

CITY COUNCIL
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON ECONOMIC DEVELOPMENT, JOINTLY WITH THE
COMMITTEE ON COMMUNITY DEVELOPMENT AND THE COMMITTEE
ON CIVIL SERVICE AND LABOR

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December 11, 2014
Start: 1:12 p.m.
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HELD AT: Committee Room - City Hall

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MARIA DEL CARMEN ARROYO
Co-Chair
I. DANEEK MILLER
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Erica Glen Byan [sp?]

Member

Laborers Local 79

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Member

Laborers Local 79

Gregory Brender

United Neighborhood Houses

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4 [gavel]

5 CHAIRPERSON GARODNICK: Good afternoon
6 and welcome to a joint hearing of the Economic
7 Development Committee, the Community Development
8 Committee and the Civil Service and Labor Committee.
9 My name is Dan Garodnick and today's date is December
10 11, 2014 and I have the privilege of chairing the
11 Economic Development Committee. And I first want to
12 apologize for the packed nature of the room; it
13 happens to be a rather exciting day at City Hall; we
14 have a hearing of the Education Committee right next
15 door in the Chambers on the subject of Specialized
16 High School Admissions Tests for Bronx Science and
17 Brooklyn Tech right next door, so that is... I think
18 they have even more panels interested in testifying
19 than we do, so we're a little cramped and our
20 apologies.

21 Chair Arroyo is here; we expect to be
22 joined in a few moments by Chair Miller and they will
23 each give an opening.

24 Today's hearing is the first opportunity
25 this Council will have to hear testimony from the
Mayor's Office of Workforce Development. It's a new
office created this past May for the purpose of

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coordinating and improving the City's many workforce
development programs. The focus of this hearing will
be on information contained in a report released by
the Mayor's Office on November 21st entitled *Career
Pathways: One City Working Together*. The report was
developed by a task force consisting of
representatives from government, organized labor; the
private sector, foundations, nonprofits and advocacy
groups, all of whom are invested in ensuring the
smooth and efficient operation of the City's
workforce programs.

The recommendations in the report would
affect the spending of more than \$160 million
annually and the operations of at least eight City
agencies, including the massive Department of
Education and the City University of New York, as
well as hundreds of business owners and nonprofit
organizations. Its increased emphasis on addressing
the long-term skills gap is laudable and long
overdue. We have all long heard the complaints about
the City's various workforce development efforts,
whether it's the lack of success in placing people in
long-term quality jobs, the confusion created by so

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many different agencies working on similar programs
or insufficient skills training.

While the report's recommendations could
be a step toward improving these programs, we still
have many outstanding concerns and questions which we
look forward to discussing today. Yet the structure
proposed by the task force, even in its effort to
streamline, is still bureaucratic and requires many
interagency task forces along the way. One of the
major problems we've had in workforce development is
too much bureaucracy; we need a streamlined and
nimble structure for these programs and we'll explore
how we can most efficiently manage this.

We also need more clarity on how we will
measure outcomes. The plan calls for prioritizing
quality long-term jobs over quick job placements with
high turnover, but what will that actually look like
and how are we going to measure success here? The
Mayor's Housing Plan puts 200,000 units of affordable
housing on the table to be achieved by 2024; the
Workforce Development Plan contains no similar goals
or measurable outcomes and therefore no clear way for
us to determine if we are successful.

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The report proposes to promote economic mobility by enhancing the ability of New Yorkers to meet the demands of employers in six growing economic sectors; it is hoped that employers in these sectors could be mobilized into industry partnerships that identify unmet labor market demand, shape specialized training programs that qualify workers for openings and build the skills to qualify for progressively higher paying jobs; this is very good. Healthcare, construction and tech seem like no-brainers, since they provide terrific career ladders, leading to higher wage jobs and have substantial growth projected. Less so with retail and food services, both industries with little income mobility and we look forward to discussing that with the panel. Additionally and lastly, the role of community-based organizations is virtually untouched in the report and community-based organizations have raised some concerns about this. How will the City work with community organizations who best know the populations that they serve to bring workforce programs to all New Yorkers? Just as it's important that we work with industry to identify workforce training needs, it is important that we utilize CBOs in community

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outreach and development. So there are just a few
issues to highlight at the outset. I want to note
that we have been joined by Council Member Andy King
and Council Member Elizabeth Crowley and now I'm
gonna turn it over to my Co-Chair for this hearing,
Council Member Maria del Carmen Arroyo.

CO-CHAIR ARROYO: Thank you, Mr. Co-Chair
and good afternoon to everyone; I'm so happy to see
so many of you here; you either agree or disagree
with the report and we love and look forward to
hearing your comments.

My name is Maria del Carmen Arroyo and I
chair the Committee on Community Development and I
would also like to thank our other Co-Chair, Council
Member Daneek Miller, who chairs the Committee on
Civil Service and Labor and the members of all three
committees for coming together for this hearing
today.

Our city's workforce development system
serves nearly half-a-million people annually across
at least 12 agencies and receives funding from over
20 governmental and private sector sources. The
system offers programs for a wide range of job
seekers, including long-term unemployed, individuals

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with disabilities -- a particular population I'm most
interested in -- people who have been incarcerated,
students, recent grads and many, many others. A
system of this size you would think would offer
enough options for anyone looking for a job in this
city, but all too often it is found to be cumbersome
and proves to be very frustrating for those who are
trying to navigate the services that they should be
able to receive. When workforce development services
are duplicated by multiple agencies, job seekers are
often discouraged from participating in the City's
programs and those who do participate often end up
with undesirable, poor wage work that keep people in
poverty perpetually. The Committee on Community
Development recognizes the problem facing the City's
workforce development system and we certainly
celebrate and applaud the Mayor's Office for the
proposals that have been set forward in the Career
Pathways Report.

The report offers several recommendations
from the Mayor's Office of Workforce Development and
the various workforce agencies to improve the
experience of looking for a job in our city. These
include expanding agency coordination throughout the

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collection of workforce development programs, using
specific agency resources to target particular
populations of job seekers, incorporating sector-
specific skills in the collection of training options
and improving cooperation with industry partners in
the private sector to meet the demand for specific
types of jobs. Both workers and employers benefit
when workforce training is directly linked to the
needs of the employers and this report illustrates a
number of effective ways to achieve that goal.

It is the responsibility of the
administration and the Council to determine whether
the recommendations outlined in the report can be
implemented while ensuring the process of
streamlining the workforce development system permits
effective programs to be made available to the
communities and job seekers that require them the
most.

I want to thank the Committee staff for
their work in preparing for this hearing and Alex
Paulenoff, who is counsel to both the Economic
Development and Community Development Committee; he's
pulling double-duty here; I don't know if you get a
pass on that; Jose Conde, who is the Policy Analyst

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for Community Development and Kenneth Grace, who is
the Fiscal Analyst for my committee. And now I would
like to welcome and turn over to my Co-Chair, Council
Member Miller.

CO-CHAIR MILLER: Thank you so much,
Madame Chair. Good afternoon. I'm Council Member I.
Daneek Miller and I'd like to thank Council Members
Garodnick and Arroyo for convening this important
hearing and including Civil Service and Labor, of
which I am the chair.

As Council Members Garodnick and Arroyo
have already mentioned and detailed on what we expect
to hear and learn this afternoon, I'll be very brief.

From my past in the labor movement, it
was very apparent to me that the workforce
development system under the previous administration
was broken. It seemed as though money was being
infused into a system that did little more than place
low-skilled workers into low-wage jobs and certainly
the millions of dollars that was going into these
programs could be spent wisely and more efficient.

So while I am enthused about the complete
overhaul of the system, let me just say I'm a little
dismayed by the report and what is omitted and I look

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forward to questioning and hearing testimony from all
those involved to ensure that we are doing what we
set out to do in this. And so I know that when it
was brought to me, I had a few questions and I am
looking eagerly forward to bringing that to the
administration and others to see that we can
certainly resolve this problem that we have in the
city of unemployment.

So without further ado, I would simply
like to thank my staff and the members of the Civil
Service and Labor Committee, Council Members Cornegy,
Dromm, Constantinides and Crowley, of course, and
again, I'd like to thank Matt Carlin for his work and
Miss Ali Rasoulinejad. So I look forward to the
hearing; let's get it on.

[background comment]

CHAIRPERSON GARODNICK: Thank you very
much, Mr. Chairman. I want to recognize that we have
been joined by Council Members Koslowitz and Wills,
in addition to the members that I mentioned
previously.

And now we're gonna start with our first
panel, which will include Katy Gaul-Stigge of the
Mayor's Office of Workforce Development, Miquela

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Craytor or the EDC and Jackie Mallon of SBS and we
welcome you all here today; we thank you for all of
your work on this and as soon as you're ready Katy
you may begin. Before you do, we're gonna do the
swearing, as per our rules, so... go for it.

COMMITTEE COUNSEL: Do you swear to tell
the truth, the whole truth and nothing but the truth
to the best of your abilities to the questions posed
to you by this committee?

KATY GAUL-STIGGE: I do.

COMMITTEE COUNSEL: Thank you.

KATY GAUL-STIGGE: Thank you Chairperson
Garodnick, Arroyo and Miller for the opportunity to
share the Career Pathways: One City Working Together
Workforce Development Plan with you and your
committees.

By way of introduction and process, in
April the Mayor established the Mayor's Office of
Workforce Development to serve as the coordinating
entity for the City's Workforce Initiative; the Mayor
appointed me as the Executive Director of this
office, reporting into Deputy Mayor Glen. A month
later he convened the Jobs for New Yorkers Task Force
to articulate the goals for the new workforce system.

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The task force was comprised of 30 members from
government agencies, businesses, educational
institutions, organized labor, nonprofits and
philanthropy.

I am joined here today by Jackie Mallon,
Deputy Commissioner at SBS; Miquela Craytor, Vice
President at EDC, both of whom will provide
testimony. I am also joined by Sarah Haas, Assistant
Deputy Commissioner at HRA; Alan Cheng, Assistant
Deputy Commissioner at DYCD; Vanda Belusic-Vollor,
Executive Director at Department of Education; David
Berman, Director at CEO and Tara Brown, Senior
Program Officer at DCA, Department of Consumer
Affairs.

In order to develop recommendations for a
new workforce system, our office used a three-prong
approach to gather information from as many
individuals with a stake in our workforce system as
possible: 1. The task force met throughout the summer
and fall while we led a parallel track meeting with a
broad array of City agencies; 2. We organized
community engagement forums in every borough with
elected officials and workforce stakeholders, focused
on youth, immigrants and adult literacy; 3. Enlisted

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feedback from clients of the workforce system through
a focus group organized in partnership with community
voices heard and an online survey, which was
distributed in eight languages throughout the
workforce community and completed by over 800
individuals.

Second, I want to highlight the goal.
From the outset the Mayor wanted to ensure that the
City's \$500 million annual budget in workforce
development services was being 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. In addition, better coordination
between workforce and economic development agencies
will allow us to orient the city services towards the
common goal of improving job outcomes for New Yorkers
while providing higher quality services that speak to
the specific needs of our workforce.

Third, understanding our scope. This
report represents the task force recommendations to

create new, cohesive workforce system that
strengthens the competitive position of New York City
by preparing workers for 21st century jobs, improving
the conditions of low-wage work and fostering a
system-wide focus on job quality.

The recommendations provide a new set of
strategies for City agencies and programs focused on
employment and building skills while envisioning
crucial partnership roles for stakeholders in the
private sector, philanthropy, community-based
organizations 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 provide any
customized solutions for specific populations, such
as immigrants, veterans, long-term unemployed, the
formerly incarcerated and any other groups. However,
the broad strategies laid out here do provide a
framework for programs serving these groups and the

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needs of specific populations will be addressed as
City agencies and service providers move into
implementation mode and tailor their services to the
populations.

Now the Career Pathways report overview.
With a gross metropolitan product of almost 1.5
trillion, roughly the size of the second and third
largest metropolitan economies in the U.S. 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, our human
capital. The unbalanced economic recovery that
followed the great recession has 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 a 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. At the same time, employers
that offer high-quality jobs in industries such as

healthcare, technology; modern manufacturing are facing a shortage of skilled workers. This net effect of the divide of unskilled workers struggling with stagnating wages and adverse working conditions on one hand and employers grappling with a shortage of skilled laborers to drive productivity on the other hand is a significant missed opportunity to strengthen our labor market as well as grow our economy.

New York City's Workforce System, which serves approximately 488,000 clients in fiscal year 2014 through several agencies -- SBS, DYCD, HRA and DOE -- programming is currently not configured to systemically 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 job seekers to entry level positions with low wages and limited advancement. By contrast, only 7

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percent of this budget supports programs that provide
skills that lead to career path jobs without
opportunities for advancement.

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

The City will implement 10
recommendations made by the task force to address
three key policy areas -- building skills employers
seek, improving job quality and increasing system and
policy coordination.

First, building skills employers seek.
The workforce system will significant expand its
capacity to provide job-relevant skills and
education. The City will implement two interrelated
and mutually dependent strategies -- industry
partnerships and career pathways.

Our first recommendation, number one, is to 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. To identify our focus sectors the City considered factors such as tax revenue, recent job growth, forecasted job growth, total employment, job multipliers, wages and wage distributions. This analysis identified these six sectors 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. 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.

Industry partnerships housed in city government or contracted through a competitive process 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, organized labor,
educational institutions, service providers;
philanthropy and City agencies. Industry
partnerships will work to determine the skills and
qualifications that employers need and continuously
upgrade curricula training and credential attainment
programs to reflect the local market conditions.

Our recommendation two is to establish
career pathways as the framework for the City's
Workforce System. Career pathways will be the new
system-wide framework that aligns education and
training with specific advancement opportunities for
a broad range of job seekers. All agencies
overseeing workforce development programs will
reorient their services towards 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.

Industry partnerships, with their deep information about real employer needs will coordinate with service providers to design and upgrade programs along the career pathways continuum in response to specific advancement opportunities in each sector for the broadest possible range of New Yorkers. This effort will include creating, expanding and improving our sector-focused bridge program, skills training and work-based learning opportunities.

To expand on these initiatives, recommendation three calls for investing \$60 million annually by 2020 in bridge programs to prepare low-skilled job seekers for entry level work and middle skills job training.

Bridge programs serve individuals who are not yet ready for college training or career track jobs but are relatively close, typically scoring between 7th and 10th grade literacy levels. The career focus of success bridge programs distinguishes them from more traditional adult basic education, which can focus on high school equivalency credentials only.

Currently the analysis shows that there are no bridges funded through the city, but a

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privately funded bridge program at LaGuardia
Community College showed 20-30 percent higher rates
of GED passing and enrollment in further education.

Recommendation four is to triple the
City's training investment to \$100 million annually
by 2020 in career track middle skills occupations,
including greater support for incumbent workers who
are not getting ahead.

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

A recent Westat study of sector-focused
training showed that sector-focused training resulted
in \$7,000 in higher wages and over 50 percent of the
participants were employed consistently over the
year.

Recommendation five. We want to improve
and expand CTE and college preparedness programs,
adjust CUNY's alternative credit policy, invest in
career counseling to increase educational persistence

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and better support students' long-term employment
prospects.

These educational recommendations are
proposed in order to increase attainment and
workforce engagement following education and training
experiences. For example, we know that only 13.6
percent of CUNY's 2010 freshman cohorts completed
their studies in three years. Students who
participated in the Accelerated Study in Association
Program (ASAP) received significantly more support
throughout their education and their cumulative
three-year graduation rate is 51 percent. The City
is supporting the expansion of ASAP to 13,000
students by 2016 and we will work with CUNY to
explore scaling the program across the CUNY system.

Recommendation six. Increase workplace
learning opportunities for youth and high-need job
seekers. The City will engage employers and
philanthropic institutions to increase investment in
programs that provide young adults and high-need job
seekers with opportunities to receive career
exploration, skill development and work experience
through internships and other work-based learning

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placements. For example, this includes working with
HRA as they phase out the WEP program.

Our second area is 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 low-
wage jobs.

Building on the 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 New Yorkers.

Our recommendation seven creates 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.

New York City Good Business Program will
conduct workplace practice assessment drawn from
internationally recognized better business standards.
The City will use the information gleaned through NYC
Good Business assessment to establish a good business
seal, which will recognize high quality New York City
employers, just as a lead or leadership in energy and

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environmental designs certification does for green
buildings.

Many businesses will require technical
assistance if they are to embrace practices that
better support low-wage workers. So SBS will launch
an HR for Small Business program which will expand
our NYC Business Solutions suite of services to
include human resources support focused on job
quality.

Our recommendation eight is to improve
the conditions of low-wage work by expanding access
to financial empowerment resources in partnership
with at least 100 employers and pursuing legislative
change, such as increasing the minimum wage.

The Department of Consumer Affairs will
launch an employer-based financial empowerment
campaign to educate and influence employers regarding
the role they can play in supporting their low-wage
workers to achieve financial stability for themselves
and their families.

New York City will continue to pursue
approval from the State Legislature to establish a
local minimum wage for workers within the five
boroughs, independent of the statewide wage and will

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take what additional legislative or regulatory action
might be needed to ensure minimum standards for low-
wage jobs.

Three, increasing our system and policy
coordination. New York City's economic development
investments and contracts must work in tandem with
training and employment services to deliver a value
not only for the entities that benefit from public
subsidies, but for job seekers and incumbent workers
as well. Accordingly, the multiple agencies that
administer workforce programs must also function
cohesively with shared metrics, definitions,
requirements and process and data systems that can
capture job outcomes and job quality.

Recommendation nine is to maximize local
job opportunities throughout the city's contracts and
economic development investments by establishing a
first look hiring process and enforcing targeted
hiring provision in our social service contracts.

The City will develop and implement a
comprehensive first look hiring program. Pioneered
in other cities, first look system is designed to
connect a range of economic development and
procurement activities to the workforce system. It

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will require qualifying businesses to share opened
positions and job descriptions with the City and
consider the City's referred qualified candidates.
While a first look system does not require a business
to hire a referred candidate, they must make good
faith efforts to do so and face penalties for non-
compliance or withholding jobs from the City. First
look is being designed as a user-friendly service to
businesses and New Yorkers.

Our final recommendation ten is to
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. A
vital component of integrating workforce subsystems
will be creating one set of metrics with shared job
outcome and definitions in all our city contracts.

The major contracts for workforce
services that are renewed over the next several years
will incorporate and utilize new metrics and
definitions which will capture the quality of job
outcomes as opposing stopping short at just the
quantity of job placements.

The City will also work across the workforce agencies to align all workforce development services under one unified city brand; this will be an outward manifestation of a 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 job seekers alike.

Finally, budget and implementation considerations. This plan is not only about piloting programs, it's about making changes at scale. The collective annual figure of approximately \$500 million spent on workforce programs is substantial. Funds currently spent on contracts that yield low-wage outcomes will represent a significant resource moving forward, as monies can be repurposed once those contracts expire over the next several years and new contracts in line with our goals are released.

