function cohesively and drive toward the single objective of increasing the number of New Yorkers who hold family-supporting jobs. In addition, to enable coordination, analysis, and service quality improvement, the workforce system must embrace a common set of processes, metrics, and definitions that support job outcomes instead of stopping at job placement.

The City will pursue these goals by implementing the following recommendations:

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

New York City government itself is a major driver of economic growth across the five boroughs. The City spends billions of dollars every year on goods (over \$1 billion), development activities such as creating a new manufacturing and industrial space at the Brooklyn Army Terminal (\$100 million), and mayoral priorities such as the plan to create 200,000 units of affordable housing over the next ten years (\$8.2



Case Study: San Francisco's First Source Hiring Program

As the City looks to implement a First Source program, one model is San Francisco's First Source Hiring Program. San Francisco First Source, authorized by ordinance in 1998, covers a wide range of economic development activities, including most public works and business activities requiring approval by San Francisco's Planning Commission, as well as non-construction and professional services contracts valued above \$50,000. Participating businesses must post non-managerial jobs that require no education beyond high school completion or two years or less of specific training or work experience. San Francisco workforce programs then refer candidates for these openings. While businesses are not required to hire from the First Source program, they must make good-faith efforts to do so, and face penalties for each entry-level job improperly withheld. When combined with its mandatory hiring program for City construction projects above \$400,000, the program has placed approximately 1,200 city residents in the past year.

billion). To date, however, the City has done very little to leverage its investments for workforce outcomes. Links between economic development projects and workforce programs have been few in number, limited in scope, and lacking in enforcement or accountability mechanisms.

Establish a "First Source" Hiring Process

Moving forward, the Administration will take significant steps to ensure that its investments and spending power create direct avenues for New Yorkers to obtain stable employment and career advancement opportunities. The City will use its wide range of levers—from procuring goods and services, to initiating public maintenance and infrastructure projects, to selling and leasing City-owned land—to help New Yorkers access jobs. Both state and federal law limit the extent to which cities can mandate hiring, so the City will undertake a phased approach.

The City will start by developing and then implementing a comprehensive First Source hiring program. Pioneered in other cities, the First Source system is designed to connect a range of economic development and procurement activities to the workforce system. It will require qualifying businesses to share open positions with the City and consider the City's referred, qualified candidates. While a First Source system does not require businesses to hire the referred candidates, they must make good-faith efforts to do so and face penalties for noncompliance or withholding jobs from the City.

This new program will build on initial efforts by EDC and SBS, who, in 2009, launched HireNYC, which establishes employment targets for EDC-supported real estate projects that produce ten or more permanent jobs. The program sets specific goals: a 50 percent hiring goal for targeted populations, a 40 percent retention rate

for those individuals for at least nine months, and higher wages for at least 30 percent of them within a year. Over the last five years, the program has resulted in more than 1,400 New Yorkers getting hired, with job opportunities pending at 43 additional development projects today. The new program, which will be led by SBS, will be expanded across EDC’s portfolio, as well as other City agencies in order to ensure the City activates additional public levers that lead to more jobs for New Yorkers. The First Source program will build referral systems across agencies, including HRA and the New York City Housing Authority (NYCHA), to ensure that all New Yorkers have a chance to benefit from new opportunities.

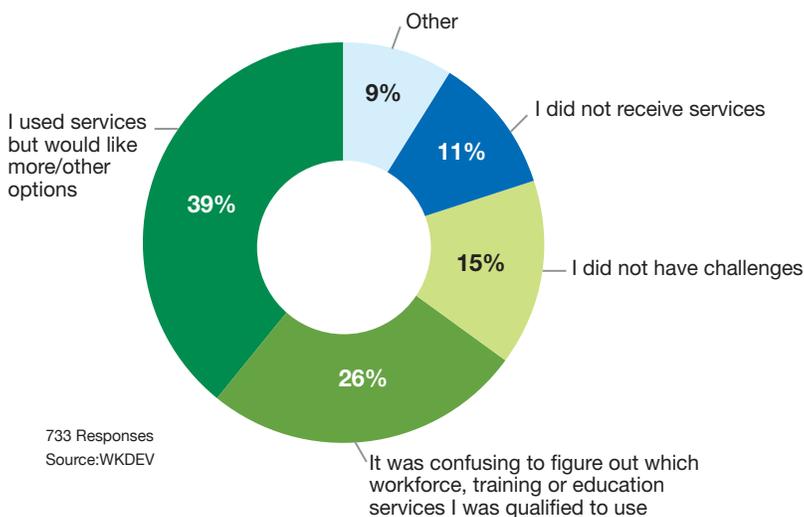
Expand Targeted Hiring

Moving into the second phase, the City will explore and pursue other policy levers to meet its goals around local hiring. The City will expand pre-existing hiring mandates in social service contracts. HRA requires social service contractors to hire one Public Assistance recipient for every \$250,000 received in City funds, a procurement requirement that aligns with the agency’s efforts to help its clients escape poverty. The City will strengthen these requirements across other social service agencies, namely the Administration for Children’s Services (ACS) and the Department of Homeless Services (DHS), and create better enforcement mechanisms.

The targeted hiring strategy will dovetail with the efforts of the construction Industry Partnership as the City builds out ways to ensure that construction projects incorporate stronger targeted hiring provisions. The City has taken initial steps to address this policy goal, as evidenced by a recent EDC Request For Proposals (RFP) for infrastructure work at Hunter’s Point South that asked respondents to submit a plan to incorporate hiring disadvantaged workers as part of their RFP response.

Survey of Workforce System Constituents

Have you had challenges accessing government services to meet your employment and/or education goals?



Train Workers for Jobs Created through Economic Development Investments

As new economic development projects break ground, the City will work with developers to create customized training and hiring plans for the permanent jobs that New York City investments help to create. SBS’s NYC Business Solutions Customized Training Program is a proven and scalable customized training model, through which the City can directly help businesses consider their training needs.



Jobseekers attend a recruiting event at Coney Island as part of the HireNYC program.
Credit: EDC

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

Among the biggest flaws of the current workforce system is how disjointedly it functions. Each City agency administering workforce programs engages with employers and jobseekers independently, using its own outcomes, definitions, processes, and data. The result is confusion for users, a glaring disparity in the quality of services, and limited data to inform better outcomes. Without addressing this problem, it will be impossible to implement a meaningful system-wide change that rewards job quality as opposed to the quantity of job placements.

Align System-Wide Definitions and Metrics

A vital component of integrating workforce subsystems will be creating one set of metrics, with shared job outcome metrics and definitions in our city contracts. Below is the list of common metrics that the City will standardize across all workforce programs:

Employment

- Clients Served
- Full-Time Hires
- Part-Time Hires
- Retention Rate
- Job Continuity

Skill Development

- Industry-Based Education Enrollments
- Academic-Based Education Enrollments
- Industry-Based Credential Attainment
- Academic-Based Credential Attainment
- Academic-Based Skills Gains
- Employer-Validated Training Completion

Wage

- Median Wage
- Living Wage Hires
- Wage Growth

The major contracts for workforce services that are renewed over the next several years will incorporate and utilize these metrics and definitions, among others. While these metrics are focused on City agencies, there are broader efforts to connect the CUNY system with workforce outcomes through the State’s Next Generation Job Linkage initiative, which ties CUNY funding to student job placements.

The table on the next page illustrates the current system’s emphasis on job placement with very limited attention to indicators of any long-term value of these placements. To renew the City’s focus on job quality, the City will develop and adopt shared job quality definitions and standards as part of the City’s system alignment strategy. As a result, the City’s investments in workforce programs will be based on the quality of job outcomes as opposed to the quantity of job placements.

Build a System-Wide Data Infrastructure

Building a shared data system across all workforce programs will reduce spending and administrative burden, and enable a better understanding of how clients overlap across agencies and programs. The City will leverage standardized definitions to enable an integrated data infrastructure that will provide access to individual employment and earnings trajectories before and after receiving services. Agencies will utilize this information to refine and improve programs over time. For the first time, New York State Department of Labor’s (DOL) Wage Reporting System (WRS) will be a key part of the analysis, on measures such as wage progression and job continuity.

Consolidate Workforce Programs Under a Unified City Brand

The City will not truly succeed in communicating its value proposition to customers, particularly employers, until it can speak to them with one voice. The current system is far from that ideal: each city agency that runs workforce programs engages with employers and jobseekers entirely on its own. The result is confusion and

“If we standardize, we can aggregate and see how we’re performing. We should be doing this for numerous metrics—graduation, training, placement, interim measures—so that we can evaluate results across a varied system.”

—Mindy Tarlow, Director, Mayor’s Office of Operations

	Current Employment Contracts Definitions		Job Outcome Considerations in Employment Contracts		
	Job Placement Definition	Retention Rate Definition	Full Time Work*	Wage Growth	Job Continuity
CEO Center for Economic Opportunity	CEO defers to partnering agency to measure “job placement” in accordance with agency-specific definitions.	Tracked across agency-specific programs every 30, 60, 90, 180 and 365 days.	●	◐	◐
DHS Dept. of Homeless Services	Number of job placements among families and single adults who apply for or receive benefits each quarter.	N/A	●	○	○
DOE OACE Office of Adult and Continuing Education	N/A	N/A	●	○	○
DYCD Dept. of Youth and Community Development	Number of participants who are employed or enrolled in post-secondary education or skills training one quarter after receiving services.	Same as placement.	◐	◐	○
NYCEDC Economic Development Corporation	Number of program participants who are placed in a paid job upon completion of training.	N/A	◐	◐	○
HRA Human Resources Administration	Number of job placements among individuals who apply for or receive benefits each quarter.	Percent of job placements among individuals who applied for or received benefits six months prior to the reporting quarter and did not return to cash assistance by the reporting quarter.	●	○	○
NYCHA Housing Authority	Number of reported employer-verified placements.	Tracked specifically for the NYCHA Resident Training Academy every 90, 180, and 365 days.	●	◐	◐
SBS Small Business Services	Number of employer-verified placements into unsubsidized jobs with 20 hours a week or more of employment.	N/A	●	◐	○

- Included in agency’s contracts with service providers
- ◐ Sometimes Included in agency’s contracts with service providers
- Not included in agency’s contracts with service providers

* 30 Hours/week

frustration for users and a glaring disparity in the quality of services across the different agencies.

The vast majority of employers have neither the time nor the interest to investigate the differences between City workforce programs. They want their staffing needs met quickly and efficiently, with minimum effort and ongoing obligation. If their “user experience” is unsatisfying, they will look elsewhere to fill future vacancies.

Jobseekers face similar challenges: without a guide to what services are available and where, they are obligated to try to figure out what program best meets their needs. The difficulty in doing so, however, raises the odds that they will not get what they need. Too often, they are sent to numerous different agencies to seek services and, since agencies often do not share information, they must start the whole process of intake and assessment over at each new location.

To improve this situation, the City will work across all workforce agencies to align workforce development services under a unified City brand. This will be an outward manifestation of behind-the-scenes system-building: back-end coordination of services, processes, protocols and data, ultimately resulting in a more user-friendly system for employers and jobseekers alike.

Part Four:

Our Plan

The City will deliver on each of the ten recommendations in accordance with the following implementation plan.

RECOMMENDATION 1: Launch or expand Industry Partnerships with real-time feedback loops in six sectors: healthcare, technology, industrial/manufacturing and construction, which will focus on training more New Yorkers for jobs with career potential, and retail and food service, which will focus on improving the quality of low-wage occupations.

Short Term (2015)

- City launches new Industry Partnerships in industrial/manufacturing, construction, retail, and food service sectors by identifying appropriate agency leads and issuing RFPs.
- SBS expands Healthcare and Technology Industry Partnerships by developing programming that serves youth and low-skill New Yorkers.
- Industry Partnerships convene stakeholders including key employers, training providers, DOE, and CUNY to set training and programming agenda and establish accountability metrics.
- Industry Partnerships use labor market data to identify training opportunities, link programs across agencies, and ensure that skill-building efforts are based on industry needs.
- Industry Partnerships identify funding needs and develop private and philanthropic partnerships.