In the past, philanthropic and nonprofit organizations, such as the New York City's Workforce Funders, a collaboration of philanthropic entities, have worked closely with the City to design and co-fund workforce projects that are being recommended in

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replication here, such as the New York Alliance for
Careers in Healthcare. The City has benefited from
the philanthropic community's significant investments
and formalizing permanent relationship with the
workforce funders to align philanthropy funding and
workforce development.

Further, as the City broadens its
engagement with employers, new opportunities will
arise to leverage private investments on behalf of
job seekers and incumbent workers. Similarly,
efforts to link economic development activities with
workforce outcomes will yield new resources for
workforce programs, whether or not financial or in-
kind.

Implementation of these ambitious plans
will be coordinated with the leadership of the
Mayor's Office of Operations. The City will
establish new governance structure to ensure that the
workforce system transitions to a career pathways
framework; an executive oversight team will
facilitate the transition of agencies and direct
service providers to the career pathway structure and
will monitor progress over time. Together the Office
of Workforce Development and Operations will support

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the project management of these ten recommendations,
launch data infrastructure that facilitates the
system integration and data-keeping and seek waivers
when necessary to implement the budget and policies
that are aligned with career pathways.

I look forward to leading this effort of
the Mayor's Office of Workforce Development to shift
our system to career pathways that improve economic
mobility for New Yorkers and benefits employers.

Thank you for your support and I will now pass it on
to Miquela Craytor.

MIQUELA CRAYTOR: Alright. Good
afternoon, Council Members. My name is Miquela
Craytor and I serve as the Vice President for
Industrial and Income Ability Initiatives at New York
City Economic Development Corporation. It's a great
honor for us at EDC to be part of the Jobs for New
Yorkers Task Force; our President, Kyle Kimball
served on the task force leadership, and our
Strategic Planning Group supported the conception and
the creation of the task force report *Career
Pathways*. We look forward to building on that work
and assisting in the implementation of the report's
recommendations.

As the City's primary vehicle for promoting economic growth, New York City EDC seeks to connect the activity that drives growth to the city's workforce system, ensuring that the benefits are shared widely and equitably. Put simply, we believe that workforce development and economic development go hand in hand and are mutually reinforcing. We are proud to partner with our colleagues across City agencies and the Mayor's Office of Workforce Development who works each day to ensure the city has a skilled, productive labor force to support the quality jobs being created through the economic development initiatives.

So what does that really mean in practical terms for us at EDC? Recommendation one of the Career Pathways proposes industry partnerships with real-time feedback loops, providing information on what employers require from their workforces. To realize these partnerships, EDC will work with our colleagues to strengthen the City's relationships to each of these industries, building on EDC's existing work on the East Side Life Sciences corridor, the citywide Applied Sciences initiative and new manufacturing investments across Sunset Park; we will

seek more value in our affiliations with real estate
and construction sectors.

By understanding the hiring needs of
these sectors and informing the development of
training programs to fill skills gaps and connect
residents to quality jobs will improve referral and
recruiting systems in collaboration with firms and
agencies citywide.

In partnership with the manufacturing
industry, EDC will also seek to build innovative
manufacturing centers which will be sited
strategically and service hubs for research,
development and adoption of new technologies by
entrepreneurs and incumbent firms. These centers
will offer on-site workforce training,
apprenticeships and certification in the fields of
advanced manufacturing and fabrication, they will
also be anchored by local and private organizations
and public organizations to ensure relevancy to the
adjacent communities. The innovative manufacturing
centers will be critical to ensuring that New York
City stays ahead of the global disruption in the
manufacturing center and turns that disruption to our
advantage.

Recommendation seven of this Career

Pathways calls for the creation of NYC Good Business.

This will be a program to enable businesses to understand and improve their practices and improve job quality for their workers. Through NYC Good Business, EDC will support high-road businesses that invest in their workers and leverage our city's diversity to grow. This will be similar to a lead certification for a building, signaling to all interested parties and customers that high standards were met by that specific business. As part of the program, businesses will take a brief 20-minute assessment of their workplace practices, businesses that complete that assessment and commit to improving their practices will be able to access unique tools and business services free of charge which EDC will be offering in partnership with business organizations and other CBOs, as well as SBS.

While all businesses can participate in the initiative, we're really focused on engaging the small businesses and businesses that historically have not been able to access some of city's programs; this will launch in early 2015 and by the end of next year we aim to have at least reached 500 firms with a

goal that at least half of them will make
improvements in their workplace.

Finally, the recommendation nine of the
Career Pathways requires that we maximize local job
opportunities through the city's contracts and
development investments, using the first look hiring
process; in essence, using our purchasing power as a
city to repurpose benefits for all New Yorkers. To
do so, we will expand at EDC our existing HireNYC
program, with this program started new 2009, it has
been the City's principal method of linking job
seekers to permanent job opportunities created
through our city-sponsored economic development
efforts. HireNYC has actually placed about 1,400 New
Yorkers, from their local neighborhoods to job
opportunities within their neighborhoods this future
looks very bright, through our current pipeline of
economic development projects, like Cornell Tech,
Kings Theatre and Empire Outlets we actually expect
to make about 4,100 more placements in the next four
years, but more can be done and as part of that
commitment of this administration, we have very
important changes underway. We're expanding the
projects that are covered by HireNYC and refined the

compliance mechanisms. This will include expansion to other EDC-managed properties, like the Brooklyn Army Terminal and coverage of development projects that are seeking bond financing or other incentives. And of course, consistent with the job quality pillar, the Career Pathways effort, EDC is committed to encouraging the creation of jobs that pay workers a living wage. As the entity with principal responsibility for carrying out Mayor de Blasio's Executive Order 7, which raised the living wage to \$13.13 per hour and expanded coverage to tenants at certain development projects, EDC will pursue the twin goals of creating job opportunities for disadvantaged populations and paying good wages. At the same time we recognize that local hiring and wage policies must be deployed flexibly to address the unique needs of local communities and ensure that they compliment each other rather than compete.

At New York City EDC we are responsible for strengthening and diversifying the City's global competitive economy, but also for connecting New Yorkers from all five boroughs to the economic engines that drive that growth. At EDC we use particular skill and tool sets to make sure that

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whatever happens next that it happens right here,
here in New York and it happens for all New Yorkers.

[background comment]

JACKIE MALLON: Good afternoon. Is that
working? Yeah. Good afternoon and thank you, Chairs
Garodnick, Miller and Arroyo.

My name is Jackie Mallon and I'm the
Deputy Commissioner in charge of the Workforce
Development Division at the New York City Department
of Small Business Services. Commissioner Maria
Torres-Springer and I... [crosstalk]

CHAIRPERSON GARODNICK: Do you have
copies of your... Can I interrupt you for one second?

JACKIE MALLON: Sure.

CHAIRPERSON GARODNICK: Do you have
copies of your testimony, because yours is the only
one that we lack...

JACKIE MALLON: Uh...

CHAIRPERSON GARODNICK: for what it's
worth. Okay. Okay.

JACKIE MALLON: Sorry.

CHAIRPERSON GARODNICK: Go ahead. Thank
you.

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JACKIE MALLON: No, no; no worries.

Commissioner Maria Torres-Springer and I worked hand
in hand with Executive Director Katy Gaul-Stigge and
our partner agencies throughout the process of
developing the Career Pathways report and we'll
continue to work with this team to build out these
initiatives. Commissioner Torres-Springer believes
very strongly that a critical tool in fighting
inequality in New York City is an efficient and
effective workforce system that helps put New Yorkers
on a career pathway that will provide economic
stability and mobility for families in all five
boroughs.

Today I will discuss some of the
initiatives led by SBS, including industry
partnerships, First Look and the HR for Small
Business Program.

A key component in achieving the Career
Pathways vision is establishing industry
partnerships. At SBS we've already launched industry
partnerships, the New York Alliance for Careers in
Healthcare, also known as NYACH, and the Tech Talent
Pipeline. NYACH helps connect New Yorkers to
opportunities in the fast-growing healthcare sector

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and the Tech Talent Pipeline seeks to connect New
Yorkers to careers in the tech sector. These
industry partnerships serve as sector coordinators
and bring together employers, organized labor,
educational institutions, workforce providers,
philanthropy and City agencies to assure that New
Yorkers are getting the skills they need to secure
available and in-demand jobs. These industry
partnerships will allow us to better align training
with specific advancement opportunities and create
career pathways.

Another critical tool SBS will develop in
partnership with our partners in government and
colleagues at the New York City Economic Development
Corporation is the First Look Initiative. This will
be an expansion of the EDC-led program, HireNYC and
will seek to connect the City's economic development
and procurement activities to the workforce system by
requiring businesses to first consider the qualified
candidates in the city's workforce system to fill all
open positions. This will help us assure New Yorkers
have access to the opportunities generated by the
City's investments in economic development but also
that businesses throughout the city are connected to

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qualified talent. The system is already in place and
set up to execute First Look in a business-friendly
way that will serve job seekers throughout the city.

We're in the process of moving away from
the previous administration's focus on quantity of
hires and toward ensuring higher quality outcomes
from our workforce system so New Yorkers can find
full-time jobs with family-supporting wages.

For example, in coordination with the
Mayor's Office of Workforce Development we have
raised the standards at our Workforce One Career
Centers by requiring businesses that use our
equipment services to be hiring for jobs that pay
either \$10 an hour or offer full-time employment.
This has been a significant shift from past policies
and we're already seeing the average wages of hires
go up.

Finally, through HR for Small Business we
will work with our colleagues at EDC to provide
support to businesses that take part in their NYC
Good Business program which will create a standard
that recognizes employers with good business
practices. Through HR for Small Business we will
help businesses reduce staff turnover by teaching

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them better scheduling practices and helping connect
employees with banking, transit benefits and other
services.

Thank you very much for giving me the
opportunity to testify today and I look forward to
working with you, our partner agencies and the entire
workforce community in New York City to bring about
these critical changes. Working together we will
train and connect New Yorkers to jobs and help our
growing businesses find the talent that they need
right here in New York City.

CHAIRPERSON GARODNICK: Great. Well
thank you very much; we appreciate the testimony from
the three agencies today. I wanna note we've been
joined by Council Members Richards, Barron,
Rosenthal, Cornegy, Weprin and Maisel.

And we're gonna have some questions from
colleagues; I'm just going to kick it off before I
turn it over to my co-chairs, just a couple of top of
the trees questions.

The recommendations that you all just
outlined and in the report it delineates that it will
affect the spending of more than \$160 million a year
and affect operations of a number of different City

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agencies. So let's start with the goals. We understand the directional goals of the report, but let's talk about the outcomes. What outcomes should we expect with that level of expenditure? You know the Mayor's housing plan was very clear -- 200,000 units, you know, 140,000 in one category, 60,000 in another category; this report does not have those sorts of outcomes delineated. Tell us what we should expect for that level of investment.

KATY GAUL-STIGGE: I'd be happy to. Hi. To respond to your question, first I want to clarify; actually, in the report we enumerate that [background comments] we say that there's \$500 million over multiple agencies; majority with HRA and DYCD and then SBS, DOE, CUNY; those all identified as workforce programs, and in the back of the report we actually have listed out each of the programs that we are talking about, what their tracked outcomes are, what populations they serve, their service levels and their funding. So to your question actually, it only makes it more a more important question, but to clarify that we actually are seeing that this is quite a large amount of money; this comes from

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federal, state and local; I believe you're referring
to the local spending is approximately \$160 million.

So we do not have the same kinds of goals
that you saw in the housing plan, but we do have some
very specific goals in this plan. We specifically
are talking about training more than 30,000 New
Yorkers in skilled occupations by tripling our
investment in training and starting new bridge
programming. This is an important number to us
because it actually talks about building skills that
employers seek and makes sure that we're investing in
quality.

We do believe that some of the drive in
the past to focus on numbers pushed us in a way where
we were focusing just on those low-wage occupations
and in fact counting perhaps a temporary job the same
as a permanent job; part-time job the same as a full-
time job, so there is a lot of nuance in here. The
idea that this is a directional plan and that we
expect to be held accountable for as we roll out in
the next year our specific goals and the specific
contracts that will be changing.

CHAIRPERSON GARODNICK: Okay. So let's
talk about the number that you gave about the 30,000

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New Yorkers who would be trained as part of a bridge
program, which is a new thing in New York and is
something which we can look at and say okay, that's a
number we can understand; what period of time would
that 30,000 worker training take place; when would
that happen exactly?

KATY GAUL-STIGGE: The report outlines
that by 2020, so in five years, starting with next
year being the first year of starting this, that we'd
be moving our current dollars that are currently
already in contracts, that are already obligated,
we'd be moving them to; we'd be shutting down... or I'm
sorry, we would be stopping funding programs that
would primarily place people in jobs that might be
dead end, might be low-wage and they will have no
advancement or growth opportunities. As we
transition, we expect those to be tough choices and I
can't specifically answer which programs at this
time; the point of this was to get an overview, get a
landscape for us to start seeing how can we make
those tough choices that we anticipate making in the
next several years. As these contracts expire we'll
be changing them and moving them to training and
bridge programming.

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CHAIRPERSON GARODNICK: Okay. So this
may not have been the report in which you're
specifically defining the outcomes, but is it fair to
say that that will be something that is the next step
here?

KATY GAUL-STIGGE: Absolutely. In our
implementation plan we're specifically talking about
in each of our recommendations what will be happening
in the short-term, mid-term and long-term and moving
into actually being able to fund the \$100 million and
\$60 million in bridge and training programming.

CHAIRPERSON GARODNICK: Okay. You
mentioned that you're gonna be shutting down certain
programs; tell us a little bit more; I know there's
obviously people who do this work every day and
they're concerned about what that means; tell us what
sorts of programs you mean when you say that.

KATY GAUL-STIGGE: Sure. Well I think I
have... we're talking about when we look at the
overview of the whole system we see -- and I am very
attached to this report, so I might refer
specifically to a page here. So if we look at Page
19, which actually has the service levels and
fundings by type, what this is showing us is that we

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have two-thirds of our investment in employment
services, which deliver resume or rapid attachment
services for individuals. What we're talking about
is shifting those resources to bridge programming,
training programs and other data-driven programs that
show us that have higher wages, longer, more job
continuity or job stability for workers over time.
So again, I'm not going to specifically comment on
one of the programs at this time, but that we as a
system and want to signal that this is the way we'll
be analyzing and taking a look at the programs moving
forward.

CHAIRPERSON GARODNICK: Okay. I'm just
gonna ask a couple more quick questions and then I'll
defer to my co-chairs here and I will come back,
'cause I have many more. But on the bridge program
specifically, that's the -- and if I have the numbers
correct -- it's \$60 million annually by 2020 on
bridge programs and that's for low-skilled job
seekers for entry level work and middle-skilled jobs;
is that right?

KATY GAUL-STIGGE: Yes.

CHAIRPERSON GARODNICK: I think that's a
quote out of your... [crosstalk]

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KATY GAUL-STIGGE: Yes...

CHAIRPERSON GARODNICK: favorite report.

Okay. So just tell me what kind of jobs New York
City bridge graduates would actually be eligible for,
if there's any certifications that would be provided
under the program, college credits; what would you
actually come out of that; what would be the
incentive for somebody to want to participate in a
bridge program?

KATY GAUL-STIGGE: I'm going to give you
an example that happened actually during the task
force, over the summer. We had an organization that
trains for technology, Per Scholas, up in the Bronx
and they see multiple applicants every year and they
have plenty of applicants for their training program,
however, you must meet a minimum threshold in order
to enter that 10th grade. So what they did was,
they're turning away people, turning away New Yorkers
that they may not want to turn away, so what they're
done is, they've partnered with FECS, which is a CBO
in New York, to create a bridge program that helps
people that had applied for this training program get
the skills that they need to get up to the 10th grade
level so that they can get into that program. So

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bridge programming is complex, because what we're
talking about is, you know, hopefully the word helps
us think about it -- bridging from a lower level to
the next step, so it may not always have a
credential, you would always see levels of education
increasing, but you may not always see a credential
at the end of the bridge program because the goal of
the bridge program would be to allow you to enter
into the next highly skilled training program.

CHAIRPERSON GARODNICK: Okay. So it's
not a specifically credentialed outcome, but it
sounds like you could come in at a variety of
different levels; is that fair?

KATY GAUL-STIGGE: Yes, that's fair.
What we've also seen, as in the example of the
LaGuardia Community College bridge program, which has
been nationally recognized; by combining the sector-
specific health and business with their GED, it takes
on a different -- it has better outcomes and takes on
different elements, I guess is the word -- different
elements that wouldn't just be in a traditional adult
basic ed program and therefore we see stronger
results.

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4 CHAIRPERSON GARODNICK: Okay. Let me
5 note that we've been joined by Council Members Gibson
6 and Constantinides and I'm not going to defer to my
7 co-chairs and we'll start with Council Member Maria
8 del Carmen Arroyo.

9 CO-CHAIR ARROYO: Thank you, Mr. Chair.
10 Good afternoon, ladies; thank you for being here and
11 for your testimony. I have a lot of questions too
12 and I could probably sit here and talk to you the
13 rest of the afternoon, so I find it quite conflicting
14 to have to limit my questions so that my colleagues
15 can get their questions in as well.

16 The goal of the spending for 2020 is
17 because there are current contracts that you can't do
18 anything about; is that why we're waiting five years?

19 KATY GAUL-STIGGE: It's a great question.
20 So the idea is to get to that place in five years; in
21 the next year we will be releasing all of the new
22 contracts that are expiring; we will be releasing
23 those that -- in any of our variety of agencies --
24 DYCD, HRA, SBS -- with these components and the
25 career pathways framework in it. We also anticipate
needing to receive waivers, there's changes to our
workforce investment act legislation that's occurring

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right now, so we anticipate that that's our goal,
that by that time we will have completed all of that
work; we certainly wouldn't be starting it then.

CO-CHAIR ARROYO: Now what's being done
for those contracts that you can't do anything about
and work or massage [sic] retool what those
requirements are so that we can advance this
transition in less than five years?

KATY GAUL-STIGGE: I'm actually gonna
have my colleague Jackie Mallon tell you a little
about what she's been doing with the Workforce One
Career Center contracts that she mentioned in her
testimony, which she's able to do right now in the
current situation.

JACKIE MALLON: Hello. So in order to
affect a faster change; you may remember I said, we
were able to institute a policy where we're not
serving businesses that aren't meeting a higher
quality standard, so they have to be paying at least
\$10 an hour which will ratchet it up over time and/or
hiring for full-time work. And our contracts are
currently on an annual renewal basis and so we do
have the flexibility to make changes a little bit

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more quickly, but those are for Career Center
contracts. [crosstalk]

CO-CHAIR ARROYO: And your contracts, the
ones that SBS lets out, are annual contracts; not...
[crosstalk]

JACKIE MALLON: Operations...

CO-CHAIR ARROYO: three years with a
renewal for another three... [crosstalk]

JACKIE MALLON: Operations at a Career
Center...

CO-CHAIR ARROYO: kind of stuff that
happens?

JACKIE MALLON: Yeah.

CO-CHAIR ARROYO: Okay. So that's SBS;
what happens to the other workforce development
contracts that the City lets out in the different
agencies across the board, so that we only have... we
have an office, the Mayor's Office of Workforce
Development and not an agency; we have EDC that's a
corporation kinda out there and then one of the many
other agencies that contract for workforce
development work; why aren't the other agencies here?