Medium Term (2016–2017)

- Industry Partnerships develop real-time feedback loops through which employers engage educators and align and contextualize curricula, equipment, and learning experiences with labor market data.
- Industry Partnerships adjust training and qualifications based on employer feedback and help CBOs, educational institutions, and City agencies launch new programming as needed.
- Industry Partnerships track progress across accountability metrics.
- City and Industry Partnerships continue to fundraise to obtain necessary funding for new or expanded Industry Partnerships.

Long Term (2018+)

- Industry Partnerships identify practices that have proven to be most and least successful.
- Industry Partnerships bring the most successful practices to scale, particularly throughout DOE and CUNY systems.
- Industry Partnerships continue to increase private and philanthropic funding as needed.

RECOMMENDATION 2: Establish Career Pathways as the framework for the City's workforce system.

Short Term (2015)

- All workforce agencies assess the needs of target populations to inform program development and delivery.
- All workforce agencies determine specific program and funding changes needed to reorient along the Career Pathways spectrum.
- All workforce agencies develop interagency plans to create a hand-off system that allows individuals to move through a continuum of training and education services.

Medium Term (2016–2017)

- All workforce agencies develop and/or expand programs that align with the Career Pathways framework and Industry Partnership sector focus.
- All workforce agencies work with DOE, CUNY, and other educational institutions to align education and credential training with career advancement opportunities.
- All workforce agencies obtain and/or repurpose necessary funding to advance Career Pathways goals, seeking waivers and regulatory change as necessary.
- All workforce agencies monitor ongoing alignment with the Workforce Innovation and Opportunity Act (WIOA), seeking waivers and regulatory change as necessary.

Long Term (2018+)

- All workforce agencies evaluate Career Pathways programs in partnership with CEO and make improvements as necessary.
- All workforce agencies connect their respective programs through a hand-off system that allows individuals to move through a continuum of training and education services.

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

Short Term (2015)	Medium Term (2016–2017)	Long Term (2018+)
<ul style="list-style-type: none"> • HRA and DYCD determine scale, scope, and funding requirements for new bridge programs with input from Industry Partnerships and employers. • DYCD, DOE, CUNY and CEO assess basic education programs and determine which classes/programs can be contextualized to targeted sectors. 	<ul style="list-style-type: none"> • HRA and DYCD implement bridge programs for clients with 5th- to 10th-grade literacy levels. • DYCD, DOE, CUNY, and CEO reorient basic education classes/programs toward sector-specific training where appropriate. 	<ul style="list-style-type: none"> • CEO completes evaluations of bridge programs; HRA and DYCD implement improvements as needed. • CEO completes evaluations of contextualized education classes/programs. DYCD, DOE and CUNY implement improvements as needed.

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

Short Term (2015)	Medium Term (2016–2017)	Long Term (2018+)
<ul style="list-style-type: none"> • Industry Partnerships and workforce agencies analyze labor market data and employer information to identify strategic investments in entry-level training, lateral training, and advanced programs. • HRA, DYCD, and Industry Partnerships develop training programs for entry-level, career-track skills training positions that pay above minimum wage and support full-time work. • SBS and Industry Partnerships develop training programs for career changers seeking transitional skills. • SBS scales NYC Business Solutions Customized Training Program to help employers conduct advancement training. 	<ul style="list-style-type: none"> • Relevant City agencies obtain and/or repurpose funding, seeking waivers and regulatory change as necessary. 	<ul style="list-style-type: none"> • CEO completes evaluations of training programs and works with relevant City agencies to implement improvements.

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

Short Term (2015)

- DOE and Industry Partnerships work together to improve job-relevance of school curricula and expand learning opportunities that support career awareness and industry connection.
- DOE scales work-based learning opportunities for Career and Technical Education (CTE) students.
- CUNY develops new policies and funding to support alternative methods of earning credit such as life and work experience, and converts non-credit courses into credits that may be earned toward degrees.
- CUNY develops an enhanced model of career counseling and begins to roll out model across its seven community colleges.

Medium Term (2016—2017)

- DOE and CUNY strengthen pre-college and college readiness initiatives to improve New York City students’ transitions from secondary to postsecondary education.
- DOE improves CTE programs by creating CTE exploration and preparatory models for youth and by better aligning adult CTE courses with employer needs.
- CUNY expands ASAP to 13,000 students.
- CUNY implements new career counseling system in all community colleges and tracks longitudinal career outcomes.

Long Term (2018+)

- City works with CUNY to scale ASAP across CUNY system. Based on ASAP success, CUNY expands program to bachelor’s degree programs.
- CUNY evaluates program expansions to measure impact on associate-degree graduation rates and makes improvements as necessary.

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

Short Term (2015)

- City engages employers and philanthropy to resource and expand early career exposure opportunities for youth.
- CUNY and DOE work with Industry Partnerships to increase career exploration opportunities for students.

Medium Term (2016—2017)

- City launches a portal of internship and employment opportunities for youth.
- DYCD increases private sector Summer Youth Employment Program (SYEP) worksites.
- HRA completes two year phase out of the Work Experience Program (WEP) and replaces it with internship and community service training programs and subsidized employment opportunities.

Long Term (2018+)

- City oversees significant expansion of youth internship placements through continued investment and support to employers.
- CEO evaluates new career exposure programming and relevant City agencies implement improvements.
- HRA evaluates the changes to WEP and implements improvements as needed.

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

Short Term (2015)

- EDC creates NYC Good Business (NYCGB), a tool to measure, compare, and improve employment practices.
- EDC launches NYCGB and 500 business complete employer assessment.
- SBS launches HR for Small Business to help smaller employers in specific sectors improve employment practices.

Medium Term (2016–2017)

- EDC uses data obtained from 500 employer assessments to create a baseline for job quality and good business practices.
- EDC and SBS provide technical assistance to help businesses improve practices and job quality.

Long Term (2018+)

- City adopts a new standard for businesses that supports high-road employers.
- SBS expands customized training, HR for Small Business, and other solutions to help improve employer practices.

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

Short Term (2015)

- DCA Office of Financial Empowerment expands its tax season campaign, doubling the number of virtual Volunteer Income Tax Assistance (VITA) sites, and provides free tax preparation to an additional 55,000 low-income tax filers.
- WKDEV and DCA launch an employer-based Financial Empowerment Campaign to educate and help employers support their low-wage workers in achieving financial stability.
- HRA reviews and streamlines the application process for transitional benefit allowances to enable easier access for low-income New Yorkers transitioning from cash assistance to employment.
- City pursues approval from the state legislature for control of local minimum wage.

Medium Term (2016–2017)

- DCA expands its Financial Empowerment Campaign with employers and increases the number of virtual VITA sites.
- HRA improves access to transitional benefits for eligible cash assistance clients.
- City explores legislative agenda to improve job quality, with a particular focus on raising the minimum wage.

Long Term (2018+)

- DCA expands the number of Financial Empowerment Campaign employer partners and increases the number of virtual VITA sites.
- HRA and other participating agencies evaluate the effectiveness of integrating financial counseling into employment programming for cash assistance clients.
- City becomes a model of "Raise the Floor" strategies.

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

Short Term (2015)

- City releases guidelines for a First Source Hiring Program across City agencies that requires qualifying businesses to share open positions with the City and then interview the City’s referred, qualified candidates.
- EDC expands HireNYC to its full portfolio and adds compliance and enforcement mechanisms.
- HRA increases enforcement of the Public Assistance Social Service Hiring Rider and extends this rider to DHS and ACS.

Medium Term (2016—2017)

- City pursues other legislative and policy levers to meet its goals.

Long Term (2018+)

- SBS and relevant City agencies evaluate First Source system outcomes and implement improvements as necessary.
- City implements new policy and legislation that allows for mandatory hiring of disadvantaged New Yorkers.

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

Short Term (2015)

- Workforce agencies finalize one set of metrics, with shared definitions that align with the newly passed federal WIOA.
- Workforce agencies develop service standards for interacting with employers and jobseekers across workforce programs.
- City releases guidelines for a new reimbursement policy based on job quality and job outcome data instead of number of job placements

Medium Term (2016—2017)

- WKDEV and OPS launch a new system-wide data infrastructure and use data to improve coordination across agencies and track service outcomes.
- City agencies develop a single, unified City brand for all workforce programming.

Long Term (2018+)

- Workforce agencies use new data infrastructure to refine and improve program services and hand offs.
- City uses new job outcome data to measure success of workforce programs across service providers.

Part Five:

System Considerations

Challenges to Implementation

The changes to New York City’s workforce development system proposed by the Task Force represent an unprecedented philosophical and operational shift. No large city ever has reset its entire workforce system along a Career Pathways framework, nor has any workforce system of this size been oriented toward a demand-focused, sector-specific model. Increased system coordination is another departure from the status quo. For the first time, City agencies and programs will function as part of a larger whole, rather than as mostly autonomous entities.

The significance of the changes proposed in this report and the challenges to their implementation should not be underestimated. Successful implementation will require political will and leadership, clarity around roles and accountability, and significant investment. It will require new and continued partnerships with all stakeholders, from CBOs to organized labor, to philanthropy and the private sector.

In terms of political will, all stakeholders—from the Mayor to agency leaders, direct service providers and jobseekers themselves—must understand and accept that the shift in focus from quantity to quality will have practical ramifications. The training-intensive services that will now constitute the primary focus of workforce programs are more resource-intensive in terms of dollars, staff time, and supporting systems.

As such, we need to be prepared for an initial tradeoff between quantity and quality. As major contracts turn over in 2015 and 2016, resources shift, and agency and provider staff members adapt to the new model that prioritizes handoffs and system coordination, the overall number of placements made across the workforce agencies could decline.

The workforce system’s job placement efforts are a tribute to the hard work of all involved, especially the jobseekers themselves. But the low wages, limited advancement prospects, and modest durations of many placements demonstrate the limitations of the City’s existing workforce paradigm. The shift toward services that substantially improve participants’ long-term career prospects and better serve employers by helping them fill a wider range of skill needs will yield a better return on public investment and ultimately help build a stronger, more inclusive economy in New York City.

Budget Considerations

Additional resources are necessary to coordinate and refocus the workforce system toward increased income mobility and improved job quality. While the collective annual figure of approximately \$500 million spent on workforce programs is substantial, it will not suffice to implement a plan that emphasizes services with higher costs. Investments in several agencies and across years will build, test, and scale the programs needed to connect workers to career opportunities. Funds currently spent on contracts that yield low-wage outcomes will represent a significant resource as those contracts expire and monies can be repurposed. As the

City seeks to repurpose government funding streams to create systemic changes that support skill-building and advancement, the City may need to apply for waivers in connection with requirements that restrict the uses of certain funds.

In the past, philanthropic and nonprofit organizations such as The New York City Workforce Funders, a collaboration of philanthropic entities, have worked closely with the City in designing and co-funding demonstration projects. The Workforce Funders have long sought a fuller partnership with the City, and its members have supported the skills training previously consigned to the periphery of the workforce system. The City has benefited from the philanthropic community's significant investments, and will formalize a permanent relationship with the Workforce Funders to align philanthropy funding in workforce development and throughout the City.

Further, as the City broadens its engagement with employers, new opportunities will arise to leverage private investments on behalf of jobseekers and incumbent workers. Similarly, efforts to link economic development activities with workforce outcomes will yield new resources for workforce programs, whether financial or in-kind. Between private funding partners and the added flexibility of federal workforce funds to support training under WIOA, prospects are bright for a deeper shared investment in skill-building workforce development initiatives.