JACKIE MALLON: There.

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KATY GAUL-STIGGE: They are. We have...

[crosstalk]

CO-CHAIR ARROYO: Where? Is that why we
have so many people in the room?

[background comments]

KATY GAUL-STIGGE: Partly, maybe... well
and it's a popular topic. But we do, we were joined
here by HRA, DYCD, CEO, DOE; these are our major
workforce agencies. We actually thought about
having... [crosstalk]

CO-CHAIR ARROYO: Oh.

KATY GAUL-STIGGE: them all testify, but
it seemed... [crosstalk]

CO-CHAIR ARROYO: I know. So the 2020
date makes me a little bit crazy because people are
poor and out of work and need workforce development
today; we don't have five years in many of our
neighborhoods to get it together, so... I don't wanna
debate with you on it; I just wanna express my
frustration with what I find is a little bit
unacceptable that we have to wait five years to fully
realize what the recommendations in the report. So
if you can help us understand, and I don't know if
you have the answer today, but if you can get for the

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committees what contracts are we looking at that are
gonna sunset the agencies that those contracts are in
and how the transition of what the agency contracted
for today and what a new RFP will include for those
agencies...

KATY GAUL-STIGGE: I will get that for
you... [crosstalk]

CO-CHAIR ARROYO: and how that relates to
the language in the report. Okay... [crosstalk]

KATY GAUL-STIGGE: Absolutely.

CO-CHAIR ARROYO: And I think we need to
have a great deal more conversation than this public
hearing is going to allow us to have, so I suspect
that my co-chairs and I are going to ask for more
detail briefings on this illustrious plan that I
celebrate, you know, because if we were doing such a
good job we would not have chronically unemployed,
underemployed people in our communities and
individuals who are just looking for an opportunity.
I'm really challenged to appreciate and understand
how a GD program can tell an individual who did not
score high enough to get into that GD program, I'm
sorry, we can't help you; where is the bridge program
for that and how do we get New Yorkers who are in the

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most need prepared to enter and compete in the
workforce and create workers that employers are gonna
love to have on their workforce? So the bridge for
the GD programs; is DOE... they're in the other room,
right; they couldn't be here?

KATY GAUL-STIGGE: We have some of our
DOE members here as well.

CO-CHAIR ARROYO: 'Kay. So the GD
programs and an individual who has a learning
disability, who is not able to complete a GD program
within the allotted number of weeks that these
programs are set up for, we have programs that train
individuals with expectations that they complete a
process within a timeframe and there are many adults
in our communities with learning disabilities who
need more time to learn and complete those programs;
have the capacity to do so, but how our programs are
structured do not provide for them that wiggle room
that they need to move to the next step. Your report
doesn't address the formerly incarcerated; a major
flaw, and those, by the way, are the ones that are
hardest to employ. So if this report overlooks that
population, does not include that population, then we
are doing a huge disservice to many in our city.

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KATY GAUL-STIGGE: I'd like a chance to
address the very valid concern that you're using
about populations that are not specifically called
out in this report.

The idea of the Career Pathways Report
and the philosophy that we're signaling a change for
is for all populations, talking about moving up,
creating a continuum of service along an upward
income mobility. So we see and in our conversations
with those that serve formerly incarcerated, for
example, they see this as an example of a strategy
that they can apply to their population as well. So
we see it as an overview and a shift for the City to
address the needs of all New Yorkers.

CO-CHAIR ARROYO: So is your office going
to develop a similar report with some very strong
specifics around how to deal with the hard to employ
population in our city?

KATY GAUL-STIGGE: So our recommendation
six actually does talk about some of the for-high-
need adults work-based learning that has been proven
very effective for long-term unemployed or others;
there are a lot of strategies in here that have been
very effective for those that have experienced longer

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terms of unemployment or have had a longer
disconnection from the workforce. So we think that a
lot of those recommendations are here and we'll be
working hand in hand with the agencies and CBOs that
address those specific communities.

CO-CHAIR ARROYO: I'm gonna repeat; if we
were doing so good, there wouldn't be so many
unemployed; underemployed people in our city. So I
don't want to talk about what we've done so far,
because obviously we have failed many. So I think we
need to have a different conversation about how we
are going to develop strategies that are going to
help the difficult to employ and keep employed in our
city; this report does not do that. So I look
forward to that conversation because we must have a
conversation about that. Thank you, Mr. Chair.

CHAIRPERSON GARODNICK: Thank you, Chair
Arroyo; we're now gonna go to Chair Miller.

CO-CHAIR MILLER: Good afternoon panel.
Director, could you speak to the makeup of the task
force?

KATY GAUL-STIGGE: Yes. We had 30
members of the task force, we had 15 members that
were representing different businesses, everyone from

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a small manufacturer to Verizon and then we had
different people that were representing advocates for
low-income New Yorkers, organized labor,
philanthropy, CBOs and educational institutions.

CO-CHAIR MILLER: And am I correct in
saying that this report was approved by the board?

KATY GAUL-STIGGE: Correct.

CO-CHAIR MILLER: When?

KATY GAUL-STIGGE: Well we shared the
report with all of the members prior to its
publication.

CO-CHAIR MILLER: So when was it
approved; was it approved... did you meet today?

KATY GAUL-STIGGE: Today?

CO-CHAIR MILLER: Yeah.

KATY GAUL-STIGGE: No, sir... [interpose]

CO-CHAIR MILLER: Nobody met today over
this, prior to this...? [crosstalk]

KATY GAUL-STIGGE: So September 30th we
met with the task force and presented our...
[interpose]

CO-CHAIR MILLER: Not the task force; the
board.

KATY GAUL-STIGGE: I'm sorry... [crosstalk]

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CO-CHAIR MILLER: WIB.

KATY GAUL-STIGGE: Oh the WIB, I'm sorry.

[background comment] Thank you. We met with the WIB
this morning, yes, at our quarterly meeting.

CO-CHAIR MILLER: And this was approved
by them?

KATY GAUL-STIGGE: That is correct; they
actually had a... well they had a resolution today that
talked about supporting this report. Correct.

CO-CHAIR MILLER: Okay. So there's been
a lot of conversation about the report and the
program itself and quite frankly I believe that we
had a conversation about the report and the focus has
been really how, moving forward, it'll be different
from any programs had been in place with the previous
administration, which obviously I think we can all
agree that those just didn't work because of lack of
oversight and just the will for them to work. But I
am not so sure that the mechanisms that are in place
now will achieve the goals that we've set out to
achieve. So that being said, I do wanna ask you; we
talked about specific industries, because we talked
about quality jobs, higher wages, but we have not
been specific about how we're gonna achieve that;

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what industries specifically are we looking at; have
we targeted?

KATY GAUL-STIGGE: So we outlined six
specific industries in the report; we talked about
healthcare, technology, industrial/manufacturing,
construction, retail and food service. Those are the
six that we are talking about developing or expanding
our industry partnerships with; they represent over
50 percent of the city's labor force.

CO-CHAIR MILLER: So over the last three
years we have about 60 new hotels and similarly in
the next year probably another 11,000 units will be
going up; what is the relationship with those
developers and hotel trades and anyone else directly
dealing with that and what impact will that have?
Have you looked into that?

KATY GAUL-STIGGE: Well our industry
partnerships have been enumerated here, but I don't
feel that I'm specifically going to answer a question
about accommodation or hotels at this juncture; the
report doesn't specifically call out that group. But
the idea is to start with these and then to expand as
labor market conditions change.

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CO-CHAIR MILLER: Yeah, I was just merely
saying that I think that that is obviously one of the
fastest growing industries and certainly we should be
on top of that and being that we had labor at the
table we would hope that -- 'cause at the end of the
day, I think you kept mentioning about quality jobs;
how do we get the quality jobs if we don't have that.
On that note, in my past as union president, I know
that we've had collective bargaining agreements that
specifically spoke to apprenticeships; that wasn't
mentioned either; why not?

KATY GAUL-STIGGE: So I think that
apprenticeships are an excellent example of job
quality and a pathway to the middle class; as we
know, there have been some really great examples of
the project labor agreements and the pre-
apprenticeship programs here in New York City have
done an amazing job of connecting disadvantaged New
Yorkers or women or other groups specifically into
the pipeline of apprenticeships; we think that's an
excellent example of job quality and something that
we want to replicate.

CO-CHAIR MILLER: Okay. So obviously I'm
focusing on what was omitted, because I'm sure my

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chair and the rest of the committee here, that
they're going to deal with the meat and potatoes of
the program itself.

Also, and I know this program is made up
of the agencies that's dealing with a lot of private
institutions and private sector stuff, but there are
190,000 civil servants that really make up the middle
class in New York City; my district in particular is
probably the most densely populated in the city and
also happens to be one that has the highest income of
any community of color throughout the country and I'd
like to think that there is a direct correlation
between that, but I also know that there's been a
diminishing of the civil service role of about 20,000
over the last few years; can't do more with less,
which means that we have less teachers, we have
larger class sizes, less drivers, longer lines and
all the rest of that stuff and the city could be
cleaned up a little bit; I think that some of this
money could be well invested in that; my question is,
the WEP workers, the 12,000 WEP workers, they are not
included in this report; they have reduced the
headcount of some of those 20,000 civil servants,

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which would ultimately be middle class workers; how
do we address that?

KATY GAUL-STIGGE: It's a good question.

Actually the report and our work with HRA and
Commissioner Steve Banks is included, it's in the
report about the phasing out of the WEP workers; it's
an important part of his employment plan and we are
integrated and supportive of phasing out those WEP
workers and mention such. We want to make sure that
those workers who are currently HRA clients, and some
of the neediest New Yorkers, have opportunity to
enter high quality jobs.

CO-CHAIR MILLER: So specifically, the
jobs that they are doing now, which were once part of
the civil service headcount, which had been reduced,
do we plan on moving them into those jobs?

KATY GAUL-STIGGE: That's something I
cannot answer, but we will work continuously with HRA
as they transition and phase out the WEP Program.

CO-CHAIR MILLER: Okay. Thank you.

CHAIRPERSON GARODNICK: Thank you, Chair
Miller. And we're gonna go in a moment to Council
Member Barron, but before we do, I just wanted to
follow up on the industry partnership point that

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Council Member Miller just made, because you had
focused in the report on six growing sectors in which
you know we could mobilize some industry partnerships
and yet there are some other areas where there are,
you know expected middle wage openings due and
expected because of projected retirements, whether
it's transportation or property maintenance or
education and social assistance and even government,
as Chair Miller observed, and you said that there
will be an ongoing effort to evaluate what the needs
are, but you identified six; what is that process
going to look like and why didn't you include some of
those others in the mix?

KATY GAUL-STIGGE: It's a good question.
We had... as I mentioned in our testimony, we had a
multi-pronged analysis that we tried to do in order
to take a look at this. We picked these six for the
reasons that we saw high growth, middle skills;
middle skills being north of a high school diploma
and south of a college degree, and we saw opportunity
for us to emphasize either training, where training
can really be useful or emphasis on job quality or
where raising the floor strategies could be very
useful. Certainly whenever you make choices there

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are those that obviously did not get chosen. What we
anticipate is starting will be six development
success in these area and then seeing how we can
expand. We would continue to partner with economists
and labor market leaders as we looked to expand to
new areas as we look for further industry
partnerships.

CHAIRPERSON GARODNICK: Let me just push
on the retail and food service industries for a
moment, because those are areas in which low wages
and lack of benefits are largely due to broader
market forces over which, you know it's not clear
that you know an industry partnership actually could
necessarily help; other than the fact that they are
among the group comprising 50 percent of our labor
force; what do you say about those two, separate from
the rest?

KATY GAUL-STIGGE: I actually think that
the retail and food service, having them included is
a really critical part of the shift of this
conversation. Instead of saying that we're gonna
ignore the fact that a lot of our low-income New
Yorkers work in these areas and that that's just a
fact and it's just low-wage work and we are gonna

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work on working with employers on how they can
improve their practices, things like stability of
jobs, ways that they can move up within the career
ladders there as well as use their skills to move
perhaps to do job changing and transition. We think
that it's really important that we take a look at
trying to figure out how to do this; these two
sectors have added over 100,000 jobs since the
recession and it's just important that we make sure
that it's part of our overall strategy.

CHAIRPERSON GARODNICK: Okay. So what
you're saying is it could be as much about changing
out of that industry as much as growing, which might
or might not be a possibility for an individual
worker?

KATY GAUL-STIGGE: Absolutely,
[crosstalk]

CHAIRPERSON GARODNICK: Okay. Thank you.
And Council Member Barron. Thank you for your
patience.

COUNCIL MEMBER BARRON: Thank you to the
chairs who are calling this hearing and to the panel
for your presence here and your testimony.

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Could you once again identify the six
areas -- healthcare, technology... [crosstalk]

KATY GAUL-STIGGE: Sure, I'd be happy to.
It is healthcare, technology,
industrial/manufacturing, construction, retail and
food service.

COUNCIL MEMBER BARRON: Okay. So you
didn't say... so industrial would include
manufacturing, that would be included in that? 'Kay.

KATY GAUL-STIGGE: Correct.

COUNCIL MEMBER BARRON: Okay. So now you
say in your report that a quarter of the working
population in New York earns \$20,000 or less; what
impact would this program have on increasing that
annual salary?

KATY GAUL-STIGGE: Great question. So we
think that making sure that New Yorkers have the
skills to move into the higher wage jobs is one thing
that could impact; the other thing would be to not,
as we were just discussing, not ignore the fact that
there are a lot of low-wage occupations in New York
and so we want to work with those employers to raise
the floor, we want to take legislative action, if
needed, to raise the minimum wage and in combination

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we think that that can make a big impact on that
million... [crosstalk]

COUNCIL MEMBER BARRON: Do you have a
target income that you're reaching for, annual
income?

KATY GAUL-STIGGE: We didn't enumerate a
targeted goal here; rather what we're saying is that
through these efforts we anticipate that we would see
wage growth and job continuity for people over time.

COUNCIL MEMBER BARRON: Okay. How much
money is in the budget now for job development, job
placement; job training? I see in the Career Pathway
Report that there is a document which indicates all
of the different agencies and the partnerships that
they have and the programs, it describes the programs
and there's a dollar amount and I don't have time to
total it, so I was wondering if you had that total...
[crosstalk]

KATY GAUL-STIGGE: Well good; we have
totaled it for you and it's approximately \$500
million, over multiple agencies for these different
multiple programs. Four programs account for almost
43 percent of that spending and we enumerate that at

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the beginning of the report and I can show that to
you.

COUNCIL MEMBER BARRON: Okay. So how
many people have gotten jobs as a result of this \$500
million that we have put out there?

KATY GAUL-STIGGE: Because of the data
systems are not all together, I can't go to one place
and pull up that number for you and that's one of the
big issues that we're trying to address here by
asking for a more integrated system so we can
actually answer that question in a more cohesive way
for you.

COUNCIL MEMBER BARRON: Okay. So as the
Council Member has pointed out, we know that there's
a large number of people who are unemployed and
underemployed, but we can't determine what that
number is, there's no way to tease that out or
disaggregate that information; we have no idea?

KATY GAUL-STIGGE: Well we have ideas
from each agency, but you know for example, last year
HRA touted a figure of 89,000 people that had
connected to jobs, however Commissioner Banks has
some concerns about that number, for reasons. SBS
has a number that's very clear about how many

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placements that they did last year, but now we're
moving towards job quality. So we definitely have
that, but we didn't want to emphasize a rush toward
quantity over quality.

COUNCIL MEMBER BARRON: Okay. And a
question was asked about approval for the report; was
everyone in agreement; I have some real concerns
about that, because one of the agencies issued a
report about housing and said that the Council
Member, yours truly, was in agreement with the plan
that had come forth and there was no plan that had
come forth and I certainly was not in agreement with
that. So I think that that's something that we need
to be very clear on, that we shouldn't just attach
members' names or agencies' names to a report without
them actually having said in fact that they are in
agreement. And the model that you're pushing now for
the career pathway, you're calling it demand-focused
and sector-specific; is there another model out there
that you're following or is this a model that you're
presenting?

KATY GAUL-STIGGE: So we cannot take
credit for either the nomenclature of career pathways
or the idea; we can say that New York City, in its

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adoption and with us figuring out how to do this as a
citywide would be the first city to take this on in
such a comprehensive way. And in fact in our current
WIOA legislation, which is our new Workforce
Opportunity Act legislation, they call out
specifically more investment in career pathways. So
this is a national idea that we've seen great success
with and we are very excited to have New York City
embrace it fully.

COUNCIL MEMBER BARRON: Okay, so New York
City would be the first city to adopt this...?
[crosstalk]

KATY GAUL-STIGGE: It's...

COUNCIL MEMBER BARRON: Okay. And as we
make this shift, do you envision that there will be
people who will lose positions or jobs and what will
that transition be in terms of loss of employment?

KATY GAUL-STIGGE: Well certainly we are
not in the business of having people lose jobs; we're
in the business of workforce development to make sure
that people get jobs. Although there might be
changes to different programs or areas, we would work
diligently to make sure that any of those changes

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don't result in long-term job loss and that people's
skills can be retrained.

COUNCIL MEMBER BARRON: Thank you.

CHAIRPERSON GARODNICK: Thank you,
Council Member Barron and in a moment we'll go to
Council Member Richards. Let me just throw in one in
the interim here as a follow-up to Council Member
Barron. So the career pathways framework, I
understand the goal is to try to streamline, have
agencies talk to one another and do this in a much
more orderly fashion as people move along a continuum
of education and training, but when you look at the
graph in the report on Page 38, it looks like from a
user's perspective that you could just be getting
bounced around between agencies. I know that that is
inconsistent with what you are trying to do, it's
inconsistent with what you said in your testimony
about a New York City brand, but how do you reconcile
what that looks like and what you all are trying to
achieve with like a one-stop shop, because we want it
to be a one-stop shop for job seekers here?

KATY GAUL-STIGGE: I will tell you we
spent a lot of time on this graph and I'm sorry that
it didn't communicate a continuum to the user. We

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actually found this was much better than a lot of the
others we saw. But the idea here is exactly as
you've stated; we wanna make sure that individuals,
if they start in adult basic education or ESOL [sic]
that they can move consistently through bridge
instruction, through credentials and middle-skills
sector and on, if they so desire and if that's part
of their career trajectory. So we wanna see a full
moving. We hope that there would not be that
bouncing around; in fact, what we're talking about
here is lack of duplication. I think one of the
things that has happened in the past is that we see
several agencies maybe working at the low end of this
spectrum over time, or as we say, there's only 7
percent in occupational training, so there wasn't a
division of labor between agencies even to have hand-
off, coordinated hand-offs, which we do call for in
the report. So I believe that the idea of
coordinated hand-offs, the idea of enumerating our
different roles within agencies so we can build on
each other will actually lead to a more cohesive
system.

CHAIRPERSON GARODNICK: I don't wanna
keep Council Member Richards waiting, but I do have a

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couple follow-ups on that; we'll come back to that in
a minute. Council Member Richards, go ahead.

COUNCIL MEMBER RICHARDS: Good afternoon.

And first I wanna start by commending the
administration for obviously thinking of reinvesting
their reinvestments and ensuring that obviously we
can strengthen our workforce program in the city. I
had a few questions, so first I wanted to start off
with the different sectors you're looking to really
work at and one thing I noticed you left out, and I
don't know if you're grouping it in technology, but
renewable energy, and one of the things obviously the
Mayor's laid out with the Council is the One City:
Built to Last initiative which would reduce carbon
emissions by 80 by 50, but what it does do, it gives
us an opportunity to now put individuals to work
surrounding and say installing solar panels or doing
energy audits and with the world obviously shifting
towards renewable energy and in particular, this
city, that the Mayor's committed to at least \$10
billion of investment over the next 10 years around
this area through public-private partnership; I'm
interested to hear if this is part of the plan,
because you don't have to have necessarily gone to

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Yale to put a solar panel up; you could have gone to
jail and know how to put a solar panel up, so.

JACKIE MALLON: No, it's a really good
point and we actually think it's captured in both the
focus on the construction industry, 'cause a lot of
that work will be in the trades and also industrial
and manufacturing, so we think we're covered there
and will be a focus... [crosstalk]

COUNCIL MEMBER RICHARDS: Okay, so there
is definitely a focus there? Okay, great. Another
thing I wanted to know, so you spoke of training and
in particular it's very hard for those in the outer
boroughs to get to these places in Manhattan to be
trained, so I'm interested in knowing; will there be
a local focus in terms of training, or putting
programs and communities, especially those with the
highest unemployment rates, and I'm wondering if
there's a plan to focus in these particular areas
rather than trying to drag people out to Manhattan.

[background comments]

JACKIE MALLON: Yeah, why don't I try and
you can jump in and help me. Yes, there's been a
lot... we're continually thinking of that and I think
our large area of focus is in developing training

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models that really work, that it's clear that
industry respects and will hire people as a result of
them and then proliferate models so that people in
places like Far Rockaway, you know we have an
initiative there where we're working on that and in
other communities where there aren't enough training
providers and also working very closely with the
CUNY, community college system, because they're gonna
be an important player.

COUNCIL MEMBER RICHARDS: So there will
be a focus and in particular -- and I'm not just
saying just for Far Rockaway and I appreciate that,
but for areas in Brooklyn and Staten Island where
historically there's been, you know, high
unemployment, focusing in and making sure we're
bringing training to folks rather than telling them
they have to come to Manhattan, because what we find;
it's very hard for residents in some of the most
isolated, geographically isolated places to get out
here to be trained, so I'm hoping there's gonna be
heavy investment in these areas... [crosstalk]

JACKIE MALLON: It's a... It's a real
challenge and yes, there's a lot of focus on that and
the key thing is to develop the right training models

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first and then make them very accessible for people
all over. Do you wanna add something?

MIQUELA CRAYTOR: Yeah, I just wanted to
add; that's actually the very point behind the idea
of a series of advanced manufacturing centers that
incorporate workforce training and our feeling was
that we had to bring it to the neighborhoods that
need it the most and also make it really relevant and
accessible to the audiences that we hope to benefit.

COUNCIL MEMBER RICHARDS: Can you speak
of your plan to really focus, in particular, on those
who were formerly incarcerated; is there a focus for
these individuals; are you guys working with
Department of Probation or is there a plan to ensure
that we reengage individuals who are coming home from
prison?

JACKIE MALLON: So the report I think
lays, as you know, like a framework for us and for
all of the agencies that provide workforce
development service, it gives us an opportunity to
develop plans that are in line with it so that we're
all sort of aiming toward the same thing, which is
quality and better jobs, more middle class jobs and
so forth. Many of us have programs -- like at SBS we

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have a program called Employment Works; we work with
the Department of Probation, it's funded by CEO and
we connect somewhere around 900 people to employment,
paying -- I have to double-check this, but I'm pretty
sure it's \$12.50 on average every year... [crosstalk]

COUNCIL MEMBER RICHARDS: How much?

JACKIE MALLON: \$12.50 on average, but
that's -- I'm working from memory [sic], but it's
right around there. And programs like that are in
line with the Career Pathways Report and we'll build
them out where it makes sense.

COUNCIL MEMBER RICHARDS: Okay. And
then... I just wanna go back to contracts for a second
and I know that obviously for a community like mine
that was hit hard by Sandy, there's gonna be a lot of
opportunities obviously to rebuilt these communities,
to rebuild people's homes and I'm wondering what are
you guys going to do differently to ensure that these
contractors who are receiving city subsidies, in
particular, to rebuild these communities, how are you
going to strengthen your hand in ensuring that they
really are hiring locally first? And so far -- you
know and I'm very grateful for the Mayor hosting a
job fare in the Rockaways and him coming out there;

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very appreciative of it and there were some
individuals who got jobs in the Parks Department and
other areas, but we know that the feds in particular
are gonna be investing a lot of money over the next
probably decade, which gives us an opportunity to put
people to work, so I'm interested in knowing how is
SBS and how is the administration in particular going
to hold developers accountable if we're giving them
subsidies to rebuild these communities; how are we
holding their feet to the fire in terms of local
hiring? And I know it gets touchy with the
legalities, but I believe that the City can do more
in this area.

[background comments]

KATY GAUL-STIGGE: I'll take a... So I
think you've actually articulated it very well,
right; it does get touchy, but we actually call for
something called the First Look System here, which
would apply not only to the Sandy work that you're
discussing, but a broader array of city contracts.
So First Look Hiring System would be a process that
would require employers to do business with the City
to share open positions with the City and consider
the City's qualified candidates. It's a service to

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businesses first, because the City will screen
eligible clients and help them find residents that
are gonna be there because they wanna be there and
they live locally and then it's a service to New
Yorkers because New York City residents get this new
opportunity. We have some great examples and Jackie
Mallon could speak to anymore specific examples, but
this is something we're calling for overall and in
the next year we're gonna be establishing thresholds
and figuring out how we can do this throughout all
the contracts, based on those touchy legality issues...
[crosstalk]

COUNCIL MEMBER RICHARDS: And last
question, Chair Dan; I appreciate you being so
patient with me. How do you plan on reintroducing
workforce to these communities who have had workforce
in their particular communities and have felt like,
in a sense, that workforce has been... that the centers
have not been as helpful as they could have, so how
do you reinvasion your agency now reintroducing; are
you gonna change the name; you know, because right
now what we see and it's honest, people have jetlag
when it comes to workforce centers in our communities
and you point them to that direction -- I've been

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there before, you know, so they've lost patience and
they don't have much faith, so how do you envision
changing, the outlook in particular; I know it's a
new name now, but how are you gonna do different
outreach; are you gonna work with members, council
members to ensure that you know we're really getting
the word out and I think one of the weaknesses of our
center and I know that there were challenges with the
Rockaway center in particular; how do we ensure that
proper outreach to residents is happening and I'm
interested in knowing how you're going to change the
script here a little bit more.

KATY GAUL-STIGGE: Sure. I mean I think
that it's a good question; I think we have to build
trust with communities by this investment of \$100
million in training so people who have been going to
the Workforce One Career Centers or through our
backdoor programs or through other city programs may
have been connected to low-wage, temporary work; now
they can start seeing an emphasis on, as Deputy
Commission Mallon said, on \$10 or full-time work;
they can start seeing more options for training, with
only 7 percent of our budget in training there were
not a lot of options, so people I'm sure would call

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you and say, I wanted to get training and there was
no where to go. And so now I think we're gonna have
to just let people know and through your offices
would be a great place and we'd really appreciate
partnering with you on getting the word out as we
release these new training and bridge programs and as
our emphasis on higher wage and higher quality jobs
comes around and we'll be looking to partner with you
on that.

COUNCIL MEMBER RICHARDS: Thank you,
Chairs and I look forward to continuing the
conversation with you guys. Thank you.

CHAIRPERSON GARODNICK: Thank you,
Council Member Richards and in a moment we'll go to
Chair Miller, but a follow up on the First Look
concept. Because on one level it is a very
interesting and innovative way for the city to
harness its power of contracting to connect this goal
with the business that we do; on the other hand, one
could view it as a rather heavy hand to the private
sector with which we're doing business. Can you say
a little bit more, any of you; whoever's the
appropriate person to answer this, as to whether or
not you think that this could create a disincentive

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for various entities out there to actually contract
with the city or what sorts of contracts this would
apply to or if there's any categories of contracts
for which this would be inapplicable?

KATY GAUL-STIGGE: I'll start. It's a
great question and I understand your concern; we
wanna make sure that we're not discouraging anyone
from working with the city. We wanna hold ourselves
accountable for making this process as user-friendly
as possible; again, we see this as a service and
we're designing this as a service to businesses,
where we would be screening and getting them
candidates as quickly as possible for their open
positions. We're also starting a work group with
vendors with current city contracted vendors to
discuss with them under the leadership of MOCS and
our legal department. And we see this as a free
city-provided service that will allow businesses to
satisfy their hiring needs. We can speak in more
detail to some of the great experiences that some
businesses have had when they didn't actually think
that they wanted to work with us through HireNYC and
EDC and SBS, through their great service was actually
able to convince them of the value. [interpose]

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4 CHAIRPERSON GARODNICK: So let me just
5 interrupt you there, because from the perspective of
6 offering candidates to people who wanna fill jobs,
7 that's great; I don't think there's anybody who could
8 argue with that, but what I understood the report to
9 say was that there is a requirement on those
10 businesses that they show good faith that they
11 considered those candidates; it's not just a hey, let
12 me send you some opportunities because we're a
13 magnanimous city, it is a we are insisting that you
14 give a good faith look and so it's a little more
15 restrictive than I think that you described in your
16 last answer and I'm interested in knowing what that
17 means exactly for a contractor; what does good faith
18 look like and how could you get tripped up, because I
19 think that people could get tripped up with that?

20 JACKIE MALLON: So I would say here's how
21 it works and it has worked very successfully with
22 many, many companies, including the Barclay Center,
23 we do it every year in Coney Island, Armani Exchange,
24 etc., etc. What they get is, they get to work with
25 us and we customize the recruitment plan based
specifically on their needs, they get to tell us
exactly what the requirements are, exactly when they

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wanna do interviews, exactly what the interview
process should be; then it's on us to find the
qualified candidates locally and deliver to them and
so far we've been very, very successful, so I mean
people don't always trust that the government has
great service, but once we get a chance to talk and
customize it for them, it works really, really well
and it's just an expansion of the work we're already
doing.

CHAIRPERSON GARODNICK: Okay, I think we
should tread carefully; I think you're right, what
you're describing here makes a lot of sense, custom
made programs for people who are doing business with
the City to give them a chance to help hire people
who we're training; that's good, but if it feels like
we are being heavy handed about it, I think that's
when we'll start running into challenges in our
contracting process and whether -- you know, costs
will go up for the various things that we're trying
to do. Let me go to Chair Miller and then we've got
Council Member Rosenthal and Council Member Barron
again.

CO-CHAIR MILLER: Thank you, Chair.
Actually, my concern is the reverse and... [laughter]

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1
2 yeah, and whether or not we have the teeth that's
3 necessary to make sure that people that benefit from
4 city contracts and city subsidies actually benefit
5 those that we're looking to help and so what
6 mechanisms outside of what was just described. So I
7 guess I'm also -- you know I may be talking more
8 about those that fall into the living wage category;
9 are any of those participating in the program that we
10 should be mindful of and if so, what percentage?

11 [background comments]

12 MIQUELA CRAYTOR: Could you just help
13 frame -- I can speak more about how we think -- or at
14 EDC at least in the current HireNYC program as the
15 result of this administration's interests we are
16 starting to attach enforcement mechanisms to HireNYC,
17 which is again a piece of the broader First Look
18 effort, so I can speak specifically to that. In
19 terms of living wage, that is something that
20 obviously EDC is responsible for a big portion of
21 fulfilling those mandates; we are responsible for
22 putting the structure in place to follow through on
23 that promise.

24

25

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CO-CHAIR MILLER: So I think I was merely asking, are any of those employers involved in that involved in this program as well?

MIQUELA CRAYTOR: Right. So that's the thing that we're still sort of sorting out, if you will; as I referred to in the testimony, we are now moving forward, for the first time ever at EDC, where many of our properties that we manage and held leases with different individual businesses, they are now, for new leases, will now have to be compliant with HireNYC; at the same time, a few months ago we have the Living Wage Law and so same sort of population of businesses are also having to be compliant, depending on their category. So we will make sure that -- there will be some overlap and at the same time, you know, as our name says, we don't wanna stifle business activity, so we are treading lightly to make sure we make this as business-friendly as possible.

[background comment]

CO-CHAIR MILLER: Going back to training and is there training being done for those already employed in particular industries to kinda enhance the skill sets?

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KATY GAUL-STIGGE: Yes, we actually... part
of the 7 percent that we are funding is for what we
call sometimes incumbent worker training, so someone
who's already working within that field. SBS has run
a very successful program where actually government
and the private company themselves both invest in
that training, so everybody's got skin in the game
and there's mutual benefit to the employer and the
worker to train their worker as well as we see a wage
increase after that training is delivered. So we are
calling for increasing those as well as training
those who might be unemployed to enter the labor
market.

CO-CHAIR MILLER: So in those instances
where the City or other agencies are involved in the
investment and the training, does the employer then
guarantee that they will compensate them accordingly?

JACKIE MALLON: Yes. This is an
application-based program and the awards in part are
based on the company's commitment to provide wage
gains, subsequent to training. Historically, average
gains are around 15 percent, so this is why there's a
call to expand, but yeah.

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CO-CHAIR MILLER: Yeah, I would suspect
that, you know when you increase productivity and...
[interpose]

JACKIE MALLON: That's right.

CO-CHAIR MILLER: and increase the skill
set that may even cause your insurance to go down
because the guy is skilled and you don't pass that
on, that would be just bad negotiation. And then I
have one more question about the bridge program that
I think was \$60 million and so forth, are some of
those involved CUNY and DOE as well?

KATY GAUL-STIGGE: Absolutely. CUNY and
DOE are strong partners in bridge and right now we're
working to figure out how we can work together. CUNY
in fact has some of the strongest examples nationally
of this kind of program.

CO-CHAIR MILLER: So do you think that
they are best resources considering the disconnect
that they may have from those who are kinda removed
from those educational institutions?

KATY GAUL-STIGGE: Well I think that, you
know our Department of Education Adult Literacy
Programs, I am familiar with how you know they work;
as the parents of students who are in school as well

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as CUNY does outreach for their particular bridge
programming, so it's not only just your traditional
students; they do outreach to disconnected youth or
adults that might not have normally been in that
system.

CO-CHAIR MILLER: And one final question.
As we talked about the makeup of the task force and
you talked about the business -- and I'd like to see
specifically those who are involved -- were there any
MWBEs involved in that?

KATY GAUL-STIGGE: I'll have to get back
to you on that; I don't know off the top of my head,
but the list of the members is here and I'll share
with... [interpose, background comment]

CO-CHAIR MILLER: Okay.

KATY GAUL-STIGGE: Oh yeah, McKissack &
McKissack, Cheryl McKissack was on... [interpose]

CO-CHAIR MILLER: Okay.

KATY GAUL-STIGGE: the task force.

CO-CHAIR MILLER: Thank you.

[background comments]

CHAIRPERSON GARODNICK: Council Member
Rosenthal.

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COUNCIL MEMBER ROSENTHAL: ...much and
thank you for that question, Council Member Miller;
I'll be interested in learning more about the MWBEs
as well, to the extent of their involvement.

But I really have two questions or two
groups of questions; one just has to do about your
expected funding for these programs and second, I'm
interested in citywide, all contracts, the \$17
billion world of contracts. So let's first -- about
your funding, I can't tell, I've read through this,
but I can't quite tell. Are you contemplating over
the next five years adding any City funds to the
budget to spend on career pathways?

KATY GAUL-STIGGE: It's a good question.
So we don't... What our mission was here that you've
read about, is to try to make sure that the \$500
million that we currently have in all of these
workforce programs and provide a unified strategy to
move New Yorkers up. We do anticipate asking for
some City funding in these first years to get these
programs started, as well as one-time cost for data
infrastructure in order for us to make sure that we
can have these unified common metrics that we call
for in the system, as well as funding to launch one

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brand and make sure everyone has got a new service
structure for that.

COUNCIL MEMBER ROSENTHAL: So I think I
noticed that that data infrastructure request is in
the budget now, right; in the November modification?

KATY GAUL-STIGGE: I will have to get
back to you specifically, but...

COUNCIL MEMBER ROSENTHAL: Right. I'd
like to learn more about what that's going to look
like; it's very exciting, it's very, very exciting
and it's terrific and it's just what we need. I
happen to have looked, you know, at five IT contracts
lately that went from \$1 million to \$5 million and
sort of learning all the reasons why that happened,
so this sounds ripe for something where that could
happen, for all the reasons that those other
contracts exploded -- differing agencies with
differing missions -- so would really like to learn
more about that. [crosstalk]

KATY GAUL-STIGGE: That would be
excellent for us to make sure that we're not falling
into any of those mistakes; that would be...

[crosstalk]

COUNCIL MEMBER ROSENTHAL: Right.

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KATY GAUL-STIGGE: we'll be happy to work
with you on that.

COUNCIL MEMBER ROSENTHAL: Great. Thank
you. And then I think there's some other money in
the budget now, in the November modification, in
Small Business Services and... [laughter] Well, I mean
I think we have to understand it, because the initial
goal of -- we're spending \$500 million today; are we
allocating our resources the way we wanna be
allocating them? And you know, it sounds to me like
-- and it might be fine; we all might be fine with
it, but I think you know we have oversight
responsibilities in the sense of, well is there any
piece of that \$500 million today that we could be
reallocating for the \$1 million data contract or the
\$2 million SBS services for a job training program --
just vaguely recalling in my head what it is. But we
have \$500 million in the budget today and I see that
in your appendix you lay out some of what -- you call
it -- I can't quite read it 'cause I'm old, but I
think it says snapshot of NYC Workforce System, so
I'm gonna assume that these last 20 pages do not add
up to \$500 million... [background comment] They do?
[background comment] Ew, I love that. Then could I

1 get that on a spreadsheet? Because in eyeballing it,
2 I can knock out \$10 or \$15 million today and I know,
3 in talking to the contracts people, that the City
4 absolutely has the right to end a contract today,
5 tomorrow and if you're not getting a quality job
6 today, with the contract that you have, I don't
7 understand why we would put another dime in the
8 budget for the new things that you're talking about,
9 which again I wanna emphasize I'm really totally
10 excited about it; I mean this is exactly what you
11 know we asked our mayor to do when we hired him was a
12 workforce task force in City Hall to pull together
13 the \$500 million worth of stuff that the City does,
14 but I'm not convinced you're reallocating to the
15 extent you can, even today and it would give me pause
16 to approve these budget modifications, even if we're
17 talking about a de minimis amount; I mean even if
18 we're talking about \$3 million in total or \$5 million
19 in total, you can't tell me there's not \$5 million in
20 this \$500 million that you can't find today, and I
21 just... I think we're gonna need to review it, you know
22 just a little bit more. Okay. So that would be my
23 first sort of set of questions I'd appreciate follow-
24 up on.
25

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And then my second set of questions have
to do with sort of the larger pile of contracts and
something that's really concerned me is this
disconnect between the City having to follow the
State General Municipal Law to give a contract to the
lowest possible bidder and our joint and... you know,
everyone's on the same page wanting to pay a living
wage or \$15 an hour, and something that I would love
to see added to this, which is sort of why I love the
million dollar data system, is can we be tracking how
much money in each of our \$17 billion worth of
contracts that the City is paying for; do we know
that in those contracts or in the subcontracts or in
the sub of subcontracts that our city tax dollars are
going to pay workers at a living wage where they're
getting health benefits? We have control over \$17
billion worth of stuff and if we could be... we need to
figure out how to resolve that disconnect between the
reality that we're probably underpaying through our
own city contracts and the General Municipal Law and
if that means a sort of joint effort with the City
Council and the Mayor's Office going to the State to
lobby that the General Municipal Law be... you know,
that it be changed to give some latitude for a living

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wage or other social justice goals, I think we need
to do that. So I don't know that there was a
question in there; do... [laughter] Would you consider
looking at something like that? [laughter]

KATY GAUL-STIGGE: Yes, yes we would.
You know, we did call out that we wanted to pursue
further job quality goals, including legislation
which would... sort of a broad bucket this would
definitely be part of.