Acknowledgments

Acknowledgments

This report would not have been possible without the critical contributions of dozens of individuals, all deeply invested in creating valuable employment outcomes in our city. The findings and recommendations of the Jobs for New Yorkers Task Force were articulated, debated, and refined through countless convenings, working sessions, and exchanges across networks. New York City owes a debt of gratitude to the Task Force members themselves and contributing representatives from their organizations for their thought leadership, dynamic collaboration, and commitment to building better futures for all New Yorkers through this report and in the work they do every day. We are grateful to two subject matter experts, workforce consultant Sheila Maguire and Center for an Urban Future executive director Jonathan Bowles, for sharing their insight and helping to facilitate rich conversations during Task Force meetings. Thank you to the New York Community Trust for its support of the Task Force facilitation. A very special thanks to Public Works Partners, particularly Scott Zucker, David Jason Fischer, and Diana Petty, for their invaluable assistance capturing Task Force discussions and translating those ideas into the content and articulation of this report. Thank you to everyone who provided input in community roundtables and industry meetings (listed on page 75), and a special thank you to those who hosted, helped organize, or provided additional input at those events: Jeremy Travis, Jodi Sturgeon, Patricia Jenny, Michelle Henry, John Twomey, Melinda Mack, Mary Ellen Clark, Randy Peers, Sondra Youdelman, Robin Chappelle Golston, Sandi Vito, Nancy Rankin, Lazar Treschan, Peggy Rubenzer, Jennifer Hadlock, and Valerie Westpha.

We would especially like to thank the following City leaders for their dedication to this work:

Office of the Mayor

Anthony Shorris, First Deputy Mayor
Lilliam Barrios-Paoli, Deputy Mayor for Health and Human Services
Maya Wiley, Counsel to the Mayor

Agency Leaders

Katy Gaul-Stigge, Mayor's Office of Workforce Development
Maria Torres-Springer, Department of Small Business Services
Kyle Kimball, New York City Economic Development Corporation
Nisha Agarwal, Mayor's Office of Immigrant Affairs
Steven Banks, Human Resources Administration
Bill Chong, Department of Youth and Community Development

Donna Corrado, Department for the Aging
Stacey Cumberbatch, Department of Citywide Administrative Services
Fred Dixon, NYC&Company
Carmen Fariña, Department of Education
Dean Fuleihan, Office of Management and Budget
Cynthia Lopez, Mayor's Office of Media and Entertainment
Julie Menin, Department of Consumer Affairs
Shola Olatoye, New York City Housing Authority
Mindy Tarlow, Mayor's Office of Operations
Gilbert Taylor, Department of Homeless Services

We are also honored to acknowledge the tremendous work of City staff who facilitated the Task Force process and development of this report, and who work on a daily basis to improve the City's workforce system: James Patchett, Eleonora Bershanskaya, Todd Levinson, Alissa Weiss, Sherazade Langlade, Reynold Graham, Marielle Sanchez, Stacie Evans, La-Toya Niles, Ana Ariño, Peter Hill, Aaron Meyerson, Noelle Marcus, Emma Manson, Maya Castellon, Ben Branham, James Katz, Miquela Craytor, Dalsie Andrade, Christine Curella, Kristina Pecorelli, Alex Costas, Sara Duell, Jose Quinteros, Ivan Dockery, Lydon Sleeper, Jackie Mallon, Euan Robertson, Darren Bloch, Sarah Haas, Matt Klein, David Berman, Kate Dempsey, Ruby Choi, Minden Koopmans, Sideya Sherman, Kristin Misner, Carin Clary, Sonia Lin, Maria Serrano, Suzanne Lynn, Dawn Pinnock, Tara Brown, Josh Wallack, Ursulina Ramirez, Karl Snyder, Vanda Belusic-Vollor, Tom Pendleton, Phil Weinberg, Peter Hartley, Alan Cheng, Sandra Gutierrez, Toya Williford, and Jennifer Yeaw.

Jobs for New Yorkers Task Force Members

Vincent Alvarez, NYC Central Labor Council, AFL-CIO
John Banks, Con Edison
Cesar Claro, Staten Island Economic Development Corporation
Steven Dawson, Paraprofessional Healthcare Institute
Leecia Eve, Verizon
Carlo Frappolli, JPMorgan Chase & Co.
Greg Hambric, Modells Sporting Goods
Leo Hindery, Jr., InterMedia Partners
Jukay Hsu, Coalition for Queens
Daniel P. Huttenlocher, Cornell Tech
Patricia Jenny, New York Community Trust
Tim Johnson, Greater New York Hospital Association
David Jones, Community Service Society
Jennifer Jones Austin, Federation of Protestant Welfare Agencies
Angie Kamath, Per Scholas

Steve Kempf, Lee Spring
Deborah King, 1199 SEIU Training and Employment Funds
Chauncy Lennon, JP Morgan Chase, Global Philanthropy
Stanley S. Litow, IBM
Ira Machowsky, FECS
Felix Matos Rodriguez, Queens College
Cheryl McKissack, McKissack & McKissack
Danny Meyer, Union Square Hospitality Group
John Mogulescu, CUNY
Andrea Phillips, Urban Investment Group at Goldman Sachs
Jessamyn W. Rodriguez, Hot Bread Kitchen
Jake Schwartz, General Assembly
Denise Warren, New York Times Media
Fred Wilson, Union Square Ventures
Sondra Youdelman, Community Voices Heard

Community Engagement

As part of the Jobs for New Yorkers Task Force, WKDEV organized and joined meetings and external engagement activities with stakeholders across the workforce system and across the city.

- United Neighborhood Houses Providers meeting – June 12, 2014
- New York City Employment & Training Coalition Summit – June 13, 2014
- Bronx Workforce Roundtable convened by Congressman Serrano – July 21, 2014
- Tech Talent Summit convened by New York Tech Meetup, Coalition for Queens, Code to Work, StartUp Box: South Bronx, Per Scholas, and Fedcap – July 22, 2014
- Youth Workforce Provider Roundtable convened by JobsFirst – July 25, 2014
- New York City Coalition for Adult Literacy meeting – July 29, 2014
- Internship Roundtable convened by the Pinkerton Foundation – August 11, 2014
- Labor Roundtable convened by the New York City Central Labor Council and 1199SEIU Training and Employment Funds – September 18, 2014
- Workforce Investment Board Meeting – September 18, 2014
- Focus Group with Workforce Development Clients convened by Community Voices Heard – September 22, 2014
- Queens Workforce Roundtable convened by Queens Borough President Katz and Council Member Miller – September 22, 2014
- Brooklyn Workforce Roundtable convened by Council Member Cornegy – September 25, 2014
- Staten Island Workforce Roundtable convened by Council Member Rose – September 25, 2014
- Manhattan Workforce Roundtable convened by City Council Speaker Mark-Viverito – September 29, 2014
- Immigrant Roundtable convened by Ford Foundation, Surdna Foundation, and New York Community Trust – October 1, 2014
- Survey of Workforce Development Clients – September 5 – 26, 2014
- Over 800 New Yorkers completed WKDEV's survey, which was created so that the City could better understand clients' experience with the system and priorities moving forward. The survey was made available in Bengali, Chinese, English, Haitian Creole, Italian, Korean, Russian and Spanish. Respondents were mostly female, relatively evenly distributed across age ranges and ethnic/racial categories, and represented all five boroughs, with the most respondents from Brooklyn and Queens. Select survey responses and data are included throughout the report.

Appendix

Snapshot of NYC Workforce System

This snapshot describes the NYC Workforce System's programs as of FY 2014. Some programs have been discontinued or re-designed, and the city anticipates programmatic changes to reflect the new strategy.

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**	
Human Resources Administration (HRA)	Back to Work (B2W)	Back to Work (B2W) is an employment program through which HRA vendors assist cash assistance applicants, cash assistance recipients, and non-custodial parents in finding employment. Vendors work with individuals from the time they interface with HRA through job placement services and retention. To help individuals find and keep jobs, vendors provide assessment, resume and interview preparation, job readiness training, job placement services, clothing referrals, financial empowerment, contextualized literacy and HSE preparation, and career counseling and advancement services.	Cash Assistance CA Applicants, Non-CA (non-custodial parents), Non-CA (SNAP)	Paid: Assessment, Timekeeping and Attendance, 30-day job placement, 30-day job retention for CA recipients, 180-day job retention for CA recipients, 30-day non-return rate to CA for applicants, 180-day non-return rate to CA for applicants, CA applicant strategic goal rate, CA recipient strategic goal rate	Total Served: 82,242 Basic Education: 1,673 English Language Learning: 201 Occupational Skills Training: 1,250 Work Experience Program: 36,030	\$57,254,139.00	
	Support Through Employment Program (STEP)	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.		Measured: HSE completions, Pre- and post-test scores		\$950,861.00	
	Work Experience Program (WEP) (not including WeCARE and CARE WEP)	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 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 nonprofit organizations serving as the sponsoring organizations.	CA recipients	Measured: CA clients enrolled		\$960,000.00	
	Training Assessment Group (TAG)	The Training Assessment Group (TAG) provides services to HRA participants who are currently enrolled in approved training/education. TAG ensures that training/education is an approved activity for clients. Additionally, TAG monitors the participants' performance and attendance in training/education, provides debt counseling and referrals, and maintains a list of available training providers (CUNY, private colleges, proprietary schools, nonprofits) for selection by clients.	CA recipients who self-enroll into training	Measured: CA clients approved for training, CA clients completing training-self-report, CA clients receiving credential-self-report		Total Served: 11,572	\$-
	College and Related Experience Work Experience Program (CARE WEP)	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 nonprofit organizations. Assignments are geared toward 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.	CA recipients who self-enrolled into training	Paid: Program Mid-point, Program exit, Employment Event Referrals, Job Placement		Total Served: 3,237 Internships: 3,237	\$1,132,000.00
	Wellness, Comprehensive Assessment, Rehabilitation and Employment (WeCARE) Vocational Rehabilitation	The Wellness, Comprehensive Assessment Rehabilitation and Employment (WeCARE) program addresses the needs of cash assistance clients with medical and/or mental health barriers to employment by providing customized assistance and services to help clients achieve their highest levels of self-sufficiency. The WeCARE program is available by referral only. Based on the outcome of a comprehensive assessment, a case manager works with an individual client to develop a customized plan that connects him or her to a range of appropriate services. Depending on the assessment, a client may: obtain treatment to improve their health conditions and progress toward wellness; be given specialized employment services including a work setting that accommodates their limitations; receive assistance with legal or family problems; or assistance applying for disability benefits.	CA Recipients with medical and/ or mental health barriers to employment	Paid: Assessment, Wellness plan, Diagnostic Vocational Evaluation, Individual Plan for Employment, 30-day job placement, 30-day job retention, 180-day job retention, Award for Federal Disability Benefits		Total Served: 46,697 Work Experience Program: 4,500	\$61,922,000.00

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

** Funding is generally based on the Adopt FY2014 Budget, though some programs made adjustments to funding where there were significant changes that were made during the fiscal year.

Note: Excluded from this snapshot are three administrative or discontinued items totaling \$42,680,614: employment carfare for HRA clients, the discontinued BEGIN program at HRA, and administrative Workforce Investment Act costs at DYCD.