COUNCIL MEMBER ROSENTHAL: I think it's
important. Thank you. Thank you, Chair.

CHAIRPERSON GARODNICK: Thank you.
Council Member Barron and then back to Chair Arroyo.

COUNCIL MEMBER BARRON: Thank you, Mr.
Chair. Actually the questions I have are somewhat
similar to my colleagues. So you had the list, and I
referred to it earlier, of all the agencies and
partnerships that are funded; have we ever ended a
contracted or an arrangement?

KATY GAUL-STIGGE: Oh yes.

JACKIE MALLON: Oh yes.

COUNCIL MEMBER BARRON: And what were the
reasons that you did that?

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JACKIE MALLON: In our case, typically
for poor performance, 'cause they were... [crosstalk]

COUNCIL MEMBER BARRON: Poor performance.

JACKIE MALLON: there wasn't a good
return on... [crosstalk]

COUNCIL MEMBER BARRON: And have you ever
attempted to get money back because of poor
performance?

JACKIE MALLON: We have been through that
-- Actually, our contracts are reimbursement based
and the... [interpose]

COUNCIL MEMBER BARRON: Okay.

JACKIE MALLON: 20 percent is reimbursed
on the basis of meeting performance goals, so...
[crosstalk]

COUNCIL MEMBER BARRON: Okay. And I
heard you particularly reference Barclays.

JACKIE MALLON: Just once, but...

COUNCIL MEMBER BARRON: Okay, can you
expand on what that relationship is with Barclays;
I'm particularly interested because they made all
kinds of promises to the City in terms of housing and
oh maybe we'll have an arena here and all we got was
an arena; housing is coming now in housing that's

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prefabbed, so it does not in any way generate the
jobs that people were so excited about and promised.
So I would particularly like to know what it is that
the arrangement is with Barclays.

JACKIE MALLON: Okay, I can only speak to
one thing... [interpose]

COUNCIL MEMBER BARRON: Speak a little
closer to the mic.

JACKIE MALLON: Oh sure; sorry. I can
only speak to one thing and our relationship with
them is about connecting residents of Community Board
2, 4, 6 and 8, I think, and NYCHA residents to jobs
at the Barclays Center, which they have been a strong
partner and have... we've been very successful at
helping them do that and... [interpose]

COUNCIL MEMBER BARRON: Has the community
in fact certified or have you gotten data that in
fact shows that... [crosstalk]

JACKIE MALLON: Yes.

COUNCIL MEMBER BARRON: this has
happened?

JACKIE MALLON: Yes. Yes... [crosstalk]

COUNCIL MEMBER BARRON: I would love to
see that.

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JACKIE MALLON: Sure.

COUNCIL MEMBER BARRON: Okay.

JACKIE MALLON: Absolutely.

COUNCIL MEMBER BARRON: Good. Thank you,
Mr. Chair.

CO-CHAIR ARROYO: Thank you, Mr. Chair.

So you're anticipating asking for City funding in
Fiscal Year 16; how much; for what agencies to do
what?

KATY GAUL-STIGGE: So we are anticipating
repurposing the majority of this money, as we
discussed, but as I just mentioned, we're talking
about asking for some investments up front for some
of these one-time costs in order to building, for
example, the data infrastructure, the one brand and
to help kick off some of these projects. We have a
request that we've submitted to the Office of
Management and Budget that we are meeting and
discussing with them -- would you like me to review
it?

CO-CHAIR ARROYO: Are they still so
unuser-friendly or is... have they changed some of this
administration?

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4 KATY GAUL-STIGGE: We are working...

5 [crosstalk]

6 CO-CHAIR ARROYO: So how much... How much
7 are you asking for?

8 KATY GAUL-STIGGE: So for next year we
9 were asking for \$20 million for a variety of agencies
10 to kick off or launch our bridge programs, some of
11 the industry partnerships and the data that I was
12 describing.

13 CO-CHAIR ARROYO: So how does that split
14 across the agencies?

15 KATY GAUL-STIGGE: I have more detail
16 that I can provide to you, because otherwise; I mean...
17 [interpose]

18 CO-CHAIR ARROYO: I'm sure the public
19 would like to know... [crosstalk]

20 KATY GAUL-STIGGE: they would... they would
21 split across EDC... [crosstalk]

22 CO-CHAIR ARROYO: Don't you guys wanna
23 know what agencies; how much?

24 KATY GAUL-STIGGE: Department of Youth
25 and Community Development, EDC, HRA and SBS, so all
of our partner agencies that are here; we're trying

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to make sure that we have a unified workforce
strategy with everyone.

CO-CHAIR ARROYO: Now this is not new
money; this is money that's currently baselined in
the budget that you're looking to repurpose or band
new money?

KATY GAUL-STIGGE: It will probably be a
combination and I can't speak exactly to how much
from each bucket at this time, but we could get back
to you. When you have budget hearings with each of
these agencies, since we're not a fiscal agency,
there would be more information to be able to be
provided at any of that time.

CO-CHAIR ARROYO: Okay. On the Good
Business seal program, what's the criteria for a
business to be awarded this certification seal; what
are we calling it; seal...? [crosstalk]

KATY GAUL-STIGGE: NYC... It's called NYC
Good Business and we're referring to it as a seal for
the time being; it's... [interpose]

CO-CHAIR ARROYO: Like restaurant letter
grading, kinda?

KATY GAUL-STIGGE: Similar concept.

CO-CHAIR ARROYO: Okay.

KATY GAUL-STIGGE: Right, but
essentially, the way we've structured the program,
given while this administration and many policymakers
have very positive goals for workplace behavior, we
don't have a good way of tracking that, so our first
phase of the project, which will be launching early
next year, is basically making it a very large tent
to invite businesses in to take the assessment; we're
working with a third-party who's developed this type
of assessment called B Corporation, Benefit
Corporations. So we are taking a truncated version
of that; it should take about 20 minutes for a
business to take a series of questions that have been
ones that over several other thousand other
businesses across the country have taken, but we've
just taken a subset of those questions. And so
anyone who takes that assessment will basically get
their own grade, if you will, of how they measure up
with workplace practices and they'll be invited to
improve on that grade. So if they agree to improve..
[interpose]

CO-CHAIR ARROYO: What's being measured
though? What's the criteria... [crosstalk]

KATY GAUL-STIGGE: So...

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CO-CHAIR ARROYO: for them to receive it?

KATY GAUL-STIGGE: A number of different things, such as; do you offer your workers benefits, healthcare benefits, what is the wage level you offer them; is it a living wage, so we have wage standards, if that's related to the question. We ask about what other types of benefits, like do you have a profit-sharing model; do you have a 401(K) or other types of employee savings program. The one thing we realize is that while some industries cannot pay necessarily a very high wage, there are other types of work benefits that they can provide to make the job a better job and so we recognize there's not one size fits all to get there and so we've tried to create a program that really allows many people to get to that place in the process making the journey an education one and if they have agreed to improve on their practices, we're giving them the support and resources to do so. So the partners we are working with in the communities, they'll be doing a lot of the outreach with these businesses; we're just getting to a place where we're ready to actually meet with various Council Members' offices to talk through the nuances of the program, but we were very excited

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that we have the opportunity to put as part of the
portfolio of resources for the report.

CO-CHAIR ARROYO: So what's the incentive
for the business to even bother?

KATY GAUL-STIGGE: That is the biggest
question we're trying to solve through this, is that
we believe; we've heard from various businesses, that
many of them want to be good businesses, but they
don't know how; this is an accessible way for them to
start that journey, a very small time commitment,
though it's not insignificant, 20 minutes and in just
taking that assessment they'll probably learn a lot
because they'll see where do they stand up against
their peers and in the taking of the survey, the
assessment, you'll actually learn a little bit about
other businesses are doing to do perhaps different
employee benefit programs, a whole bunch of different
options, and if they've agreed to improve and say
they want to take more time, they'll be connected to
free programs and resources. The even larger carrot
at the end of the journey is, we're gonna give free
marketing support to how you communicate this to
your customer base; you communicate it to whether
it's another business that you do business with or

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other, just you know, people in the neighborhood that
wanna go to your coffee shop or restaurant, etc. So
we're really trying to make it... you know we're very
ambitious, but this is why we started with a goal of
500 businesses and we'll have time to refine it to
make it really useful for everyone.

CO-CHAIR ARROYO: Now on the service
contracts that the City RFP's for, I suspect that
many of the organizations that hold those contracts
probably don't pay health insurance benefits because
the contracted services are priced, or the
competition for it, you know the lowest bid
competition forces organizations to minimize the
benefit to their employees, so how are we looking at
how we contract for services and what we as a city
contribute to poor wages? Because we're pricing the
service of a meal to seniors or home health care
services, etc. so low that they're not going to be
successful in the numbers or their performances
because the wages that they must pay have to be low
in order for them to remain competitive. It's a real
bad, vicious cycle that we need to figure out how to
get out of. And you're all shaking your head,
meaning you agree, but... [crosstalk]

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KATY GAUL-STIGGE: And I... Well certainly
your colleague stated something very similar; was
beyond the scope of this... [interpose]

CO-CHAIR ARROYO: I understand that.
But... but I think you...

KATY GAUL-STIGGE: first report, but I
think that we're making a... [crosstalk]

CO-CHAIR ARROYO: you guys all work for
the same mayor, right... [crosstalk]

KATY GAUL-STIGGE: Yes, we all work...

CO-CHAIR ARROYO: so you'll take a
message back, you know, so as HRA, ACS, all of the
other agencies and the contracts that they execute
across the city for services and how those salaries
that are paid to workers that are part of that
organization's contract is something that we
absolutely have to look at without breaking the city
bank or budget. Because we, in our communities, many
workers for these nonprofits across the city live,
many don't have health insurance; many do not get
paid very good salaries to help them stay... and keep
their families healthy. And I can't not ask a
question about how worker cooperatives can be
factored into this good business model; we've been

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having a conversation around this type of business
since the beginning of this year and everything I
heard at the hearing that we held in February, these
companies pay better wages, provide better work
environments for their workers and the profit-sharing
and all those things are addressed. So I think it
would be foolish for us not to exploit the
opportunity that worker cooperative businesses in our
city can provide us as we address this issue of
workforce development and bringing jobs online that
are gonna pay above a living wage, 'cause I don't
know who can support a family on \$13.00 an hour in
this city, that's just insane to think that that's
acceptable.

KATY GAUL-STIGGE: We... you know, one of
the task force members, Steve Dawson of PHI, one of
the largest worker cooperatives in the nation, was a
part of it, so we certainly learned from his strategy
on raising the floor as well as his strategies on
good business and I think SBS and EDC both have
particular worker cooperative and entrepreneurship
programming. [background comments]

CO-CHAIR ARROYO: Yeah, we're paying for
it.

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[background comment]

CO-CHAIR ARROYO: We're paying for it.

JACKIE MALLON: Well yeah and as we've
talked about... [crosstalk]

CO-CHAIR ARROYO: No, but... but I think... I
have to... [crosstalk]

JACKIE MALLON: agree.

CO-CHAIR ARROYO: I have to raise that as
one of the sectors in the business world and they cut
across all industries and I think it is really
incumbent on us to exploit the opportunities that we
can create for better jobs by way of creating
businesses that are going to make a real solid
investment in their employees, because the small
businesses are looking to make a profit whether or
not they're gonna pay better wages because they get a
seal or not is all not clear and I'm not sure that
that's always going to be possible given the economy
and everything else considered, but the worker
cooperative business model is one that starts from
the ground up looking to be a better opportunity for
workers. Thank you, Mr. Chair.

CHAIRPERSON GARODNICK: Thank you. I'm
just gonna finish with some cleanup questions here

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and then we will move on to our next number of
panels. I wanna note that we've been joined by
Council Member Ferreras and we were joined by Council
Member Gentile.

In the report you talked about how 25
percent of people who are placed in jobs today return
back to public assistance after 12 months. What was
not clear; that seemed like... well was certainly... you
know, I don't even wanna judge whether that's a high
number or low number; tell us what the number should
be. What's the right target number for the number of
people who realistically, practically, after being
placed in a job could be expected to return back to
public assistance after 12 months; presumably it's
not... ideally it's zero, but it's probably not; what
is the realistic target number there?

KATY GAUL-STIGGE: Well I would just want
to first state that one of the things is that we
don't want them to return to the exact same service
that they were receiving before cash assistance and
Commissioner Banks is much more articulate than I on
his goals for that number, as well as the connection
between cash assistance returning and homelessness; I

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would be remiss to try to articulate his specific
goal at this time.

CHAIRPERSON GARODNICK: Okay. Well this
goes to the broader issue that I was raising before,
which is with the absence of the measurable outcomes
that we actually are looking for, it's hard to
evaluate our level of success or even our goals in
some instances, so maybe whoever's the HRA rep, maybe
they can actually -- you don't need to answer it now,
but you can have him respond back to the Committee,
because we'd like to know his view on that subject...
[crosstalk]

KATY GAUL-STIGGE: Yes, we will.

CHAIRPERSON GARODNICK: and if you are
coming up to testify, I suppose we could ask you
directly. Okay. On the question of the industry
partnerships, in your opening you said that it could
be housed... the coordination of industry partnerships
could be housed either in City government or
contracted through an RFP. What's the vision for
this exactly? So you have -- well give us the
thinking on either scenario and what it would look
like as a practical matter to bring industries

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together who would be qualified to do that either
internally in City government or externally.

KATY GAUL-STIGGE: Well we have... the good
news is we have two that are already started; we have
the healthcare and technology that have just --
technology just been announced in the last six
months. The idea is to hire and bring on board top
notch people from the industry who really can convene
and have the conversations that match the labor
market information with what employers really need.
When we have suggested in the testimony and in the
report that they may be either housed in City
government; currently they are housed in SBS and
Jackie Mallon can speak to specifics about the way
they're currently operating; we also wanted to allow
ourselves the flexibility of discussing whether or
not a contracted agency or I'm sorry, a CBO might be
the right appropriate person to bring together such a
group, especially when it came to our thinking about
retail and food; those are going to be very different
kinds of conversations; we're gonna be doing
something new and exciting here where we're really
gonna be talking about job quality and looking to the
great work of the CBO community and the advocate

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community makes us think that perhaps that would be
the right house for that. We'll be putting out
concept papers and discussing this as we're moving
forward with implementation.

CHAIRPERSON GARODNICK: Okay, let's talk
about the CBOs for a moment because recommendation
four has tripling the training investment to \$100
million annually by 2020 and it proposes that
agencies like HRA or DYCD engage with industry
partnerships to develop certain training programs for
positions that pay above the minimum wage. So one
question about the involvement of these agencies is,
why wouldn't we just commission CUNY or community-
based organizations, some of which already operate
successful training program, to develop these sorts
of things; what's the value of having HRA and DYCD
doing it themselves?

KATY GAUL-STIGGE: Oh, well let me
clarify. Actually I think what you've articulated is
correct. What we are stating there is that currently
HRA and DYCD do not operate specific skill-training
programs. When we look at the 7 percent that are in
occupational skills training; SBS, DOE and then
there's some smaller programs that really fit under

that bucket, and what we wanna do here is have, no matter if you go into DYCD or you're a young adult, that you would have opportunities for skills training if you happen to be receiving services from HRA that you would have the opportunity for skills training. It is anticipated that those agencies would contract out to CUNY or to high quality CBOs for the delivery of the training; that that step would be the next step. The important new piece of information there is that if you went into their offerings now you would not see that kind of employer-driven, sector-focus training that we wanna see in all of our workforce agencies and that's what's new; I anticipate that they would deliver it in the same way that SBS and others have through CUNY and high quality sector-based CBOs that really get it and really can deliver for employers the kind of training they need.

CHAIRPERSON GARODNICK: But I guess that goes back to the chart which we were discussing before, which I did wanna come back to; this was the trajectory of education and also the various agencies that could provide particular levels of skills-based training. When you are somebody who needs or wants

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these services, how will we avoid the feeling that
you're just getting bounced around within a city
bureaucracy; how does that city brand of this is the
place you go; we will tell you how to get what you
need; then we're gonna work with everybody else to
try to facilitate opportunities; how do you eliminate
that feeling that you're just getting bounced around?

KATY GAUL-STIGGE: It's a really
important question; I think the first way that we are
designing this to be different is that currently what
would happen is, if you went to one of the agencies
and they didn't let's say provide any occupational
training, as the majority of them did not, they would
say here's a list, an old photocopied list of other
training programs that they may or may not qualify
for or that may or may not be in your neighborhood,
etc. What we're talking about here is having a
unified system in where no matter where you're going,
if you're at DYCD and you're a young adult, you would
now have opportunities to enter training programs or
if you're at HRA there would actually be occupational
training. Therefore I think, you know in each
instance you wouldn't necessarily feel like you have
to go somewhere else to receive the kind of high

quality sector-based services that we see as the
centerpiece of this new strategy.

CHAIRPERSON GARODNICK: I think that's
important to find ways to smooth that out, because I
think that will be helpful and does what you're
really looking to do with the whole report, which is
integrate it and make it feel like a unified whole,
so I think that's important.

Jobs First New York City proposed a
network of Youth Opportunity Centers in communities
where the most unemployed young adults live to help
them reconnect to education, develop career plans and
link to work experience and jobs as necessary and
they apparently have been effective in other cities;
we don't see any of that in this report and I wanted
to ask whether or not you all are contemplating
piloting any of those sorts of centers in areas with
high youth unemployment.

KATY GAUL-STIGGE: So we worked with Jobs
First New York; they helped us convene some youth
input to this report, and so in our recommendations
five and six we do call for kind of more of a
general; we don't specifically call out in the detail
that they have done here, but we are talking about

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working with philanthropy and others to make sure
that youth and high-need job seekers have work
experience as well as work with these sector-based
intermediaries. So I see a synergy with some of our
recommendations with what they're proposing.