Funding Agency	Program Name	Program Summary
Human Resources Administration (HRA), Cont.	Parent Support Program (Office of Child Support Enforcement program)	The Parent Support Program is a partnership between Office of Child Support Enforcement Program (OCSE, the New York State Family Court and the Center for Court Innovation. This initiative serves low income Non Custodial Parents (NCP) who have been summoned to the Brooklyn Family Court for violation of their child support orders. These NCPs are connected to employment, mediation, and other services designed to address their specific needs. The program uses proven problem-solving court principles to hold participants accountable through rigorous compliance monitoring and regular court hearings. They must attend frequent compliance hearings, maintain employment, and make child support payments to avoid court imposed legal penalties and to graduate.
	ITA Vouchers	Individual Training Account vouchers provide clients with the opportunity to participate in vocational training (recommended through an HRA-contracted provider) approved and paid for by HRA. Please note that HRA is approving ITAs in limited circumstances, as the agency is re-evaluating use of the vouchers to maximize their effectiveness.
	Business Link Employer Incentives Plus (EIP)	Employer Incentive Plus (EIP) is a three-month wage subsidy program, administered by Business Link. The goal of EIP is to help qualified candidates maintain employment and to achieve self sufficiency. Business Link's Job Developers and Account Managers connect participants to employers. The program offers \$600 reimbursement per month for total maximum of \$1800 per hire. The funds may be used by employers to offset initial hiring and training costs.
	Business Link Shelter Exit Transitional (SET) Jobs Program	The SET Wage Subsidy program is a two-phase subsidy program for clients living in DHS homeless shelters. The program offers 100% wage reimbursement to employers for the first 6 weeks (Phase 1), followed by 80% reimbursement for the remaining 13 weeks (Phase 2). Requires a minimum wage of \$8.50 per hour. The candidate must work a minimum of 30 hours per week. The ultimate goal for client is to move out of shelter and into unsubsidized work.
	Business Link Contractor Hiring	HRA has contracts with different companies and organizations. All contracting entities are required to hire one (1) cash assistance recipient for every \$250,000 of annualized contract value with the City of New York. Business Link provides assistance to those organizations who have a contractor hiring requirement and would like assistance by screening potential candidates for job openings and sending appropriate candidates to businesses based on their hiring needs.
	Business Link Other Unsubsidized Jobs	NYC Business Link provides free job placement to cash assistance, food stamp, housing and other low-income individuals in New York City. Clients select from positions advertised in various industries candidates can select, and then attend one of our pre-screening orientation sessions. We invite candidates to come to our office to review current job opportunities.
	Subsidized Employment Programs (SJ2) Transitional Jobs	Subsidized Employment Programs provide cash assistance recipients with subsidized work experience in a variety of private sector occupations. Business Link provides recruitment and placement services for employers, and employers are reimbursed for wages up to \$10 per hour for full-time work.
	Subsidized Employment Programs (SJ2) Health Care Jobs	
	Subsidized Employment Programs (SJ2) Green Jobs	

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Non-custodial parents who have child support violation petitions	Measured: appointments, compliance, Employment, Wages, Graduation	Total Served: 80	\$-
CA recipients	Paid: Completion of set amounts of training, Training completion	Total Served: 155 Occupational Skills Training: 155	\$2,015,000.00
CA recipients	Measured: Enrollment in subsidized job, Completion of subsidy	Total Served: 540 Subsidized Transitional Employment: 540	\$-
Department of Homeless services Shelter residents	Measured: Enrollment in subsidized job, Completion of subsidized job, Transition to unsubsidized employment, move to non-shelter residence	Total Served: 435 Subsidized Transitional Employment: 59	\$1,656,000.00
CA Recipients	Measured: Employer hires for companies with HRA contracts of \$250k per year and higher	Total Served: 546	\$-
CA and SNAP recipients Walk-ins not receiving either CA or SNAP	Measured: Job placement	Total Served: 431	\$-
CA recipients	Measured: Clients enrolled	Total Served: 47 Subsidized Transitional Employment: 47	\$346,159.00
		Total Served: 41 Subsidized Transitional Employment: 41	\$421,364.00
		Total Served: 17 Subsidized Transitional Employment: 17	\$146,720.00

Funding Agency	Program Name	Program Summary
Human Resources Administration (HRA)/ City University of New York (CUNY)	Perfect Opportunity for Individual Skills and Educational Development (POISED)	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. The services available to participants include in-home case management services, educational skills, training/classes, and parenting instruction for pregnant women exempt from work participation requirements.
	College Opportunity to Prepare for Employment (COPE)	COPE is a program within the CUNY system that provides job placement and supportive services to cash assistance recipients or former recipients who are enrolled in college and progressing towards approved occupational degrees or certificates. Services provided through COPE include tutoring and counseling.
	Graduation Success Initiative (GSI)	An arm of COPE which supports matriculated CUNY participants who have between 30 and 45 credits upon enrollment in an effort to promote their retention and improve their prospects of graduating within one year. GSI provides special services, including but not limited to tutoring, seminars, and academic skills workshops.
Human Resources Administration (HRA)/ Department of Parks & Recreation (DPR)	Parks Opportunity Program (POP)	POP is a transitional employment program. In addition to maintaining high-quality parks and playgrounds throughout the city, trainees receive employment services, classroom training, and career counseling. Participants receive intensive skills training in one of five areas: security, custodial, clerical, handyman/fix-it, and horticulture. Training is supplemented by classroom workshops in computer literacy, graffiti removal, plant identification, pest control, basic electrical and plumbing skills, floor care, and sheet rock installation. POP participants have the opportunity to attend weekly on-site classes in basic education, HSE preparation, and English for Speakers of Other Languages. Participants can also receive licensing and certification in the following: regular and commercial driver training, NYS Eight-Hour Security pre-assignment, First Aid, and CPR.
	Parks Training Programs (PLUS & ED HORT)	POP Plus is a transitional employment program for young adults ages 18-24 that includes intensive counseling, case management, and a mentoring component. POP Ed-Hort is designed to prepare trainees for careers in the horticultural field. The program combines adult education, driver training, and horticulture education with on-the-job training.
Human Resources Administration (HRA)/ Economic Development Corporation (EDC)	Learn as you Earn Advancement Program (LEAP) [not funded after FY2014]	The LEAP Program connects associate and certificate candidates to employer paid internships in growing, in-demand occupations. LEAP combines classroom training and paid work experience through internships to help middle-skill students gain appropriate skills and access to better paying jobs in the knowledge economy. Participants will be placed in relevant, paid internships, receive contextualized soft-skills training in the classroom, and receive career counseling and support during and post-internship with the program culminating in job placement.
	DigitalWork NYC [not funded after FY2014]	DigitalWork NYC targets young adults who are neither in school nor working. It combines training with paid work experience through online work. Participants will complete digital tasks (e.g., transcription, image tagging) while they obtain nationally-recognized certifications, build a resume, and gain employment history in the digital space. The programs help participants create a pathway toward technology jobs. Program participants will receive computer training certifications in Microsoft Office or Adobe Photoshop. Participants will also "earn while they learn" completing online tasks under guidance and instruction in the classroom. The online work tasks are large work orders from technology-based companies like Ebay, Overstock, and Facebook that are broken down into smaller tasks. Upon program completion, participants receive career counseling and support toward one of three program pathways including jobs, internships, or additional education/training.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
CA recipients who are women less than eight months pregnant and/or have child(ren) up to three years old	Paid: 30-day retention, 180-day retention	Total Served: 1,771	\$2,800,000.00
	Measured: Enrollment, Initial Job Placement		
CA and SNAP recipients in college	Paid: 30-day job placement, 30-day retention for CA recipients, 180-day job retention for CA recipients, 2nd Job/Increase Earnings, 30-day job retention for Non - TANF, 180-day retention for Non-TANF	Total Served: 2,594	\$2,700,367.00
CA and SNAP recipients in college	Measured: Clients enrolled, graduation rates	Total Served: 169	\$1,726,057.00
CA recipients	Paid: Job Placement, 30-day job retention, 180-day job retention, 90-day paid retention	Total Served: 4,295 Subsidized Transitional Employment: 4,295	\$40,678,537.00
CA recipients	Paid: Job Placement, 30-day job retention, 180-day job retention, 90-day paid retention	Total Served: 115 Occupational Skills Training: 115	\$352,000.00
Students in Associate and Certificate programs in information technology and early childhood education	Paid: training completion; placed in internships; completed internships; placed in jobs	Total Served: 132 Internships: 91	\$630,344.00
	Measured: post-program career services; referred for interview / job; post- and pre-program wages		
Disconnected youth between the ages of 16 and 26 who are neither in school nor working	Paid: participants completing training, participants reaching online work completion goals (40 hours of online work), participants obtaining a paid internship, job or entering additional education or training	Total Served: 226 Occupational Skills Training: 226 Internships: 6	\$895,669.13
	Measured: participants enrolled, participants completing training, amount of online work completed by participant, participants obtaining a job, internship or enrolled in additional education or training		

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Human Resources Administration (HRA)/ City of New York Department of Sanitation (DSNY)	Department of Sanitation Subsidized Jobs	The Job Training Participant program (JTP) is a six-month temporary paid employment and job search activities program. It is HRA Grant Diversion program. Participants work 40 hours a week—four days at the worksite and one day a week in-house job search training where they learn, effective job searching, resume and cover letter writing, interviewing skills, completing job applications, and keeping a job. JTP participants are assigned to perform custodial duties at Department Of Sanitation garages citywide. The DSNY JTP pool is generated from HRA's Work Experience Program. They must be receiving public assistance and meet grant diversion eligibility criteria.	CA recipients	Measured: Clients enrolled	Total Served: 117 Subsidized Transitional Employment: 117	\$1,462,762.00
	WorkAdvance [funded FY2012-FY2016]	WorkAdvance seeks to boost the earnings of unemployed and low-wage working adults by helping them obtain quality jobs in targeted sectors with opportunities for career growth. It prepares, trains, and places unemployed and low-wage workers in good quality jobs with established career tracks. After placement, the program continues to assist participants advance in their chosen careers. Providers target a specific industry that is projected to have substantial job opportunities. Participants receive job training and work readiness preparation tailored to their needs. The provider then works with the participants and with employer partners to help the participants secure placements in quality jobs. Providers continue to work with participants to help them retain their jobs and advance in their careers. The program takes a dual customer approach by helping both jobseekers and businesses that need assistance meeting their human resource needs.	Unemployed workers, employed workers earning less than \$15/hr or with a family income under 200% of the federal poverty line	Measured: Job Placement, Credential Attainment, Advancement (wage or hours increase of 5% or greater)	Total Served: 448 Occupational Skills Training: 186	\$1,277,802.75
	Jobs-Plus (Social Innovation Fund) [funded FY2012-FY2016]	The program is designed to increase the level of earnings and employment among residents of public housing by saturating targeted developments with job and career support, community building, and rent incentives. Jobs-Plus is serving public housing residents at selected developments in two cities through the Social Innovation Fund—New York City and San Antonio. The model has three key components. First, participants are connected with on-site employment-related services such as job search assistance, HSE courses, vocational training, and more. Second, the housing authorities participating in Jobs-Plus offer residents rent-based work incentives, such as a temporary rent freeze when a resident begins working. These incentives help residents take full advantage of current federal rules that, in some situations, allow increased earnings to be disregarded in calculating rent levels. Finally, the program staff members recruit, train, and supervise a small cadre of residents as 'community coaches' who conduct community outreach and coordinate neighbor-to-neighbor work supports.	Residents of targeted public housing developments	Measured: Job placement , advancement, obtaining Earned Income Disregard (rent incentive), financial empowerment (debt reduction, savings increase, etc) -- payment not tied to outcomes	Total Served: 766	\$1,103,703.25
Center for Economic Opportunity (CEO)	Construction Works [not funded after FY2014]	Construction Works provides private grants through the Mayor's Fund to prepare and place individuals into construction and related rebuilding jobs. Grantees are expected to develop strong connections to construction firms and identify openings for construction-related employment. Providers will also recruit and train job seekers, including providing soft-skills, OSHA and other occupational training as necessary to ensure that participants are adequately prepared to enter targeted jobs. Service providers will work with employers in construction and related firms to obtain labor market intelligence that will offer providers and the City with a better understanding of the types of jobs available, requirements, and types of firms seeking labor.	Low-wage individuals, women, formerly incarcerated	Measured: Job Placement, Training and Certification	Total Served: 450 Occupational Skills Training: 450	\$750,000.00
	Work Progress Program (WPP)	WPP is a subsidized wage program designed to complement existing youth services programs by providing participating low-income young adults with work experience. Community-based organizations serve participating young people with subsidized job placement and wraparound services; the participants' wages are reimbursed to the CBO through WPP. Jobs typically do not exceed 20 hours per week, and/or can last from one to three months. The subsidized jobs should contribute to career exploration, meet a community need, and help young people develop their technical skills.	Low-income youth (16-24), focus on disconnected youth and NYCHA residences	Measured: Enrollment in sub. Job, Completion of sub. Job, Enrollment in education or unsub. Job	Total Served: 912 Subsidized Transitional Employment: 912	\$1,295,770.00
Center for Economic Opportunity (CEO)/ Human Resources Administration (HRA)/ City University of New York (CUNY)	NYC Recovers	NYC Recovers is a sub-program of Work Progress Program, acting as a subsidized wage program designed to support the rebuilding efforts in Sandy-affected neighborhoods of Brooklyn, the Bronx, Manhattan, Queens, and Staten Island. This program reimburses wages paid to residents ages 16 and above who are either placed in employment opportunities that help with Hurricane Sandy recovery efforts or come from a Sandy-affected neighborhood. Participants are placed in appropriate jobs through CBOs who also provide wraparound services. The work experience should provide valuable job skills that can aid participants in obtaining unsubsidized employment after the subsidy period.	Low-income/unemployed New Yorkers, either from a Sandy-affected neighborhood or doing recovery-related work	Measured: Enrollment in sub. job, Completion of sub. job, Enrollment in education or unsub. job		