CHAIRPERSON GARODNICK: Okay, that seems
like a valuable option. Okay, the last question that
I have and it really goes to where I started; it's
actually your recommendation number 10, which is to
reimburse workforce agencies on the basis of job
quality as measured by numbers of people who are
working full-time, the wages, job continuity, etc.
Now on one level, you know it's what I have been
asking for since the beginning of the hearing, which
is some way of tying outcomes to what we're doing.
On the other hand there is obviously some risk in
tying payments to deliverables; if agencies feel like
they won't have the ability to be compensated for
work they do with some of the most difficult, least
trainable people out there, then they might
marginalize them and not give them what they need,
but I fundamentally agree with what you're trying to
do in recommendation number 10, so can you say a
little bit more about that and how you would avoid

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the challenge that I described while also delivering
on a good outcome and making sure that our money is
well spent here?

KATY GAUL-STIGGE: You very clearly
understand the conflict there, right; if you say we
only wanna get people \$30 an hour jobs, then suddenly
you've eliminated working with a huge population. So
what we have proposed and what we're working on in a
series of common metrics are outcomes that include
looking at not only employment but transition to an
effective employer-based training program, look at as
a positive end result. So in order to have a
continuum, like the graph that doesn't quite make
sense, you know, but if it did, the idea would be
that at each of those breaks there would be measuring
a handoff that that individual had actually received
a bridge program that got them to let's say the 10th
grade level, that then they entered a highly sector-
based, employer-based training at the end of that.
That is a new outcome that we're proposing that I
think addresses specifically your concern that you
don't want to wait all the way until their employment
or steady employment; you want to see progress along
a continuum and we have indicated some measures that

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we think are trying to do that. I just wanna say
that we also did that in conjunction with something
called the benchmarking project, which is looking at
foundations and how they try to measure those interim
success measures as well as our new Workforce
Investment Act measures that are going to be in
effect in 2016. So we've been looking at all of
these outcome measures and trying to design citywide
metrics that will look not only at the job quality
and wage gains but also these handoffs in-between so
we can actually show progress.

CHAIRPERSON GARODNICK: Okay. Thank you
very much for your testimony and for your presence
here and also for all the work that you did on this
plan; we look forward to many future conversations on
this. And with that we will call our next panel. So
thank you very much for coming. [crosstalk]

KATY GAUL-STIGGE: Alright. Thank you
very much.

CHAIRPERSON GARODNICK: Next up is
Douglas James of the Department of Consumer Affairs,
if they're coming to testify separately. [background
comments] Okay. Suri Dutch from CUNY; Jason Turner
from formerly of HRA. [background comments] [pause]

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Suri, it looks like you're all alone over there; let
me call the... let me see if the other folks are
actually present and going to be testifying with you;
otherwise we will join with the next panel.

[background comments] And what about Douglas James?

No Douglas James, so we're gonna add on David
Fischer... actually, let's just make this... do we have
enough chairs for a five-chair panel; let's do it.

David Fischer, Katy Belot; sorry if I've done damage
to your name, of the Partnership of New York City,
and Beth Broderick from the Center for Court
Innovation. Are any of you here? [background
comments] Yes. Good. Come join us and I think we
have a panel.

'Kay, Mr. Turner, we're gonna start with
you and why don't you get started while everybody
else gets settled? Hit the button on that mic and
you'll be on.

MALE VOICE: Folks, keep it down, please.

[background comments]

CHAIRPERSON GARODNICK: Also, because of
the time of day we're gonna do a three-minute clock
and I will just ask the sergeant to tee that up...

[interpose]

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CO-CHAIR ARROYO: We need another chair.

CHAIRPERSON GARODNICK: And we need one
more chair also, because I did what I'm not supposed
to do, which is put five people on a panel together,
but you know, just felt right at the time, so what
the heck. [background comments] Right. Right.
Okay, so we'll get settled and we'll get the clock
going, but not before you start talking.

JASON TURNER: So are you ready, Mr.
Chairman or no?

CHAIRPERSON GARODNICK: You know what, go
ahead; you can take advantage of the fact that the
clock's not set up yet. Just go ahead and start and
he'll start ticking it off as soon as he gets back.

JASON TURNER: Alright. Thank you, Mr.
Chairman; I'm looking forward to being here at City
Council; I haven't been here for 12 or 13 years and
I've enjoyed my time as Mayor Giuliani's Human
Resources Administration commissioner from the years
1998-2001. So my remarks are going to revolve around
that part of the report that relates to the Human
Resources Administration, which I'm well familiar
with and for which the Mayor has issued a detailed
new plan.

I think the plan sets up a false dichotomy, some of it you've heard here today. They dichotomy is -- should we be focused on getting people jobs and a maximum number of people jobs or should we be more focused on education and training and raising wages? It's a false dichotomy because you want ought not to look at it at the point that you make a decision to help somebody get a job as compared to go into training. So for instance, there were 92,000 people that went into to jobs, according to HRA's numbers in 2013 and you heard here today that the goal is 30,000 education and training slots at CUNY; there's no other outcome shown.

Okay. With the testimony today we heard that there's 75 percent success of people who go into jobs and don't come back to welfare, according to the City. The City also said today, here in front of this committee, that six out of seven people who begin a two-year CUNY training program will fail to graduate in three years. So now let's take a three-year window; don't just look at it as a snapshot; what happens after three years of being in a job versus three years of being in a CUNY education and training slot? Well there's six out of seven chances

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now that you're not going to graduate; the City wants
to improve on that. Suppose they double the outcome
and go from six out of seven failing to five out of
seven failing and compare that to 75 percent working
and not coming back on welfare. This really I think
highlights the false dichotomy that I've been
describing. Actually, people don't take an entry
level job and just stay there, they move up and move
on; whereas somebody who's in a training program is
outside the labor market for the entire period of
their training and that has a cost, it has a big
cost. [bell] In fact, if you look at African-
American men who had three years of low wages
consecutively and you look at them six years later,
only 27 percent are still in a low-wage category; the
rest have moved up. Now you look at African-American
men who go through WIA training and the research
shows, when you measure treatment versus controls,
that there's no net impact from the training. So
you're taking people out and you're in a failed
system. So I would argue that the City should
maximize the number of people going into employment
and then help them from there.

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CHAIRPERSON GARODNICK: We probably will
have some follow ups for you...

JASON TURNER: Okay.

CHAIRPERSON GARODNICK: so thank you for
that. Suri, why don't you go ahead.

SURI DUITCH: Thank you. My name is
Suri Duitch; I'm the University Dean for Continuing
Education at CUNY and oversee workforce development.
Thank you Chairpersons Garodnick and Arroyo and the
members of the committees for the opportunity to
testify.

The public workforce system envisioned in
the report *Career Pathways: One City Working Together*
represents a tremendous opportunity for deep
integration of CUNY into that system. CUNY has long
been a major pathway to the middle class for New
Yorkers; that has become even more the case as
college degrees and other post-secondary credentials
have grown in importance and as CUNY's size has
increased to its current 274,000 degree students and
over 200,000 students in continuing education at 24
institutions throughout the five boroughs, CUNY's new
Chancellor, James B. Milliken has identified
bolstering CUNY's role in preparing and advancing the

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New York City workforce as one of his own top
priorities, making this report in the City's plans
even more timely, from CUNY's perspective. CUNY was
active on the task force, participating in its
leadership committee and discussions and providing
feedback on the recommendations. The report mentions
CUNY's current efforts to develop a more college- and
career-ready population, including its accelerated
study in associate's program which has more than
doubled three-year associate degree graduation rates
to over 50 percent; the early college high schools,
which has significantly increased both high school
and community college graduation rates for students
who were not on track and attend college and CUNY
Start, which has greatly improved the prospects of
students with significant remedial needs to graduate
from community college.

I'll just make a few comments on a number
of the recommendations of the report that are most
directly relevant to CUNY. First, clearly CUNY will
work closely with the existing and future industry
intermediaries that the City sets up and supports and
we welcome that opportunity to do so. CUNY will play
a key role, I would say, clearly as well in advancing

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the workforce under the recommended career pathways
framework. Katy Gaul-Stigge, in her comments, talked
about bridge programs and the fact that the report
cites LaGuardia Community College's GED bridge
program specifically and we look forward to having an
even greater role in supporting and delivering those
bridge program opportunities in this new scenario and
generally participating in increased investments and
training and education that will help New Yorkers
more competitive for 21st century jobs and careers.

The report also talks about the crucial
role of college preparedness, the ability of adult
students to translate life and work experience into
college credits and the need for career counseling as
part of the college experience. And while citing
several of our excellent programs also presents the
University [bell] with new opportunities to step up
and support the workforce. A workforce system that
prioritizes access to good jobs, career tracks and
education, training and credentials needed to access
those jobs must by necessity have the City's public
university system as a central partner. CUNY looks
forward to playing this role in the New York City
Workforce System going forward. Thank you.

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CHAIRPERSON GARODNICK: Thank you. Okay,
go ahead.

DAVID JASON FISCHER: Good afternoon.
I'm David Jason Fischer, Senior Fellow for Workforce
Development [bell] at the Center for an Urban Future.
The Center is an independent policy research
institute that reports on issues of economic growth
and equity in New York City.

I want to share some observations about
the Mayor's Office of Workforce Development and the
Jobs for New Yorkers Task Force Report. I should
disclose my involvement with that report; I was a
compensated editorial contributor and advisor; my
testimony isn't about the report, it's about the
implementation of the proposals and some related
concerns.

It's helpful to really briefly consider
what the workforce development landscape looked like
before the current administration took office. Over
the pervious 10 years New York City's workforce
programs achieved a great deal of progress,
demonstrating for the first time the ability to make
job placements at scale and earning credibility with
employers who previously had never looked to city

training programs to fill their hiring needs. I
would suggest that if you hadn't done these things
you couldn't really do any of the things that the
administration now proposes to do regarding job
quality and greater investment and training.
Unfortunately, these numbers didn't necessarily
deliver a great deal of value for the customers. An
emphasis on rapid attachment at maximum scale meant
that job quality was an after thought. Average
hourly wages for these mostly low-skilled jobs were
generally still at poverty or near poverty levels.

Nor was this the only problem; New York
City really had a workforce system in name only; it
would be more accurate to describe it as a half dozen
or so mostly uncoordinated subsystems that operated
in defiance of the idea that they essentially served
the same people with the same problems. As you heard
from Katy Gaul-Stigge and her colleagues earlier, the
City has taken a couple important and encouraging
steps to address these concerns. I want to talk
about a few of the challenges that stand between the
vision that they articulated, the vision of the task
force support and its fulfillment.

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For one, changing the overall mission of the system means little without reconsidering the countless smaller choices made in service of the prior mission. City agencies have made years worth of decisions regarding staffing and management, resource allocation, employer engagement, customer service, data collection, evaluation and so on, all with an eye toward achieving the old goal of rapidly attaching as many people to work as possible. New priorities require new choices within and across City agencies and it's gonna be important for all of the institutions involved to reconsider everything they've done toward the new goal of job quality and career advancement.

Another implementation concern has to do with industry partnerships, which we talked a lot about on the first panel. Industry partnerships reflect a welcome realization that to deliver significant value for job seekers and workers programs must solve a problem for employers. Done well, they will more closely align supply and demand to fill a wider range of job openings and open new roads for worker advancement. There are many potential pitfalls however. The partnerships must be

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adequately resourced, they must be developed with
unique goals, organization and partners, they must
not only demand focus, but I would say employer led.
It concerns me that they're talking about keeping
them within city government; that's a great way to
undercut your credibility with employers.

Government won't have all the answers
here; it might not even be asking the right
questions. To avoid the dangers, I would encourage
the Office of Workforce Development and the Economic
Development Corporation to convene many task forces
of key stakeholders [bell] for each of the industry
partnerships. Is that my time, I'm done; should I
keep going? [laughter]

It flies while you're having fun. We'll
pose a question to you; we'll give you another chance
at the end; how's that? [crosstalk]

DAVID JASON FISCHER: Very good. Thank
you.

CHAIRPERSON GARODNICK: Okay. Go ahead.

KATY BELOT: Good afternoon. Thank you
for the opportunity to testify. My name's Katy
Belot; I'm the Vice President of Education and
Workforce at the Partnership for New York City.

The Partnership is an organization of the City's major employers and business leaders. Collectively, Partnership members employ over a million New Yorkers and they really celebrate the deep and diverse talent that has made New York City the capital of innovation that it is. However, many employers are frustrated by a shortage of skilled workers, particularly when it comes to jobs in technology, healthcare and certain client-facing positions.

Last year the Partnership released the New York City Jobs Blueprint that highlights the problems of the City's highly fragmented approach to workforce development and the general failure to fully engage employers or industry associations in a meaningful way. The proposals recommended in the Career Pathways report seek to address these fundamental problems.

Our view is that there should be a heightened focus on career and technical education in the city's schools and the CUNY system. Today less than one-third of high school graduates are ready for college or a career; the Partnership is working with the Department of Education to develop a program for

improving student outcomes within CT schools and
programs.

We are in the process of completing a
survey with PWC, the global consulting firm, that
will help inform public policy and reform allocation
to support CT programs that provide relevant
preparation for available jobs and rigorous
academics, as well as a smooth transition to advance
training or higher education. We look forward to
sharing the survey findings with the Council.

Several initial findings are of
particular importance -- there is a serious shortage
of internships and meaningful work experience
opportunities for CT students; schools and nonprofit
service providers have largely been left on their own
to connect with employers and secure the resources
required to support high quality CT programs; there
is a lack of standardized measures for the
effectiveness of programs and in some cases a serious
shortage of well-prepared teachers and relevant
subjects.

The City channels \$500 million a year
into workforce development, only seven of which has
been going towards actual skills training. We are

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very supportive of the recommendation to increase
funding for skills training programs, particularly
those that are driven by industry. The newly
authorized federal Workforce Innovation Opportunity
Act offers expanded flexibility to localities and the
use of federal funds as well as incentives for
increasing employer engagement. We no longer have to
continue making unproductive investments because of
restricted federal requirements and historic
patterns. This is the moment to rethink our approach
to workforce development and the Career Pathways
report is an excellent place to start that
conversation. [background comment] Using data to
monitor performance, hold contractors accountable and
to direct funding are among the most important
recommendations in the Career Pathways report.
[bell] A data collection and sharing system is not
currently in place and we would encourage the Council
to support the aggressive timeline to establish
system-wide data infrastructure; that's a really key
point.

Two recommendations in the Career
Pathways report raise a red flag for employers -- one
is the suggestion that the City will somehow develop

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criteria and single out high road employers and the
other is specifically how the City procurement
process will be expanded.

These proposals should be carefully
reviewed with industry and employer representatives
to fully understand their implications and to ensure
that they do not discourage employer participation in
the more effective workforce development system.

Thank you again for the opportunity to be
here today and we look forward to partnering with the
Council and the City.

CHAIRPERSON GARODNICK: Thank you very
much.

BETH BRODERICK: Good afternoon,
Chairpersons Arroyo, Garodnick and Miller and members
of the Committees. My name is Beth Broderick; I'm
the Project Director at the Staten Island Youth
Justice Center, which is a project of the Center for
Court Innovation. Thank you for the opportunity to
speak.

The Center for Court Innovation is a
nonprofit organization that is devoted to reducing
crime, assisting victims and improving public
confidence in the justice system. Each year the

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Center's projects collectively serve over 60,000
juveniles and adults in some of our most economically
disadvantaged neighborhoods. This includes justice
centers in neighborhoods like Red Hook, Harlem and
the Bronx and violence prevention programs in Crown
Heights, Bedford-Stuyvesant and the South Bronx.
Employment is a critical need for many people served
by our programs. It is estimated that 1 in 3 adults
in America have a criminal conviction. As the
Committees know well, a criminal conviction may
preclude a job seeker from engaging in certain types
of employment or licenses and there is ample evidence
that many employers simply refuse to hire persons
with a criminal conviction, in violation of New York
State Law. By some estimates, half of all people in
prison or jail have at least one mental health
problem and many have learning disabilities that make
getting and keeping a job difficult. The workforce
system struggles to meet the needs of formerly
incarcerated, especially those with mental health
needs or learning disabilities. According to the New
York State Department of Labor, approximately 14,000
persons with a disability served by the workforce
system statewide, only 39 percent entered employment

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compared to 59 percent rate for all job seekers. The
Center for Court Innovation has several programs that
help formerly incarcerated individuals reintegrate
into their communities and obtain employment. For
example, the Harlem Community Justice Center operates
a reentry court that works with 250 moderate and high
risk parolees annually, employment is a central need
for these clients and the reentry court has been
shown to reduce recidivism and preliminary results
from a soon to be released evaluation indicate that
the reentry court clients are also employed at a
higher rate relative to similar persons on parole.

Up Next is a workforce development
initiative at the Midtown Community Court. Launched
in 1993 the Midtown Community Court sentences low-
level offenders to help pay back the neighborhood
through community service while at the same time
offering them help in problems that underlie criminal
behavior. The Up Next Program serves unemployed,
noncustodial fathers and provides tools and resources
for participants to successfully compete in today's
job market and to connect with their families.

The Brownsville Community Justice Center
seeks to reengineer how the justice system works in

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Brownsville, Brooklyn; in particular, the justice center is dedicated to building multiple off ramps for young people who come in contact with our justice system. Although still in the planning phase, the justice center currently serves as the workforce development provider for three Cure Violence projects in Central Brooklyn. Through these and other initiatives, the justice center provided 222 paid opportunities for Brownsville youth last year, most of whom had contact with the justice system; many of whom continued on to college or employment.

In Staten Island, where I work, [bell] the justice center operates Justice Community Plus, which is a job readiness program for young people affected by community violence. Funded as part of the New York City Council's Cure Violence Initiatives, the program serves youth 16-25 at risk of being impacted by community violence, offering individual case management, life skills workshops and service-learning projects. We also partner with the New York City District Council of Carpenters Labor Technical College, serving as the borough's referral site for building work, such as a pre-apprenticeship training program and last year over 120 applicants

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connected with us regarding the program; all
successful program graduates are currently employed
with various construction union apprenticeship
programs.

CHAIRPERSON GARODNICK: I think we're
probably gonna need to leave it there, but we have
your full written testimony and... [crosstalk]

BETH BRODERICK: Absolutely.

CHAIRPERSON GARODNICK: I know I know
Chair Miller has questions; he's gonna start off for
this panel.

CO-CHAIR MILLER: So briefly -- I know
you were speaking about the CTs and -- where are you
from?

KATY BELOT: Partnership for New York
City. But full disclosure -- I spend part of my week
working at the Department of Education with the
career and technical education teams.

CO-CHAIR MILLER: Good. Good. Good.
Because obviously those are the folks that we need to
be posing these questions to. So how serious are
these conversations along and obviously there's been
a lot of conversation over the past year or two about
CTs and I think that we've kind of come back to the

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reality that there is a real need for these skills,
but not a lot of opportunity being provided, not a
lot of schools that actually provide these
opportunities. What do you realistically see in the
future and how do we partner?

KATY BELOT: I think the sky is the limit
with CT. So there's currently 51 dedicated schools,
76 schools that offer CT programs. We just completed
a survey of all the schools, the entire landscape,
and got a pretty amazing 90 percent response rate, so
are preparing to have really a baseline understanding
of what's going on in our CT schools and programs for
the first time, including who they're partnering
with, what kind of supports they're receiving, what's
working; what's not and the partnership really looks
forward to working with the Council, the DOE, the
Mayor's Office of Workforce Development and having
that inform resource allocation along the lines of
the recommendations in the report to really bolster
CT and take it to the next level.

CO-CHAIR MILLER: Okay, that's good. So
we will be able to access that information; we can
kinda get back and be helpful. Okay, I see. Thank
you.

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CO-CHAIR ARROYO: I have two questions to
follow up to the CT programs. Do we have a sense of
the quality of the programs and whether or not they
are providing meaningful skill development education
to our youth?

KATY BELOT: Well I'll start, but I would
just say that you have an expert, the former senior
director of CT to my left. So I would say that my
observation and my time at the Department of
Education has been that there is vast disparity in
equality of CT; some have very robust employer
partners, are able to place many students in
meaningful work-based learning experiences, offer
mentors and others are kind of on an island on their
own. So I think infrastructures... [crosstalk]

CO-CHAIR ARROYO: Others are what?

KATY BELOT: Seem to be... you know,
they're much more isolated; they haven't been able to
really develop important relationships, for many
different reasons.

CO-CHAIR ARROYO: Okay, yeah... [crosstalk]

KATY BELOT: So DOE...

CO-CHAIR ARROYO: in the room, right?

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KATY BELOT: I think... Yeah, I think
Vonda...

CO-CHAIR ARROYO: Somebody taking notes?

KATY BELOT: Yeah, whoever. Yeah...
[background comments] Yes.

[background comments]

DAVID JASON FISCHER: As Katy said, I'm a
former senior director for Career and Technical
Education and we had the great fortune of beginning
to work with the Partnership for New York City and
bringing Katy in while I was there.

The things that we worked on while, you
know -- and this was during the previous
administration -- was really about trying to make
sure that every career and technical education
program offered a real path to career track
employment; obviously that path was likely to run
through post secondary education as well, but the
idea was; 1. to make learning relevant by talking
about what young people might be doing when they
reach adulthood and get on a career track; 2. to
begin to give them a professional network and a
social network that they could tap into to advance
themselves in their careers and 3. to provide a

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context for the traditional academics that they were
learning. As Katy said, I think we sometimes do that
very well; we sometimes do that very poorly. Katy
mentioned there are 51 designated CTE schools now;
there were 18 a decade ago, so when you have that
kind of explosive growth, you know, you have some who
really took it to heart and built a great program and
others who said hey, this is a waive and I'm gonna
ride it. Not to tell you guys your business, but I
think I would be very excited to have City Council
dedicate a full hearing to career and technical
education. I'm biased obviously, but I think it's
that important and I think it's a very rich subject
to delve into.

CO-CHAIR ARROYO: We agree. Now I have
CUNY question. Recommendation five, improve and
expand CT -- well we talked about that -- and college
preparedness programs and adjust CUNY's alternative
credit policy...

SURI DUITCH: Right.

CO-CHAIR ARROYO: have you started doing
that work and what is that going to mean to the
students...? [crosstalk]

2 SURI DUITCH: So to address... What does
3 that mean? I think the Mayor's Office and we
4 struggled a little bit with how do you describe this
5 in a way that people will actually understand in a
6 short way. So essentially what that means is, that
7 there are various ways that higher education systems
8 and institutions can recognize and give credit for
9 past experience, life experience, work experience and
10 there are some great examples of that happening in
11 the CUNY system and I'll single out, for example, the
12 adult degree program at Lehman College in the Bronx
13 where there's a long history of working with adult
14 students to acknowledge their experience and help
15 them advance toward earning their degrees. It hasn't
16 as much been taken on on a system-wide basis and my
17 interpretation is that that's one of the things that
18 the report is urging CUNY to do and we're looking at
19 it very seriously because I think it's an important
20 part of the landscape when you're talking about
21 advancing the workforce. There's no replacement for
22 earning a college degree; not everyone's going to do
23 it, but many people can and this is one of the ways
24 we can help people to do it.

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CO-CHAIR ARROYO: And if you look at our
returning veterans who... [interpose]

SURI DUITCH: Right.

CO-CHAIR ARROYO: come with a wealth of
experience on the ground that would benefit greatly
from being able to get their experience credited, for
lack of a better term, on their path to higher
education and strengthen the veteran services that
CUNY provides to help our veterans get through this
process. They're in the weeds; they're not out there
waiving a flag, here I am, I need help; we need to be
better at identifying who they are and be able to
help move them along on sustainable, good careers;
after all, they did take a moment of their life to
serve our country and what we're doing for them as it
relates to the higher education system is horrendous.

SURI DUITCH: Well I think it's a great
example; there is a lot of support at CUNY for
veterans; it's not an area that I'm an expert on; I
don't think [interpose] that there is enough...

CO-CHAIR ARROYO: I don't wanna debate
you; my daughter is in that system, experiencing a
great deal of frustration as a veteran... [interpose]

SURI DUITCH: Well...

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CO-CHAIR ARROYO: in CUNY, so let's not
debate here today 'cause it's not constructive...

[crosstalk]

SURI DUITCH: Okay. And I'm sure this
is not the first conversation...

CO-CHAIR ARROYO: but it is a population
who unlike many of the ones that I advocate for in my
community -- unemployed, underemployed -- have great
skill already that can... and we can propel them on to
a career path that can help them reintegrate into the
world that they no longer understand or who
appreciates the work that they've done for us. So
thank you... [crosstalk]

SURI DUITCH: I think the point about
awarding credit for their experience is a really
important one and it's something that we need to be
doing more of, clearly.

CHAIRPERSON GARODNICK: Thank you, Chair
Arroyo. My question is really for Mr. Turner, I
think. Your testimony, as I understand it, suggests
a complete disagreement with what's being proposed,
if I heard you correctly, and I wanna just probe that
a little bit more, because one of the questions that
I had asked the administration when they were up

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there was what the proper targets should be for
getting somebody into a job. They didn't really have
an answer to that and the number that you cited about
75 percent of the people who get placed in a job are
still in that job more than 12 months after versus
the 25 percent who come back. Can you just...
[crosstalk]

JASON TURNER: Not on welfare; in that
job or a subsequent job, yes.

CHAIRPERSON GARODNICK: Right. So can
you say a little bit more from your perspective what
the right path should have been here for the
administration and also what the right number should
be in that regard as to -- you know, the best case
scenario, what is the smallest number you could
expect for somebody coming back under some sort of
public assistance after being placed in a job?

JASON TURNER: Okay. Well let's put the
people we're trying to help into two categories,
those who have lots of experience or some experience
and are looking to move up the ladder and those who
have intermittent experience or no work experience.
In the second category, job training has been shown
to be ineffective; this is something that's been

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acknowledge by the agency; they point to a research
report; that is the City, in its testimony,
acknowledges that job training for welfare recipients
has not been successful and they point to the proper
study that shows it really doesn't make much of a
difference, and I'll explain why and then what's a
better approach and what we should look at.

The reason is, for those who have
intermittent or very low prior work activity, what
employers are looking for is work habits first, not
work skills first. Work habits are coming to work on
time, getting along with co-workers, not acting out
when your supervisor tells you what to do and
sustaining effort for a full eight-hour day, those
are basic work habits; if you don't have those, going
to CUNY for two years isn't going to get you in a job
that you can stay in. So you build on your work
habits and what your employer does is as you've been
in the job and you've been successful in the job, he
teaches you in the job or you can get skills outside.
Another way of saying the same things; one employer
that we talked to said, "I hire my \$18 an hour
employees from the ranks of those who are already
working for \$12 an hour where I can call their

1 supervisor and get a reference. I don't employ \$18
2 an hour people from those who've not been at work and
3 have been through a government training program."
4 That's pretty much what all employers say. So what
5 we wanna do is get people into the ground level; it's
6 not realistic to think that a government training
7 program is going to get people who are non-workers to
8 skip over the bottom rungs, go right to the third or
9 fourth rung, leaving the others behind and making all
10 New Yorkers above average, it's just not realistic;
11 everybody has to start somewhere.
12

13 Okay, now for the right metrics. The
14 right metrics, the big metrics are the big three --
15 poverty, dependency and employment. Under Giuliani,
16 the proportion of mothers without high school that
17 were in the labor force in 1996 was 14 percent and in
18 2001 it was 46 percent. So employment is a big jump,
19 so we shouldn't discard that and say well it's not
20 realistic because they were only in entry level jobs;
21 they were, but they move up from there. Second,
22 dependency; the beginning of 1996 under Giuliani, 1
23 in 7 New Yorkers was dependent on taxpayers through
24 the welfare system; at the end it's 1 in 21. And
25 then third is poverty; in 1996, compared to 2001,

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African-American poverty went way, way down. So to
conclude this part of my response, we should look at
the proportion of people that are currently receiving
welfare, if you're talking about HRA now, which I'm
referring to, currently receiving welfare, what
portion of those move into employment and how many
are employed at 12 months and then from a second set
of questions is, from among those who are employed
after 12 months, how have they done 24 months after
that, so take a 36-month look.

CHAIRPERSON GARODNICK: Alright, thank
you very much for that. We don't have any further
questions for the panel, but if anybody wanted to add
anything to that, you're welcome to, otherwise we
will thank you for your testimony and for your
presence here today. And we will call up the next
panel, which is Matt Ryan of ALIGN, Davon Lomax from
Building Trades and Jonathan Westin from New York
Communities for Change, if everybody is still here.
And following them we're gonna hear from Marjorie
Parker of Jobs First NYC, Kevin Douglas, Sandy Myers
and Jackie McKinney, so that's the next panel after
this one.

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Gentlemen, welcome. You wanna kick it
off?

DAVON LOMAX: Good afternoon. My name is
Davon Lomax; I'm the Political Director of District
Council 9 of the Painters and Allied Trades, an
affiliate of the Building Trades and also a graduate
of Construction Skills 2000; it was mentioned in the
Mayor's report, and a proud graduate of Thomas Edison
High School, which is a CT high school.

I would like to thank the Committee
Chairs, Garodnick, Arroyo and Miller and the
Committee on Economic Development, Committee on
Community Development and Committee on Civil Service
and Labor for the opportunity to speak regarding the
Mayor's Career Pathways report.

The New York City Building Trades is an
umbrella organization for the AFL-CIO affiliated
Construction Unions with jurisdiction in New York
City. Our affiliates represent about 100,000 union
construction workers in the City. Our members live
and work in the City and they help drive the economy
in the city. The Building Trades advocates that all
public work in economic and community development
should be tied to well-paid careers that help sustain

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our local residents and economy. The Building Trades
supports the recommendations in the Mayor's report on
Career Pathways to change the focus from simple job
placements or goals to the creation of well-paid
careers at all levels of education and all sectors.
The New York City Building Trades submits that the
building trade unions have approved the model for
workforce development through out industry-wide
apprenticeship training programs that spends billions
of dollars of private funding to educate and train
people for careers in construction. Our
apprenticeship programs range in duration, generally
from 3-5 years and provide on-the-job training,
classroom training and other hands-on skills; our
apprentices work while they learn. The Building
Trades has made and met substantial commitments to
provide new apprenticeship opportunities to the city
residents, including NYCHA residents, high school
students, women and veterans. The New York City
Building Trades also commits to general local hire
and employment policies. The Building Trades submits
that the Mayor's Career Pathways report highlights a
crucial opportunity to connect more New York City
residents with good union construction careers. The

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New York City Building Trades has partnered with New
York Communities for Change and ALIGN, based on our
shared priorities and mutual goals. We want to
connect construction spending in the City's economic
and community development initiatives to good union
jobs in our existing pre-apprenticeship programs.

The New York City Building Trades and its
community partners have committed to support a local
hiring goal of 30 percent for city residents,
including our goal of 15 percent of apprenticeship
opportunities for disadvantaged city residents for
all city projects. This commitment can be increased
to keep pace with our available work opportunities
where development policies include requirement for
area standard wages and benefits and the New York
State Registered Apprenticeship Training Programs.
There is no limit to our commitment because such
high-road development policies create more union
construction work opportunities. As union work
opportunities grow, so can the apprenticeship [bell]
and hiring opportunities for city residents.

Policies that encourage non-union development with
high profit margins to the non-union developer only
drains our local economy; they often offer basic 10-

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week work readiness programs instead of a bonafide
New York State Registered Apprenticeship Program,
they also offer low wages and temporary jobs, non-
existent or inferior health insurance and pensions
and no standard for local hire employment. The
City's Public Works, Economic and Community
Development policies should require high-road
policies that support good-paying careers. Thank you
for the opportunity to address the Committee.

MATT RYAN: I'd just also like to thank
the Committee for the opportunity to speak here today
and talk about this workforce plan. Again, my name
is Matt Ryan; I'm the Executive Director of ALIGN.
ALIGN is a long-standing alliance of labor and
community organizations united for communities,
climate and jobs with justice. I'll be brief, just
in light of the time constraints we have here.

Our organization's been working very
closely with the construction trades, community
organizations and faith groups in the Alliance for a
Just Rebuilding and also on a new initiative that's a
10-point jobs agenda to help meet the City's new 80
by 50 climate goal. I'm really proud to stand here
today with Davon and announce this local hiring

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initiative that we're working with the Construction
Trades Council on. Just to reiterate, I think that
the career pathways framework for workforce
development is a right approach to looking into this,
but we have to think smartly about construction
specifically and we believe the city should expand
good job standards in development to include local
and targeted hiring on publicly funded projects;
specifically, I think 30 percent is -- if we were to
adopt this as a city, this would be the most
progressive local hiring policy in the nation and New
York City should be leading on local hiring and
targeting to disadvantaged communities.

I'm gonna skip ahead here just in light
of time. One thing I'd particularly like to note is,
I think there's an emerging model for this kind of
partnership in the Sandy Build It Back construction.
Here the administration is not only turning around
post-Sandy recovering, but also making sure public
construction dollars go the distance to create more
community opportunity. ALIGN, as the coordinator of
the Alliance for a Just Rebuilding, has worked with
the administration to build and develop the Build It
Back local hiring initiative that recently kicked off

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with the Sandy Recovery and Opportunity and Resource
Fair in the Rockaways. This initiative is an example
of linking community-based organizations,
congregations, workforce pre-apprenticeship programs,
organized labor and business, so when we talk about
feedback groups, which was part of the discussion
earlier, I would just highlight that part of those
feedback groups really needs to include community-
based organizations, churches and other local
organizations so that we can work in real time from
the bottom up to channel people into job
opportunities, just as we're working better to
harness public subsidies and other public works
projects for maximum benefit. And I'll leave it at
that. Again, I think new local hiring and training
standards, if implemented, would be the most
progressive policy here in the nation and we're
excited to try to make this a reality.

JONATHAN WESTIN: Good afternoon. My
name is Jonathan Westin; I'm the Executive Director
of New York Communities for Change; we're a
community-based organization that represents over
45,000 members throughout New York City and on Long
Island. I wanna thank Committee Chair Garodnick for

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pulling this together, along with Committee Chair
Arroyo and Committee Chair Miller. Thank you for
having us here and thank you for allowing us to
testify before you.

We as New York Communities for Change in
alliance with ALIGN, with the Building Trades
Construction Trades Council and many other community
organizations around the city, created a coalition
called The Real Affordability for All Coalition,
which is advocating on behalf of affordable housing
throughout New York City that's actually affordable
to folks in the neighborhood so that they continue to
maintain and live in the city for decades on end.

And within that we have been working
toward a model of building affordable housing and
building affordable housing that is actually
providing jobs that are careers, which I think is a
very big difference between the types of jobs that
are being created in many cases within the affordable
housing industry, where many of these jobs are one-up
jobs, temporary jobs for workers that pay minimal
wages and continue to keep people at or below the
poverty level. We at New York Communities for Change
have organized workers in many of the lowest wage

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industries in New York City, including the car wash
industry, the fast food industry, the supermarket
industry and other industries where low wage workers
are working. We believe that if much more is not
done, there is a pathway toward having the
construction industry become similar to those
industries, where they are literally paid minimum
wage to do these jobs. Right now there is
construction industry and a union construction
industry that pays and puts people on a pathway
toward careers where they can actually afford to feed
their families and put food on the table and pay rent
in the most expensive city in this country and we
believe that it is to the City's advantage to
incentivize, promote and demand that the jobs that
are being created, especially on our end within the
housing development world, in the affordable housing
specifically, are jobs that are created that will
actually benefit workers on a pathway toward careers
and we believe that that is through the unions and
through working with the Building and Construction
Trades Council and others to make sure that this is a
reality, and at the same time that we are building,
as the Mayor has promoted, a 200,000-unit plan of

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affordable housing, that we are actually not only
creating these jobs; we are promoting the folks in
the neighborhoods where this housing is being built
to actually access these jobs and access these jobs
in a way that lead toward careers that they can
maintain. So we [bell] are honored to be on the
panel with the Building and Construction Trades
unions and promote a program of local hiring within
our communities that would take on these jobs and
build to career pathways.

CHAIRPERSON GARODNICK: Thank you all
very much and thank you for your announcement on the
goals on local hiring. Can you just give, and I know
Chair Miller has questions; I just have one. What's
the percentage today of folks who are local who
participate in building and local projects; do you
have that number?

DAVON LOMAX: We don't have that number
right now; I don't, but I'm pretty sure I can get it
to you.

CHAIRPERSON GARODNICK: Okay. Alright.
Chair Miller.

CO-CHAIR MILLER: So could anyone
elaborate on the actual standards that have been

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created and when does the Council get to take a look
at it and has it been presented to the
administration?

DAVON LOMAX: Repeat that; I'm not... [sic]

CO-CHAIR MILLER: Matt, you talked about
the standards that have been created through the
coalition and so when does the Council get to take a
look at it and has it been presented to the
administration?

MATT RYAN: To the extent that I'm aware,
it has not been presented; I think brand new, hot off
the press, so I think -- I can't speak for everyone
here, but we'd be excited to talk to the
administration and Council soon.

I mean what has been presented to the
administration by the Construction Trades Council and
us as well, is a model of building affordable housing
union at a rate that is affordable from the market
rate where typical luxury development is built at and
creating a new tier of workers that would be able to
participate in the program. So there has been a
model that has been attempted to have been worked
through with the administration; we have yet to hear
back on where it stands.

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CO-CHAIR MILLER: So will all that
information be available to the Committee, to the
chairs; could we get that?

DAVON LOMAX: Yeah, absolutely.

[crosstalk]

MATT RYAN: Yes. Definitely.

CO-CHAIR MILLER: Okay. Thank you.

CHAIRPERSON GARODNICK: Thank you all
very much; we appreciate your testimony. And next up
is Marjorie Parker, Kevin Douglas, Sandy Myers and
Jackie McKinney. Okay, to be followed by Lou
Coletti, Paul Fernandez, Mary Ellen Clark and Lillian
Carino. Alright, go ahead. Who's starting? Go
ahead; we'll start from the right. 'Kay.