Funding Agency	Program Name	Program Summary
Center for Economic Opportunity (CEO)/ Human Resources Administration (HRA)/ New York City Housing Authority (NYCHA)/ City University of New York (CUNY)	Jobs-Plus	The primary objective of Jobs-Plus is to increase the earnings of public housing residents. Jobs-Plus serves all working age 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. 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.
	CUNY ASAP	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 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.
	CUNY Prep	CUNY Prep helps young people who lack high school diplomas earn their HSE diplomas and successfully enter college. The program, which offers a full-time day program for out-of-school youth between the ages of 16 and 18 includes academic courses of study that provide students with the educational skills necessary to earn their HSE and successfully enter college. All students who graduate the program receive follow-up services such as alumni meetings, individualized advisement, and counseling support from CUNY Prep staff while in college.
	IMPACT	IMPACT trains HSE diploma graduates who are enrolled in college as mentors to help their peers pass the TASC exam and then go on to complete college.
Center for Economic Opportunity (CEO)/City University of New York (CUNY)	CUNY Fatherhood Academy [not funded after FY2014]	The CUNY Fatherhood Academy at LaGuardia Community College strengthens fathers and families and promotes responsible fatherhood and economic stability by connecting 40 young fathers to services on a college campus. Specifically, participating fathers will: Participate in pre-employment workshops to improve their soft skills and qualify for part-time, entry-level, or better employment; Develop a plan to help them achieve the education and/or training they need to achieve their long-term employment and career goals; Have opportunities to improve computer and academic literacy with the goal of advancing at least one step along the academic continuum; Prepare to sit for the HSE exam or to apply to college; Develop personally through a series of group activities that will address men's health, self-motivation, conflict resolution, and financial literacy; Initiate or increase engagement with their children
	Project Rise	This program serves low-income young people between the ages of 18 and 24 who are neither working nor in school and who lack a high school. At least half of each site's participants must be reading between sixth- and eighth-grade levels at program start. The group cohesion and mutual support of the cohort environment is a critical part of the model. Participants are placed in a paid internship conditional on regular attendance in educational classes and also receive job readiness preparation and strong individualized case management. Participant outcomes include transitioning from lower educational levels into an HSE program, earning an HSE diploma, and obtaining employment in a full-time job.
	NYC Justice Corps	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.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Residents of Targeted NYCHA Developments	Paid: Job Placement, 30-day retention, 180-day retention	Total Served: 4,533 Basic Ed: 361 Occupational Skills Training: 395 Subsidized Transitional Employment: 14 Internships: 9	\$8,170,693.00
	Measured: Program outreach, Program enrollment, Short-term vocational training completion, HSE/TASC completion, Enrollment in work supports, Receipt of EITC, Referral and receipt of Earned income Disallowance, Child support, Financial Counseling outcomes		
Low- and Moderate-Income Community College Students	Measured: 50% of the participants graduate within three years of beginning college	Total Served: 3,205	\$8,500,000.00
Out-of-school youth, 16 to 18 years old	Measured: HSE diploma attainment, Post-Secondary Education Enrollment	Total Served: 279 Basic Education: 279	\$2,575,000.00
HSE students, 17 to 24 years old	Measured: HSE diploma attainment, Post-Secondary Education Enrollment	Total Served: 1,029 Basic Education: 1,029	\$270,000.00
Fathers and Expectant fathers, 18-24 years old	Measured: Internship/subsidized employment placement, parenting modules completed, HSE diploma attainment, post-secondary education enrollment, job placement	Total Served: 64 Basic Education: 64 Internships: 10	\$400,000.00
Young people, 18-24 years old, who have been out of school and work for at least 6 months, do not have a high school diploma or equivalent, and are reading at least at the 6th grade level (with half reading no more than the 8th grade reading level)	Measured: HSE attainment, Internship Completion, Transition to Unsubsidized Employment, Transition to Post-Secondary Education	Total Served: 159 Basic Education: 159 Internships: 127	\$1,380,889.00
Court involved young adults, 18 to 24 years old	Measured: Community Benefit Projects Completion, Internship Placement, Internship Completion, Industry-Recognized Credential Attainment, Literacy/Numeracy Gains, Vocational Training Placement, Post-Secondary Education Placement, Job Placement	Total Served: 272 Basic Education: 52 Internships: 114	\$4,500,000.00

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Center for Economic Opportunity (CEO)/ Department of Youth and Community Development (DYCD)	Young Adult Literacy Program (YALP)	In 2008, 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 between the fourth- and eighth-grade level, exclude them from enrollment in HSE preparation classes.	Disconnected Youth (16-24)	Measured: Literacy Gains, Numeracy Gains, Enrolled in TASC-prep Class, Passed TASC, Job Placements, Job Training	Total Served: 791 Basic Education: 791 Internships: 510	\$3,060,000.00
	Young Adult Internship Program (YAIP)	Jointly developed by CEO and DYCD, the Young Adult Internship Program (YAIP) serves young adult New York City residents age 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.	Disconnected Youth (16-24)	Measured: Job Placements, Educational Placements (Pre-HSE, HSE, HS, College, Vocational Training)	Total Served: 1,830 Subsidized Transitional Employment: 1,804	\$11,580,048.00
Center for Economic Opportunity (CEO)/ Department of Corrections (DOC)	Food Handlers	The objective of the Food Protection Course is to prepare inmates for careers in the food sector following their release. The course covers food safety topics including storage, allergies, food borne illnesses, personal hygiene, (re)heating, and cooling. Because all food service establishments – retail and non-retail - must have at least one food protection certified staff member present at all times, successfully completing this course enhances participants' employment prospects. All participants also receive information about Employment Works, a city funded job training and placement program.	Incarcerated on Rikers Island and in NYC detention centers	Paid: Food Protection Certificate attainment, CPR Certificate attainment	Total Served: 651 Occupational Skills Training: 651	\$23,975.00
	Community Education Pathways to Success (CEPS)	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 HSE 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.	Probation clients, 17 to 24 year olds, with reading skills between the fourth and eighth grade level	Measured: Literacy Gain, Numeracy Gain, Internship Placement, TASC Program Placement, Vocational Training Placement, Job Placement	Total Served: 122 Basic Education: 122 Internships: 36	\$1,485,548.00
Center for Economic Opportunity (CEO)/ Department of Probation (DOP)	Justice Community	Justice Community targets court involved young adults who are age 16-24 at the time of enrollment. Forty percent of participants will be probationers. It engages participants in community benefit projects, education, subsidized work, and civic engagement, as well as youth leadership, peer mentorship, life skills, and case management. The program also promotes an understanding of participants' legal rights as a means of reducing barriers to future gainful employment. It offers experiential and service learning opportunities, basic education and HSE classes, and encourages postsecondary academic education, technical education, and/or occupational training leading to nationally recognized credentials. Each participant will be assessed to determine his/her individual needs, interests and appropriate educational setting.	Court involved young adults (60%) and young adult probation clients (40%), 16-24 year old	Measured: HSE attainment, vocation training placement, vocation training completion, post-secondary education, job placement	Total Served: 367 Basic Education: 5 Internships: 32	\$2,014,192.00
	Justice Scholars	Justice Scholars is an education-based program serving court-involved young adults living in communities with high rates of poverty and incarceration and low rates of high school completion. The program offers multiple educational tracks depending on the particular needs of the program participants, including: Post-secondary Track, HSE Track, Basic Education Track, and High School Track. Justice Scholars also provides career exploration services to encourage participants to establish individual goals and plans. The program emphasizes job-readiness, explains the educational requirements for a variety of careers, and discusses the steps needed to attain a specific career. The program uses a dynamic system of support to meet participants' needs on an ongoing basis, including assessment, goal setting, basic case management services, and follow up services. The program will offer individual and/or group counseling sessions to discuss progress, obstacles to compliance, and ongoing issues. In addition, the program will encourage positive interactions among participants, with methods including seminars and peer mentorship. Justice Scholars offers financial incentives during the program and follow-up period based on: attendance rates, educational accomplishments, weekly meetings, and monthly follow-up meetings. Participants will be afforded the opportunity to gain critical information regarding their legal rights, and viable pathways to enhance their ability to become contributing members of their communities. Justice Scholars is a six-month program with a minimum of six months follow-up for all participants.	Court involved young adults (60%) and young adult probation clients (40%), 16-24 year old	Measured: Literacy/numeracy gains, HSE attainment, Vocational Training Placement, Vocational Training Completion, Post-Secondary Education Placement, Job Placement	Total Served: 410 Basic Education: 302	\$2,164,194.00
Center for Economic Opportunity (CEO)/ Department of Parks & Recreation (DPR)	Green Applied Projects at Parks (GAPP)	GAPP is a 5-week program to train youths ages 18-24 in caretaking and maintaining green public spaces. GAPP Corps members will spend four days a week in the field and one day a week in classroom training covering HSE prep or employment counseling. They will work on environmentally-themed assignments, in addition to basic cleaning, and will complete a signature project at the conclusion of their term at Parks.	Disconnected Youth	Measured: Unsubsidized Job Placements	Total Served: 70 Occupational Skills Training: 70 Subsidized Transitional Employment: 70	\$320,000.00

Funding Agency	Program Name	Program Summary
Center for Economic Opportunity (CEO)/ Small Business Services (SBS)	Employment Works	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.
	Scholars at Work	This program is a collaborative effort between SBS and DOE that links adult workforce services at Workforce1 Career Centers with the DOE's network of CTE high schools, offering a 14-week paid internship with employers in sectors related to participants' studies and also including work readiness and job search training, career counseling, and access to job placement services upon graduation.
	Sector-Focused Career Centers	Workforce1 Sector-Focused Career Centers work closely with manufacturing, transportation, and healthcare employers to meet their hiring and training needs. The Workforce1 Industrial and Transportation Career Center helps individuals to prepare for a job or advance their career in the manufacturing and transportation industries. The center offers no-cost connection to training in commercial driving, inventory management, dispatcher, supervisory upgrades, and CNC machinery. The Workforce1 Healthcare Career Center helps individuals prepare for a clinical job or advance their clinical career in healthcare. The centers offer no-cost connection to training for medical assistants, patient care technicians, pharmacy technicians, home health aides, paramedics, emergency medical technicians, dental assistants, dental hygienist upgrades, and NCLEX preparation for foreign-trained nurses.
	NYC Business Solutions Customized Training	Customized Training helps businesses afford professional training services that can reduce employee turnover and increase productivity, thereby saving money and growing business. Customized Training eliminates the financial constraints that keep businesses from investing in staff development by providing awards of up to \$400,000, which can cover 60-70% of eligible training costs. This program helps businesses access funding for trainings that align with the following four categories: training on recently purchased equipment or software training to offer new services or products to reach new markets, training current staff to take on new responsibilities and/or to get promoted, and training to update obsolete skills to keep business competitive.
Center for Economic Opportunity (CEO)/ Health and Hospitals Corporation (HHC)	Nursing Career Ladders [not funded after FY2014]	Nursing Career Ladders is 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.
Small Business Services (SBS)	WF1 Career Centers	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, and Specialized pre-layoff services for workers affected by a mass layoff.
	Priority 1 Veterans	Centers and dedicated Veteran Specialists across the City help veterans and their spouses explore career paths, develop resumes, prepare for interviews, and identify education opportunities, training initiatives, and other support services designed specifically for veterans.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Adults with criminal convictions who are unemployed or underemployed; primarily probationers	Paid: Job Placement, Job Placement at \$15/hr & up	Total Served: 2,805 Basic Education: 14 Occupational Skills Training: 582	\$3,679,654.88
	Measured: Job Placement at \$10/hr & up, Job retention (6 months, 1 year)		
CTE Youth, College Students, High School Seniors	Measured: Internships and Career Exploration	Total Served: 205 Internships: 100	\$517,589.59
Low Income or unemployed adults	Paid (Reimbursed): Placement, Promotion, Veteran Placement, Wage	Total Served: 14,561	\$5,937,817.35
	Measured: Employer Commitments, Referral-to-Hire		
Incumbent workers making \$15/hr or less for small to medium size businesses	Paid: Transferable skills, percent of persons who received wage increase, average wage increase	Total Served: 893 Occupational Skills Training: 893	\$2,193,630.48
	Measured: Applications completed, Training completion, Wage, Retention		
Adults under 130% of the Federal Poverty Line interested in a nursing career	Measured: of LPN to RN Program Graduates, RN Exam Passers, Placed as Full-time RN	Total Served: 13 Occupational Skills Training: 13	\$200,000.00
WIA Eligible Adults	Paid (Reimbursed): Placement, Promotion, Veteran Placement, Wage Measured: Employer Commitments, Referral-to-hire, Retention (measured by NYS DOL)	Total Served: 165,000	\$29,173,635.06
Veterans, spouses of veterans			

Funding Agency	Program Name	Program Summary
Small Business Services (SBS) Cont.	NYC Web Development Fellowship	Designed to train Fellows to start a career in web development. Graduates from the Fellowship are qualified for jobs as Web Developers, creating web-based software applications that power internet services like Twitter, the Tribeca Film Festival, and The New York Times. Offered by the Workforce Development Corporation, a not-for-profit affiliated with the SBS, the NYC Web Development Fellowship supports the growing tech companies in the City, especially in Downtown Brooklyn where the Fellowship's campus is located. This Fellowship allows New Yorkers to get training at The Flatiron School at no cost.
	Tech Training	Training designed to help qualified jobseekers develop skills for and find jobs in technology occupations in demand by local employers. Training enables trainees to earn their A+ and network certifications.
	New Skills, New Jobs	Created in partnership with the NYC Council and SBS, New Skills, New Jobs is an innovative program that connects Sandy-impacted New Yorkers, veterans, and the long term unemployed with up to eight weeks of paid job training at companies with full-time openings. Trainees are recruited and placed in positions through the City's Workforce1 Career Centers, while employers are identified through NYC Business Solutions.
	Trade Act Adjustment (TAA)	The Trade Adjustment Assistance (TAA) Program is a federal program established under the Trade Act of 1974 that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and relocation allowances, income support, and other reemployment services.
	Individual Training Grants (ITG)	Individual Training Grants (ITGs) help qualified jobseekers get specialized job training to find a new job or advance in their careers. ITGs can fund course tuition, registration fees, testing fees, and books. ITGs cannot fund courses for college credit or any training that is not listed as eligible on the NYC Training Guide.
	Other Occupational Training	Training designed to help qualified jobseekers develop skills for and find jobs in occupations in demand by local employers. Training enables trainees to develop skills in industrial and transportation occupations.
	NYC Craft Entrepreneurship	NYC Craft Entrepreneurship Program is designed to help crafters sell their products and earn more money. The training is held in all five boroughs. Each class is made up of five class sessions, covering subjects such as: becoming an entrepreneur, branding and marketing, product photography, day-to-day business strategy, and planning for growth
	Jobs to Build On	The program's purpose is to recruit and transition low-skilled, long-term unemployed and under employed individuals, prepare them for entry into union and non-union jobs, help them attain credentials enable them to meet general employer standards, and place them in real jobs with career prospects at a living wage.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
WIA Eligible Adults earning less than \$50k with little or no experience in web coding	Paid: Job Placement	Total Served: 56 Occupational Skills Training: 56	\$817,955.13
	Measured: Completion, Wage		
WIA Eligible Adults with qualifications to get a job in target occupation after training	Measured: Training Completion	Total Served: 240 Occupational Skills Training: 240	\$834,016.00
Long Term Unemployed, Veterans, Individuals Impacted by Sandy, Recent High School Graduates	Measured: Contracts Completed, Training Completion, Wage, Retention	Total Served: 91 Occupational Skills Training: 91	\$405,385.73
TAA eligible individuals	Measured: Training Completion	Total Served: 181 Occupational Skills Training: 181	\$1,139,553.91
WIA Eligible Adults with qualifications to get a job in target occupation after training	Measured: Issuance, Training Completion, Placement, Wage	Total Served: 1,468 Occupational Skills Training: 1,468	\$3,199,172.18
WIA Eligible Adults with qualifications to get a job in target occupation after training	Measured: Training Completion	Total Served: 132 Occupational Skills Training: 132	\$648,457.00
Low- to Moderate-Income Crafters that want to supplement their income	Measured: Completion, Business Launch, Sales	Total Served: 184	\$85,291.33
Low-skilled, long-term unemployed and under employed individuals	Measured: Job placements, retention at 3 months, retention at 6 months, retention at 9 months, and retention at 12 months, average hourly wage	Total Served: 4,251 Occupational Skills Training: 1,286	\$3,827,000.00

Funding Agency	Program Name	Program Summary
Small Business Services (SBS), Cont.	NYC Business Solutions Centers	NYC Business Solutions is a set of free services offered by the Department of Small Business Services to help businesses start, operate, and expand in New York City. To serve the unique needs of small and medium-sized businesses and entrepreneurs, SBS has established seven NYC Business Solutions Centers throughout the five boroughs. These locations offer the full set of NYC Business Solutions services, which include: business courses, legal assistance, financing assistance, incentives, navigating government recruitment training, selling to government, and certification
	New York City Alliance for Careers in Healthcare (NYACH)	The New York City Alliance for Careers in Healthcare (NYACH) was established to assess the labor market needs of the New York City healthcare industry and devise ways to address systematic skill gaps in hiring. NYACH works with the Community Health Care Association of New York State, the Greater New York Hospital Association, the Southern New York Association, and 1199SEIU's Training and Education Funds to create employer-led workforce partnerships that address the needs of acute, long-term, and primary healthcare facilities.
Small Business Services (SBS)/City University of New York (CUNY)	CUNY Healthcare Training	SBS and NYACH have partnered with CUNY to offer skills training in healthcare in occupations that are in demand by local employers. The long-term goal of the partnership is to build an industry-informed public healthcare workforce system that meets employers' needs and helps low-income and unemployed New Yorkers access quality jobs in healthcare.
New York City Housing Authority (NYCHA)	Resident Economic Empowerment & Sustainability (REES)	NYCHA's Office of Resident Economic Empowerment & Sustainability (REES) measurably supports residents' increased income and assets through programs, policies and collaborations in four key areas: employment and advancement, adult education and training, financial literacy and asset building, and resident business development. REES' place-based Zone Model is focused on service coordination, strategic partnerships, leveraging localized external resources and services, and NYCHA resources to connect public housing residents to critical services and generate jobs and other economic opportunities. REES provides service coordination for NYCHA residents and administers key programs, including the HUD Section 3 and Family Self-Sufficiency Programs and the NYCHA Resident Training Academy, funded by the Robin Hood foundation.
Department of Youth and Community Development (DYCD)	Summer Youth Employment Program (SYEP)	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.
	Out of School Youth Program (OSY)	The Out of School Youth program (OSY) 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. OSY programs offer a wide range of services –over the course of two years– designed to increase young adults' success in the workplace and beyond. Providers 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.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Small to Medium sized businesses by borough	N/A	Total Served: 8,000	\$4,407,922.42
Low-income and unemployed adults and youth	Measured: Training Completion, Placement or Promotion, Wage	Total Served: N/A	\$787,543.81
Low- to Moderate-income non-college graduates with propensity to succeed in healthcare careers.	Paid: Training Completion	Total Served: 394 Occupational Skills Training: 394	\$2,940,230.31
	Measured: Training and Wages		
Public Housing and Section 8 Residents	Measured: residents connected to critical services and related outcomes, % Increase of NYCHA residents served by partner providers, % Increase of NYCHA resident participation in key City systems (e.g. WF1), % of new resident hires and labor cost expenditure on resident hires relative to NYCHA contracts, residents completing training, graduate job placements, average wage amount, days retained (30, 60, 180, 1-year). % and dollar increase in wages through advancement	Total Served: 4,442 Occupational Skills Training: 166	\$6,117,994.50
Youth age 14-24	Measured: Placement in an SYEP position	Total Served: 35,957 Subsidized Transitional Employment: 35,695 Internships: 262	\$47,298,908.00
Disconnected Youth (16-24)	Paid: Placement in Positive Outcome (Employment, Education or Training); 1st Quarter Retention ; 3rd Quarter Retention	FY14 Cohort Total Served: 1,245 Basic Education: 700 Occupational Skills Training: 988 Internships: 14 FY13 Cohort Total Served: 734 Basic Education: 223 Occupational Skills Training: 191 Subsidized Transitional Employment: 445 Internships: 159	\$12,312,411.00

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Department of Youth and Community Development (DYCD), Cont.	In-School Youth Program (ISY)	The In-School Youth program (ISY) administered by DYCD, provides services to high school juniors and seniors considered at risk to drop out, who meet eligibility requirements. ISY services include objective assessments, individualized 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.	High School Juniors & Seniors	<p>Paid: Placement in Positive Outcome (Employment, Education or Training); 1st Quarter Retention ; 3rd Quarter Retention</p> <p>Measured: Graduation from High School</p>	<p>FY14 Cohort Total Served: 1,091 Basic Education: 669 Occupational Skills Training: 186 Subsidized Transitional Employment: 239</p> <p>FY13 Cohort Total Served: 1,496 Basic Education: 743 Occupational Skills Training: 111 Subsidized Transitional Employment: 1,335</p>	\$6,925,731.00
	Immigrant Opportunities Initiative (IOI)	The Immigrant Opportunities Initiative (IOI) provides ESOL and legal services for immigrants in New York City.	NYC Immigrants 18 or older	Measured: Proficiency in the English language; Proficiency and knowledge in American history, civics, and government structure.	Total Served: 7,266 English Language Learning: 2,074	\$4,300,000.00
	Deferred Action for Childhood Arrivals Program (DACA) [funded FY2014-FY2015]	Deferred Action for Childhood Arrivals Program (DACA) was created by President Obama in June 2012 to temporarily halt deportation actions against certain undocumented youth who entered the U.S. when they were under 16. Those over the age of 15 and under 31 on the date of the announcement, would be eligible for this benefit if they met certain educational requirements. The NYC-DYCD DACA program literacy partners provide ABE/HSE and ESOL instruction and job readiness skills to young immigrants older than school-age. Legal services providers assist eligible participants with issues related to immigration status, prioritizing DACA-related matters, including application filings, but also providing assistance with matters related to other forms of legal immigrant status. These two partner groups provide cross referrals and work with a third group of community outreach groups who look for the harder to reach population of potential applicants, and refer to both legal and literacy providers.	DACA eligible	Measured: Literacy, HSE attainment, English proficiency	Total Served: 3,668 Basic Education: 1,370 English Language Learning: 2,298	\$6,148,594.00
	Adult Literacy Program	DYCD's Adult Literacy Programs help New Yorkers attain the reading, writing, and communication skills they want and need to gain employment and/or pursue further education. Adult Basic Education (ABE) programs provide instruction in reading, writing, and mathematics to native English or English-fluent speakers; High School Equivalency (HSE) programs prepare students for the tests required for a HSE diploma. English for Speakers of Other Languages (ESOL) classes help students to improve their English language communication skills. Programs provide comprehensive instructional and support services to students who are at least 16 years of age, are not enrolled or required to be enrolled in secondary school, and lack sufficient mastery of basic educational skills or are unable to speak, read, and/or write the English language well enough to participate in education or training programs conducted in English.	16 or older, not enrolled in secondary school	Measured: Literacy, HSE attainment, English proficiency	Total Served: 4,306 Basic Education: 921 English Language Learning: 3,385	\$5,605,930.00
Department of Education (DOE)	ABE/ASE, Adult Literacy	ABE instruction emphasizes reading, writing, and mathematics centered on student literacy needs, educational goals, and life-related interests in a contextualized setting. The curriculum incorporates students' interests, goals and experiences. Real-world materials are used to enhance the overall educational experience of the adult learner. Adults enrolled in ABE classes will be able to advance along a continuum of options ranging from literacy, pre-HSE, HSE preparation and vocational training.	Adults, 21 years of age or older, not attending secondary school, who lack a high school diploma (or its equivalent) and who need to master English speaking, reading, writing, and math skills to function effectively in society as parents, workers and community members.	Measured: Post-Test Rate, Educational Gain (advancement to the next National Reporting System, NRS, level), and achievement of the core outcomes of entering employment, retaining employment, and post-secondary education and/or training, s enrolled, contact hours of training enrollment attendance.	Total Served: 13,770 Basic Education: 13,770	\$14,385,138.70
	English Language Learners(ELL)	ESOL instruction equips students with basic language skills, critical academic and civic skills needed to successfully complete higher education or job training programs. The emphasis is on improving English skills in speaking, reading, writing, and listening. Instructional themes include work, family, citizenship, and topics based on student interests	Adults, 21 years of age or older, not attending secondary school who lack a high school diploma (or its equivalent) and who need to master English speaking, reading, writing and math skills to function effectively in society as parents, workers and community members.	Measured: Post-Test Rate, Educational Gain (advancement to the next National Reporting System, NRS, level), and achievement of the core outcomes of entering employment, retaining employment, High School Equivalency attainment, and entering post-secondary education and/or training, s enrolled, contact hours of attendance.	Total Served: 15,589 English Language Learning: 15,589	\$17,883,098.70

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Department of Education (DOE) Cont.	Career and Technical Education (CTE)	Through the Office of Adult and Continuing Education, the DOE offers tuition-free Career and Technical Education courses for NYC residents provide adults with an opportunity to acquire technical, trade, construction, or entrepreneurial skills enabling them to pursue meaningful employment and/or post-secondary education. Courses are offered at over 175 sites across the five boroughs. Through distance learning, CTE programs are able to accommodate a wider variety of participants. CTE courses provide occupational training within the following industries: construction trades, general trades, education, health careers, and information technology.	Adults, 21 years or older who need career and technical education training to enter and advance in employment sectors.	Measured: Program Completion, entering employment, contact hours of attendance.	Total Served: 3,109 Occupational Skills Training: 3,109	\$7,181,413.60
	CUNY Adult Literacy/HSE/ESOL Program	CUNY provides a comprehensive range of literacy-related education that at one end of the continuum enables beginning readers, writers, English speakers, and math users to achieve greater proficiency, and at the other end, enables more advanced learners to prepare for high school credentialing and college-level work. At every instructional level, students are provided with opportunities to utilize their learning for the achievement of goals beyond the classroom—new job opportunities, new forms of involvement and greater participation in community affairs. In addition to classes in literacy, ESOL, Pre-HSE and HSE preparation, instruction is offered in such areas as health, family literacy, and the skills underlying workforce preparation. Classroom instruction is supplemented with course-related field trips and technology-based learning opportunities.	Parents, limited English speakers, jobseekers, and individuals wishing to improve their skills to subsequently access further education and training	Measured: Educational Gain (based on National Reporting System (NRS) level), s enrolled, hours of participation	Total Served: 3,581 Basic Education: 1,783 English Language Learning: 1,798	\$4,495,431.00
City University of New York (CUNY)	CISDD IT Program	This program provides one year of immersive training to a select group of motivated and talented CUNY computer science and computer information systems students, culminating in a full-time, paid 12-week placement at a local technology firm.	Computer Science and related degree students (primarily seniors)	Measured: Students still active	Total Served: 18 Occupational Skills Training: 18 Internships: 6	\$54,000.00
	IT Internship Program	Through its IT Specialists Internship Program and its Call Center Staffing Projects, CUNY provides City agencies and public schools with a streamlined and cost-effective way to acquire IT interns and staffing for call centers. Students in these programs gain valuable hands-on experience while earning a wage. Those who are in the IT Specialists Internship program are typically also studying a computer discipline, which gives them an opportunity to relate their experience to their field of study.	Students looking to earn while they learn and/or gain hands-on experience in their field of study	Measured: Students employed, colleges students enrolled, average hourly wage, agencies served, DOE schools served, students hired by agency	Total Served: 758 Internships: 758	\$3,803,000.00
	HireNYC	HireNYC is the EDC's workforce program connecting the City's real estate development projects to the City's workforce development system with the goal of providing local, low-income jobseekers access to jobs.	Low-income New York City residents (*based on CEO poverty rates)	Measured: job candidates hired, candidates retained (out of hired) and candidates promoted to higher pay (out of retained)	Total Hired: 355	\$-
Economic Development Corporation (EDC) Cont.	Immigrant Bridge Program	The Immigrant Bridge Program assists professionally trained immigrants, who are currently unemployed or under-employed, transition to higher paying jobs in and/or related to their area of expertise. Part one of the program, the workforce component, provides soft-skills counseling, contextualized ESOL, individualized career plan development services, and job search assistance. Workforce contractors also work with employers to identify desired qualifications and job opportunities, and to help employers consider the qualifications of skilled immigrants. Part two of the program, the loan component, provides interested and qualified workforce program participants with \$1,000-\$10,000 loans to be repaid over five years to cover the cost of necessary licensing exams and certifications, or to cover basic life expenses incurred through program participation (e.g., transit expenses, childcare costs, lost income).	Foreign-born individuals who have received at least a four-year degree from a foreign education institution and who, earn less than \$30K annually prior to the program (individuals must be legally residing in NYC and eligible to work in the U.S.)	Paid: participants who have executed individualized career plans; job placements (with salaries of >\$30K) Measured: training completion; development of individualized career plan; completion of activities considered "executing" career plans (revised or created resume; completed additional skills training; completed assessment of international credential review; completed testing for U.S. credential; improved English-language skills; career counseling sessions; application for Loan Program)	Total Served: 523	\$708,084.00

Funding Agency	Program Name	Program Summary	Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Economic Development Corporation (EDC), Cont.	NYC Generation Tech (GenTech)	NYC Generation Tech (GenTech) is a tech-entrepreneurship program, sponsored by EDC in partnership with the Network for Teaching Entrepreneurship (NFTE) that teaches coding, mobile app development, and lean startup methodologies to disadvantaged NYC high school students. The program consists of a two-week bootcamp, twice-weekly mentorship sessions at tech companies, and a mobile app pitch competition. There are also hackathons held during the school year, which reach about 80 to 100 students per event.	NYC high school students who qualify for free or reduced lunch, or are at a school with a majority who qualify	Measured: students served; companies engage (mentors, space hosts, in-kind donations); student (change in)perception of pursuing CS/technology careers; long term - students who pursue CS or engineering related college major/concentration	Total Served: 43 Occupational Skills Training: 43	\$43,000.00
	NYC Tech Talent Draft	Provides computer science and engineering students with a firsthand look at start-up careers in New York City's booming tech sector while providing NYC start-ups with a convenient, effective way to recruit top computer science and engineering students. The program, which to date has connected students from 90 universities to 150+ companies, has three components: <ul style="list-style-type: none"> On-Campus: bringing startup executives to university campuses to speak about their experiences and network with students Tech Treks: bringing college students into New York City to tour the offices of some of the city's hottest startups and speak directly with employees about their work Virtual Events: Candid conversations with startup founders and executives about the NYC tech scene, featuring live Q&A from online viewers around the country 	Undergraduate and graduate students with an emphasis on technical/ engineering students (2013-2014 school year campus visits and tech treks: Harvard, MIT, Brown, Cornell, Princeton, Penn, CMU, John Hopkins, RIT, University of Maryland, SUNY Stony Brook, Kent State)	Measured: students reached, campuses reached, participating companies, FT job/ internship interviews conducted, FT job/ internship offers extended, FT job/internship offers accepted (i.e. job placements), change in perception about the NYC tech sector and job options	Total Served: 940	\$130,000.00
	Fashion Campus	Fashion Campus is a three-day program open to rising junior and senior undergraduates with NYC-based summer internships, and to MBA and graduate students interning or studying in NYC, and emerging business professionals in other industries. Participants were selected through a competitive application process. The program features workshops in marketing, buying, merchandising, e-commerce, and product development, career development panels, and a networking dinner with fashion company representatives.	Undergraduates, MBA/grad students, career-changers	N/A	Total Served: 204	\$63,000.00
Economic Development Corporation (EDC)/City University of New York (CUNY)	Willets Point Worker Assistance Program (WPWAP) [not funded after FY2014]	The Willets Point Worker Assistance Program (WPWAP) provides free English for Speakers of Other Languages (ESOL) classes, job training, and immigration services to workers in the Willets Point area of Queens.	Workers in the Willets Point Redevelopment Area	Measured: Total workers served, worker enrollments, job/internship placements, total receiving immigration counseling, education completions, training completions, increases in proficiency in education and training	Total Served: 630 English Language Learning: 408 Occupational Skills Training: 281	\$348,141.80
Department for the Aging (DFTA)	SCSEP-Title V	The Senior Community Service Employment Program (SCSEP) offers training resources and job placement for older adults in such settings as government agencies and nonprofit 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 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.	Unemployed, low-income Seniors	Measured: Community Service, Entered Employment, Employment Retention, Average Earnings, Service Level, Retention at 1 year	Total Served: 536 Basic Education: 32 English Language Learning: 32 Occupational Skills Training: 28 Subsidized Transitional Employment: 462	\$4,840,045.00
Department of Health and Mental Hygiene (DOHMH)	Assisted Competitive Employment (ACE) programs	The focus of the ACE programs is rapid job search and placement, coupled with ongoing support while the individual is employed. ACE services are delivered using the enhanced evidence-based practice model of individual Placement and Support (IPS). The basic tenet of IPS is regardless of psychiatric disability, skills, experience, and personal history, anyone who wishes to work must be served. Specific services include individual vocational assessment, identification of strengths and challenges to employment, goal setting, formulation of an employment plan, job search, placement, and ongoing support to ensure job retention. Staff members also provide individualized benefits counseling, case management, and referral to education/remediation services, as well as work readiness activities such as resume building, interview coaching, and work appropriate dress and behavior training. They also interact with employers and the individual's mental health service providers as necessary. Career-related support group services are also available both before and after placement. There are also follow up activities to ensure job retention including individual, group, and telephone counseling, and ongoing benefits advisement.	Individuals with serious mental illness	Paid (Starting July 1, 2014): Vocational assessment & individual employment plan, Job Placement (must retain position for 30 days), 90-day job retention, 180-day job retention, Successful closure (Follow-up 6 months after successful closure is required, but not paid) Measured: Job characteristics (full-time/part-time, hours per week, wages, positions; time to placement)	Total Served: 1,280	\$5,008,950.00

Funding Agency	Program Name	Program Summary
Mayor's Office of Media and Entertainment (MOME)	"Made in NY" Production Assistant Training Program	Provides unemployed and low-income New York City residents with training and placement into entry-level positions in film and television production, promotes diversity within New York City's entertainment production workforce, and provides an additional resource as an incentive for attracting new production to New York
	"Made in NY" Media Employee Training Program	Training grants for NYC-based media and entertainment companies tailored specifically to their needs. These grants fund specialized skill training needed in the post-production field and other industry-related companies.
	Brooklyn Tech Triangle Internship	The Brooklyn Tech Internship program is a paid summer internship program focused on technology companies in the Brooklyn Tech Triangle. The program places college interns from the New York City College of Technology (City Tech) at these companies. Employers benefit from hiring motivated interns with formal training in skills that will advance the company's work, at no cost. At the same time, the students will develop industry skills through meaningful, full-time internships.
Queens Public Library (QPL)	ESOL	Queens County is one of the most diverse communities in the United States. More than 100 foreign languages are spoken in Queens' households as a first language, including Spanish, Chinese and Bangali. The Queens Library has 7 Adult Learning Centers and an ESOL Adult Learning Program that utilizes many of our 62 Community Library branches. This is where Queens resident immigrants can go to learn English so that they may better communicate with their family, friends, co-workers, and community. More than 3000 residents avail themselves of these services each year. Our classes are taught by professional teachers and emphasize learning how to speak and understand English. Vocabulary and grammar are conveyed through lessons about everyday situations, such as going to the doctor or supermarket, or renting an apartment. Class levels given include beginner, intermediate, and advanced.
	Job Search Training	Queens Library's Job & Business Academy (JBA), a non-traditional workforce development provider, offers specialized training and learning opportunities, with an emphasis on job search skills and technology training. By combining individual counseling, in-person workshops, and online learning opportunities, customers participating in training will become better prepared for the modern workforce.
	Adult ABE/HSE/Literacy	The Queens Library Adult Learner Program is comprised of 7 Adult Learning Centers and a Young Adult Learning Program where Queens adult residents can improve their literacy by learning reading, writing, and mathematics. Additionally, Queens Library offers pre-HSE/HSE classes in preparation for the High School Equivalency exam.
Brooklyn Public Library (BPL)	ESOL	The Brooklyn Public Library Adult Learning Program provides free classes to English Speakers of Other Languages (ESOL). Eligible participants are individuals who have attained 17 years of age, and who are not enrolled or required to be enrolled in secondary school. The BPL ESOL/Civics Program serves students who are unable to speak, read, or write the English language. Students attending English classes at BPL represent more than 115 countries speaking over 80 recognizable languages. The mean age of ESOL Learners are between 25 and 44 years old.
	Job Search Training	BPL offers a host of job search training at various locations throughout its 60 branch system. Workshops cover topics ranging from career planning and job searching to resume and interviewing. BPL also offers technology such as laptops and online e-learning resources that provide training courses and opportunities for certifications in a variety of fields. Lastly, BPL also offers one-on-one resume and job help.
	Adult ABE/HSE/Literacy	Brooklyn Public Library Learning Centers provide free innovative educational programs for beginning adult readers and writers. This part-time flexible program offers individualized reading and writing instruction with additional support and programming available. The Brooklyn Public Library Pre-HSE Program provides adult learners a foundation of skills, including reading strategies, writing, mathematics, and background in social and natural sciences at a fifth- through eighth-grade level. While not an HSE course, the program prepares adult students for success in achieving the HSE diploma.

Populations Served	Tracked Outcomes	FY14 Service Level*	FY14 Funding Level**
Unemployed and low-income New Yorkers	Paid: Job Placement	Total Served: 77	\$-
Incumbent workers for small- to medium-sized businesses	Paid: Transferable skills, percent of persons who received wage increase, average wage increase Measured: Applications completed, training completion, wage, retention	Total Served: 11 businesses; 51 employees	\$148,378
City Tech College Juniors/Seniors	Measured: Internship Completion	Total Served: 100 Internships: 100	\$807,456.48
Adult NYC immigrants ages 17 and above	Measured: Educational gains, Post-test rate, Average daily attendance, Employment, Job retention, HSE/HSE, Post-secondary education/job skills training.	Total Served: 1,994 ESOL: 1,994	\$389,003.85
Open to all, particularly job seekers, aspiring entrepreneurs, and business owners of any age	Measured: Instances of participation, hours of training, pre and post-workshop assessments, self-reported job attainment	Total Served: 10,845	\$697,085.41
Adult NYC residents ages 17 and above; Young adults ages 17-24 wanting alternative education to gain a High School diploma	Measured: Educational gains, Post-test rate, Average daily attendance, Employment, Job retention, attainment of HSE/HSE, Post-secondary education/job skills training.	Total Served: 986 Basic Education: 986	\$1,804,190.00
Non Native-English speakers older than 17 years whose oral comprehension is measured on the Best Plus test	Measured: Improvement in oral proficiency, Job attainment, Job retention, Advanced/secondary training	Total Served: 915 ESOL: 915	\$400,000.00
Open to adult and young adult jobseekers	Measured: Attendance, Online resource use	Total Served: 2,032	\$218,000.00
English Speakers older than 17 years of age reading below a Pre-HSE level (for Adult Literacy); Individuals who have been assessed, via the TABE, at educational functioning Levels 3 and 4 as defined by NRS (for Pre-HSE)	Measured: Educational gain, Job attainment, Job retention, Training/secondary education, Improvement in reading & writing, Personalized educational goals, Citizenship	Total Served: 1,196 Basic Education: 1,196	\$1,962,753.00

Glossary

Academic-Based Credential Attainment

A count of unduplicated clients who, within one year of completion or during program, obtain a credential recognized by an educational institution with the relevant authority or assumed competence to issue such a credential.

- After services received, there is a new credential obtained

Academic-Based Education Enrollments

A count of unduplicated clients who, within two quarters of completing program or during program, are enrolled in an education or training program that leads to a credential recognized by an educational institution with the relevant authority or assumed competence to issue such a credential.

- After services received, there is new education

Academic-Based Skills Gains

A count of unduplicated clients who do not obtain a new credential, but who demonstrate proof of skills acquisition based on educational standards.

- After services received, there is new skills acquisition

Adult Basic Education

Adult basic education programs focus on basic skills, improving participants' English proficiency or preparing them to earn their high school equivalency credential. While these programs do often include work-readiness programming such as "life skills math," computer proficiency, and job readiness skills,

they are not explicitly geared toward preparing students for specific roles in the workforce.

Bridge Program

Bridge programs offer career-focused basic education targeted at students with a moderate level of education, typically scoring between seventh- and tenth-grade literacy levels. Unlike adult basic education programs, bridge programs have an explicit sector or career focus, emphasizing pathways into a specific educational or career track, and the basic language and skills relevant to that track.

Career Pathways

Career Pathways is a system-wide framework that aligns and coordinates education, training, credential attainment, and early job exposure opportunities to serve workers at various stages of the job continuum, allowing them to advance to successively higher levels of education and employment in a given sector.

Clients Served

A count of unduplicated clients who have received value-added services—not including such services as registration, enrollment, or orientation—that directly contribute to clients attaining an employment or educational outcome

Earned Income Tax Credit

EITC is a federal, state, and local tax benefit that particularly supports working families with children.

Employer-Validated Training Completion

A count of unduplicated clients who do not obtain a new credential but who complete an employer-validated curriculum.

English for Speakers of Other Languages (ESOL)

English-language instruction for non-native speakers.

Feedback Loop

The use of data and information on current needs to inform program design and align the focus of training content to market conditions.

Full-Time Hires

A count of unduplicated clients who are connected to unsubsidized full-time jobs that meet the following criteria:

- After services received, there is new employment
- Pays the legal industry minimum wage
- Employment equal to at least 30 hours/week

High-Road Employer

High-road employers are those that observe best practices in hiring and employment such as scheduling, benefits, and supervision.

High School Equivalency

High school equivalency (previously called the GED) refers to a certification that a student has passed a test demonstrating achievement in reading, writing, math, science, and social studies aligned to the K-12 Common Core State Standards and other standards. In New York State, the

Test Assessing Secondary Completion (TASC) is used.

Incumbent Worker

An employee; a term used to distinguish from unemployed.

Incumbent Worker Training

Training for current, low-wage, low-skill employees to gain new skills that the business needs to compete, leading to increased retention, enhanced productivity, and higher wages for workers.

Industrial Business Zones

Twenty-one Industrial Business Zones (IBZs) were established between 2006 and 2013 to protect existing manufacturing districts and encourage industrial growth citywide. The IBZs are supported by tax credits for relocating within them and direct business assistance from Industrial Providers of NYC Business Solutions Industrial and Transportation.

Industry-Based Credential Attainment

A count of unduplicated clients who, within one year of completion or during program, obtain a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential.

- After services received, there is a new credential obtained

Industry-Based Education Enrollments

A count of unduplicated clients who, within two quarters of completing program or during

program, are enrolled in an education or training program that leads to a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential.

- After services received, there is new education or training enrollment

Industry Partnership

Industry Partnerships are City-designated entities that define and fulfill labor demand by engaging employers. Through collaboration with employers, organized labor, educational institutions, workforce providers, philanthropy, and City agencies, Industry Partnerships identify the skills and credentials that employers need and develop strategies and approaches to help New Yorkers build those skills.

Job Continuity

- Percent of clients placed in reference quarter who are employed four of the four quarters after reference quarter
- Percent of clients placed in reference quarter who are employed six, seven and/or eight of the eight quarters after reference quarter

Living Wage Hires

A count of unduplicated clients who are connected into unsubsidized jobs that meet or supersede the city's prevailing hourly living wage (the living wage number without health benefits will be used if no proof of benefits is collected)

Living Wage Law

Requires that companies receiving City subsidies or commercial tenants on projects that receive more than \$1 million in City subsidies pay their workers a minimum of \$11.50 per hour with benefits or \$13.13 without.

Median Wage

The median hourly wage for all hired with wage information within a given time frame

Out-of-School Youth

Out-of-school youth are low-income youth between the ages of 16 and 21 who are not working and not in school.

Paid Sick Leave Law

Requires that employees who work more than 80 hours per year in New York City receive up to 40 hours of paid leave for illness or to care for a family member.

Part-Time Hires

A count of unduplicated clients who are connected to unsubsidized part-time jobs that meet the following criteria:

- After services received, there is new employment
- Pays the legal industry minimum wage
- Employment equal to at least 20 hours per week or the equivalent of 20 hours per week multiplied by the minimum legal industry hourly wage, but not equal to 30 hours per week or more

Rapid Attachment

The strategy of emphasizing employment services that connect jobseekers with jobs as quickly as possible, often leading to hires in low-quality jobs that workers end up leaving within a few months and returning to the same programs for the same support.

Real-Time Data

Current information on hiring needs and skill requirements that can help inform program design and curriculum alignment, such as the NYC Labor Market Information Service (LMIS) housed at CUNY.

Retention Rate

- Percent of clients hired in reference quarter who are employed in the second quarter after reference quarter
- Percent of clients hired in reference quarter who are employed in the fourth quarter after reference quarter.

Wage Growth

Percent wage growth from the sum of the wages in the third and fourth quarters prior to participation to the sum of the wages of the third and fourth quarters after reference quarter

- Performance will be reported by wage bands based on pre-program wage .

Workforce Innovation and Opportunity Act

A July 2014 law replacing the Workforce Investment Act, WIOA grants local workforce policymakers much broader latitude to shift resources toward training options while encouraging whole-system coordination and integration. (see sidebar on page 30).

Acronyms

ACS	NYC Administration for Children's Services
ARRA	American Recovery and Reinvestment Act
CBOs	Community-Based Organizations
CEO	Center for Economic Opportunity
CHCANYS	Community Healthcare Association of New York State
COA	ProStart National Certificate of Achievement
CPCC	Central Piedmont Community College
CTE	Career and Technical Education
CUNY	City University of New York
CUNY ASAP	City University of New York Accelerated Study in Associate Programs
DCA	Department of Consumer Affairs
DCP	Department of City Planning
DOE	Department of Education
DOE-OACE	Department of Education, Office of Adult and Continuing Education
DOL	United States Department of Labor
DPR	Department of Parks and Recreation
DYCD	Department of Youth and Community Development
EDC	Economic Development Corporation
EITC	Earned Income Tax Credit
ESOL	English for Speakers of Other Languages
GNVHA	Greater New York Hospital Association
HPD	Department of Housing Preservation and Development
HRA	Human Resources Administration
HSE	High School Equivalency
IBC	Industrial Business Council
ITCC	Workforce1 Industrial and Transportation Career Center
MOCS	Mayor's Office of Contract Services
NYACH	New York Alliance for Careers in Healthcare
NYCHA	Housing Authority
NYCGB	Good Business
NYPL	New York Public Library
NYSDOL	New York State Department of Labor
OPS	Mayor's Office of Operations
P-TECH	Pathways in Technology Early College High School
ROC-NY	Restaurant Opportunities Center of New York
SBS	Department of Small Business Services
SYEP	Summer Youth Employment Program
TANF	Temporary Assistance for Needy Families
TASC	Test Assessing Secondary Completion
TTP	Tech Talent Pipeline
VITA	Volunteer Income Tax Assistance
WEP	Work Experience Program
WIA	Workforce Investment Act
WIOA	Workforce Innovation and Opportunity Act
WKDEV	Mayor's Office of Workforce Development
WRS	New York State's Wage Reporting System
YAIP	Young Adult Internship Program
WF1CC	Workforce1 Career Center



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