KEVIN DOUGLAS: Alright. Good afternoon.
I wanna thank the chairs for arranging this hearing
and for sticking with us; I know you have a long day.

So my name is Kevin Douglas; I'm a Deputy
Director of State Policy and Advocacy with United
Neighborhood Houses; we're a network of settlement
houses and community centers across the city that
serve about half-a-million New Yorkers a year in
multi-service programming from early childhood
education all the way through older adult services.

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A key component of those services are adult education
and workforce development programming and that's why
we're particularly really glad to see that this plan
was put out by the City.

I want to just quickly give credit where
credit is due; we think the City did a really good
job in coming up with a new framework for an overall
orientation to a workforce development system; we
agree that for too many years there was an emphasis
on rapid attachment that led to employment that was
short-term in nature and necessarily of high quality
and we think the overall direction towards more
education, training and careers that you can support
a family on is the right direction.

That being said, there are a couple of
key concerns that we want to raise and hope that the
administration and Council will dive into more deeply
over the coming years when this plan is implemented.
The first really touches on what you mentioned, Chair
Garodnick, at the outset of this hearing, which is
that there isn't a lot of emphasis on the role
community-based organizations can play and should be
playing in this new system. Executive Director
Gaul-Stigge briefly mentioned this afternoon that the

expectation is CBOs will be among those that are
contracted by the City through various agencies to
provide services; our concern was that this wasn't
really highlighted as an important component of the
City's strategy and actually at one point in the
report there was a discussion that really questioned
the ability of CBOs to provide job-relevant training
and connections to industry and we want to kind of
dispel that notion and say that there is quite a lot
of experience in the CBO community.

So there are several -- I see you're
looking at the second page there; there's almost two
dozen examples of programming, whether it's
employment or training, that CBOs are providing right
now effectively in the city and we think it's
important to recognize the role they're playing as
contracted providers through multiple city agencies
and it's particularly important to note that while
the major criticism of the workforce development
system over the years has been its disconnect nature,
settlement houses, community-based organizations have
been able to effectively navigate the system and draw
down contracts from multiple disparate sources with
disparate goals and expectations and create quality,

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comprehensive programming for their communities. So
we think it's important that that idea not be lost.

There are several reasons why we think
it's important for CBOs to play a key role in this
new system; one is the fact that many of them are
driven through their mission to serve those who are
lowest skilled and least employed in our system now.
I think in the previous system many of these people
who had various employment, whether it was lack of
English proficiency, a lack of a high school diploma;
a criminal justice background would seek services
through the City's Workforce 1 Centers and [bell]
were turned away and said go to the CBO down the
road, get yourself fixed up and then come back and
then we'll try to help you. CBOs have been committed
for years to serve this population; have done so
effectively and they need to continue to be able to
do so.

Just to quickly touch on a couple of the
points that Council Members have raised at this
point; I know I'm a little over my time. There was a
question from Council Member Richards about services
in the Rockaways; this is another key thing that
community-based organizations, another role they

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play, is that they're localized in their services,
they're embedded in communities throughout the city
and are a good alternative to centralized programming
in Manhattan or in other parts of the city that
aren't particularly accessible.

One other thing I will mention, 'cause I
know I have to pass this off, is the importance of an
emphasis on soft skills development; there was a
great deal of discussion today about kind of creating
ramps to middle schools careers and training
programs; before people get there they need actual
soft skills; this is punctuality, this is time
management; this is making sure you have appropriate
communication and attire, teamwork skills, and those
are the things that employers actually want more than
a particular skill set, 'cause they could do a lot of
that training on the job. That is something that
CBOs have been doing for a long time and should be
allowed to continue to do so... [crosstalk]

CHAIRPERSON GARODNICK: Thank you. Thank
you very much.

MARJORIE PARKER: Good afternoon, Council
Members Garodnick, Miller, Arroyo and other council
members; I'm sorry I don't know everyone. My name is

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Marjorie Parker; I am the Deputy Executive Director
at Jobs First New York City; we are neutral
intermediary; we're created by private funders, Tiger
Crock [sic] and the New York Community Trust, to work
on the issue of young people are out of school, out
of work and underemployed and I just wanted to say
that we do not take any public funding for the very
reason that we don't wanna be associated too closely
with any of the change in administration or council
members that will affect our ability to focus on the
issue at hand that we fight for.

I am here today and I support all of
Kevin's statements -- I couldn't write all of that
here, so I'm happy that you said that -- just really
talk about one of those populations that Council
Member Arroyo brought up and it's about young adults.
We commend the de Blasio administration for convening
the diverse group of businesses and community and
educational leaders and task them with what we think
is an unprecedented mission to expand opportunities
for hard-working New Yorkers. The Job for New
Yorkers Task Force had a heads tart, with structural
reform and strategies proposed by the Workforce
Funders Group and this is the private investors who

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convene both the CBOs that Kevin talked about, the
intermediaries and the private investors, to propose
a change in the New York workforce system in 2012;
that report came out last year and they would be
happy to talk to you about it and I gave you the link
in my testimony here.

As the City moves to implementation, that
work must include solid initiatives that change the
career trajectory of more than 300,000 young adults
who are not in school and are either not working or
stuck in low-wage jobs. At Jobs First New York City
we call them the 35 percent and they're the 35
percent of the city's 18-24-year-olds not in school,
stuck in low-wage jobs or not working. They are in
this fix because they lack the skills to compete for
jobs that pay a for-living wage and they need ready
access to information. I was happy to hear the
council member bring up Jobs First Youth Opportunity
Centers and despite a large network of Workforce 1
Centers, HRA job centers, DOE centers and even the
libraries that are doing workforce services, there's
no single location for a young adult between the age
of 18 and 24 to get all the help they need in one

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place. We have this for adults; we don't have it for
the young adults 18-24.

If they wanna find a job, if they wanna
reconnect to education and training, if they're stuck
in that low-wage job and they need a place to go back
to, they have to go back into a school, a CBO, they
don't have a single place where they can just go into
[bell] for someone to walk with them on this. So we
are recommending that in the high-need neighborhoods,
there are 18 of them -- they're in Brooklyn, they're
in Bed-Stuy, they're in Bronx, they're in Hunts Point
-- that we look at those places to place the centers
in those places. And what I wanna say, and I know my
time is out, is; young people don't travel out of
their communities for these services; we need to
bring some of these services to them. I just wanna
pick up on something that Katy Belot mentioned
earlier, is that we need a web portal, a centralized
way for people to access information. So we commend
the City for recommending this large-scale change in
services, but if there's no way to find out about
from where you are, if you have to walk there to get
it, then the change that they propose will not be ass
effective, so we are also recommending that. And the

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last thing you also mentioned -- I have to tell you,
I wrote this report at 11:00 this morning 'cause
that's when we decided to testify and I was thinking,
how did he get my report. So the last thing that we
wanna talk about is this career pathway piece into
what we call civil service jobs; there are going to
be large numbers of people retiring and we think that
we can build out the system. The people already
working, that someone else mentioned up here earlier,
they are ready to move to the next place; they may be
ready to move into those civic jobs. I know the
former commissioner mentioned people with good work
habits, well they already have good work habits and
they're ready for the next step. [interpose]

CHAIRPERSON GARODNICK: We need to wrap
it up, I'm sorry, but thank you very much and we
appreciate your thoughtfulness. Go ahead.

JACKIE MCKINNEY: Good afternoon; thank
you for allowing me to testify today. My name is
Jackie McKinney and I am the National Urban Fellow at
Neighborhood Family Services Coalition and I'm here
to testify on behalf of New York's Opportunity Youth
Agenda, also known as NYOYA.

Opportunity youth refers to a population of young adults between the ages of 17-24 who are neither in school nor working; NYOYA is a coalition supported by youth providers, advocates, foundation and private sector partners focused on the reconnection of opportunity youth to meaningful education and career opportunities. We're really excited that the report talked about the youth workforce in the city, but believe that the report did not address the specific needs of the opportunity youth population. Nearly 1 in 5 young adults falls within this opportunity youth population; investment in this population yields benefits not only for the individual, but also for the community. Some of the recommendations that we have include implementing a targeted strategy of community development for communities with the highest populations of opportunity youth, about 56 percent of opportunity youth live in just 20 community districts. We also would like to reallocate funds to design reconnection centers to provide education and career services to opportunity youth. And then we also would like there to be consideration and inclusion on addressing the diverse youth population needs. So this would

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include temporary and year-round employment
opportunities to address the needs of this diverse
youth population, so that includes expanding programs
like the Summer Youth Employment Program and also
year-round models, such as WEA in school youth.

So thank you once again for allowing us
to testify.

CHAIRPERSON GARODNICK: Thank you.
Alright, Sandy.

SANDY MYERS: Sure, great. Hi everyone;
thank you. So my name is Sandy Myers; I am from UJA-
Federation of New York, but today testifying on
behalf of the New York City Coalition for Adult
Literacy, or NYCCAL for short. So I would like thank
the three council members who are chairing the
committee today for sticking around and listening to
us, as well as the staff of the Mayor's Office of
Workforce Development and the members of the Jobs for
New Yorkers Task Force who spent a lot of time over
the summer putting together the report.

So NYCCAL applauds the report's emphasis
on the importance of education; for low-income New
Yorkers, this is oftentimes the first step to

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securing employment and building a foothold in the
job market.

Our next step is to ensure that all New
Yorkers will be able to join and grow in the
workforce, especially those that first must overcome
barriers to employment.

As we heard about today, a key component
of the plan is bridge programs. We wanna make sure
that the New Yorkers who need the bridge to the
bridge are really included in this program and I know
a number of council members asked this question, but
for those New Yorkers specifically, the 1.7 million
New Yorkers who lack English proficiency, a high
school equivalency degree or both, they're the ones
who are really most at risk of falling through the
cracks through this program and we need to make sure
that they have adequate access to programs and as
Council Member Arroyo questioned; how do we make sure
that those individuals have access to classes and we
really need to do our best to expand capacity so
they're able to take advantage of the programs.

We know that education has been the
single most important determinate of employability,
as the report points out and as such, we are

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concerned that it doesn't really have a robust plan
for expanding and devoting resources to adult
education to help those most in need. Specifically,
we also, as my colleagues mentioned, wanna see
specific solutions around the youth and immigrant
communities as well.

The last part of the report, which I know
we spent some time looking into while the Mayor's
Office was testifying, really highlights the wide
range of workforce-related programs and underscores
the need for better coordination. While we do
support a better coordinated effort, we do wanna make
sure that we maintain flexibility for individual
programs in the diverse communities throughout New
York so it's not necessarily a one size fits all
model, but that we have the ability for different
community-based organizations to best meet their
community's needs.

We also know that investing in adult
education is a wise investment for the city; we know
that for every individual in the city who earns their
high school equivalency degree there's a net economic
benefit of \$324,000 over that individual's lifetime;
that comes from increased tax contributions and a

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decreased public benefit utilization, so we know that
if adult education services are better aligned with
workforce development there will be a real economic
return for the city.

I also wanna give a little bit of
historical context that we think is important to keep
in mind as we make this transition. So in 2012 Mayor
Bloomberg created the Office of Human Capital
Development (OHCD), which was a new entity at that
time housed in the Office of the Mayor which has all
of these different responsibilities around workforce
development, skills training and adult education. It
also assumed the responsibility of the Mayor's Office
of Adult Education [bell] previously and the WIB and
we wanna make sure that as this reconfiguration moves
forward that we don't lose that core mission of adult
education, which was part of the key mission in those
groups.

And lastly, we just wanna thank Council
Member Garodnick, who was especially vocal in terms
of the role of the CBOs, which I know was echoed by a
lot of my colleagues, so I don't wanna hound that,
but thank you for raising that and we do also think
that it's important to engage CBOs from the beginning

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to the end in terms of setting up the career
pathways, engaging them on what the needs of the
workforce are and from start to finish. And with
that I will stop. Thank you... [crosstalk]

CHAIRPERSON GARODNICK: Thank you very
much and thanks to all of you for your testimony
today and we appreciate it very much and for all of
your work.

We're now gonna call up Lou Coletti, Paul
Fernandez... is Paul actually here? Is Paul here? Oh
there he is, hey Paul, Mary Ellen Clark, Lillian
Carino and Denise Richardson. Okay, great. And I
think we need one more chair, and as we get settled,
let me just check in and see if John Medina is still
around, still around for the next panel, any John
Medina? [background comments] No? Wow, I can't
really read this name, but from... [background comment]
AIP, GIP Connect, somebody from GI... that's okay,
good. Sorry; I can't read your handwriting; you'll
be on the next panel though and you'll tell us your
name, Anthony Tassy from Adult Literacy Students; you
still around? No? Gregory Brender; you still here?
Oh yes, great. Okay, good; you'll be on the next
panel. Akeem Huggins, Mr. Huggins, are you still

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here? [background comments] Jeffrey Cruz from E.E.
Cruz Construction; you still here? Vanessa Salazar;
[background comment] you're here, Vanessa? 'Kay.
Justice Favor. Yes. 'Kay. And Erica Glen... okay,
great. Okay. So one, two, three, four, five, we
will have one final panel after this one. Sorry to
keep you waiting while I did my housekeeping here;
Mr. Coletti, go right ahead.

LOU COLETTI: Thank you, Mr. Chair;
members of the committee. My name is Louis Coletti;
I represent over 2,000 union contractors working in
New York City and as we've looked at the Mayor's
report we find a commonality in terms of wanting to
create good middle class jobs for New Yorkers. What
we're hopeful that the City administration moves
forward on is to plug themselves into and to
coordinate some of the models that have been
successful in the city rather than trying to recreate
the wheel.

I've given you a lot of paperwork;
probably the best model for construction jobs -- this
is an independent report done by Columbia University
that calls the construction skills program the best
pre-apprenticeship program in the country. I am one

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of the proud cofounders with my former Ed Moy and
Paul Fernandez was the first president and played a
major role in making this the most successful program
in the country. Let me tell you why it's successful.
I've heard a lot of discussion here today about going
away from the placement, well when you look at this
program, this takes and give priority to New York
City high school kids and moves them to the top of
the list to get into the apprenticeship programs that
represent the kind of good jobs that everybody's
looking to fill and 75 percent of the high school
kids that apply to get in this program get in and 80
percent of the kids go into the union trades
permanently where they have good jobs and it's this
kind of a model that we hope that the city begins to
feed into rather than recreating its own model. I am
very proud to announce that the Building Trades
Employers' Association has just been designated as a
corporate partner with the Department of Education
and CUNY University in terms of a p-tech model for
jobs on construction companies in construction
management, civil engineering technology and
architectural technology that we hope will start this
summer. What we don't wanna see is a return to the

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past of failed programs, the old New York plan for
training in which 16 percent of the people that went
through the training program, only 16 percent got
into the Building Trades Unions; if you're not linked
to an apprenticeship program, your job is short-term.
You'll be hired for that job, you'll be fired when
it's over; that's not the way the union construction
industry works. Okay, I get concerned when I hear
things like I heard this afternoon and when I read
things, like I read in the press release; when I hear
things like penalties if you don't comply -- not due
process; what was the term you brought up, good faith
efforts -- if you're gonna impose those costs on
contractors rather than say let us be a resource to
you, what you're gonna get is a bunch of pile of
paper and it's gonna cost you more money and we're
gonna build less public projects with that money. We
have a model that works in the construction labor
management field; hopefully we believe that it will
work -- I'm watching my time -- it will work on the
management side of the table; that's the way to
create good jobs and when you look at the numbers in
here, you will see that of the 8,000 apprentices in
this city, 65 percent are African-American, Latino

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and women and 75 percent live in this city; these are
not our numbers, they're the numbers that the
Department of Labor put together. So we have
successful models and we hope to work with the
administration to replicate and expand these models,
but let's not recreate the wheel and add more
impediments and more costs and more [bell] paperwork
to these efforts. Thank you.

DENISE RICHARDSON: Thank you for the
opportunity to comment today. I'm Denise Richardson,
the Executive Director of the General Contractors
Association; we represent the unionized heavy civil
and public works infrastructure contractors. And I
just wanna follow up with a couple of comments that
Lou made. There are other programs in addition to
construction skills, like Nontraditional Employment
for Women, Helmets to Hardhats, and on the
professional level, the architecture, construction,
engineering mentor program; you may be familiar with
it as the ACE Mentor Program. All of those programs
are designed to bring people into the construction
industry and none of these programs really receive a
steady level of city funding, they're funded
predominantly by the construction industry,

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periodically they will get limited grants, in
particular for NEW, they had a very successful
program bringing women into the NYCHA facilities
management and construction trades; when the grant
ended, the program had to end. So one of my
recommendations to do is, these programs have a track
record of placing people in various sectors of the
construction industry and we would ask that you would
support them on a regular basis. Also, in terms of
some of the discussion that has taken place regarding
city positions, you will be facing an enormous brain
drain on the technical side and on the facilities
management side in City government; also on the
construction inspection side. I would urge that you
use these programs to start to train people not to
take the civil service test, but to do the job.
Historically the way the City has recruited people
into the technical positions is to hand them an
application for a civil service test. What really
needs to happen is the Buildings Department, with
these programs, should start to train people to enter
the building inspection industry, to enter the site
safety inspection industry, it's a growing field,
it's a place where we're always looking for people

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and if the City would partner with us, that would be
a great help. Finally, in terms of the industry
partnerships, I would just urge everyone to remember
that heavy construction, public works infrastructure,
water and sewer main replacement, bridge
rehabilitation; road maintenance is a very different
field than building construction, so I would urge
that as we look at these programs that the needs of
the heavy construction industry be considered. Thank
you.

MARY ELLEN CLARK: Good afternoon and
thank you to the Committee and the Committee Chairs
for giving us the opportunity to speak today. My
name is Mary Ellen Clark and I'm the Executive
Director of the New York City Employment & Training
Coalition, which is an association of over 200
community-based organizations, educational
institutions and labor unions who annually combined
provide job training and employment services for over
750,000 New Yorkers.

In June of this year, the Coalition
worked with Katy Gaul-Stigge and the Mayor's Office
and the Jobs for New Yorkers Task Force to provide
input at our annual summit. Our members were pleased

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to see that many of our ideas and input were echoed
throughout the report. We recently solicited member
feedback on the final report and I would just like to
make a few points, many of which you heard already
today that our members asked me to share.

Many of our organizations work with
individuals that we've spoken about many times this
afternoon who may never be able to get to those
middle-skill and high-skill jobs, so the Coalition
applauds the Mayor's Office for working to raise the
floor to ensure that all jobs are good jobs and
available to all New Yorkers, and for holding
employers accountable for providing quality jobs.

As our member organizations are deeply
involved in building skills that employers seek, we
support the system-wide coordination of data metrics
and contracts, and our members request that the
following four points be taken into consideration:

1. to ensure continued funding for basic literacy and
skills training for the many individuals who may not
qualify again for these middle- and high-skill jobs;
2. in addition to funding training, please recognize
that the importance of ancillary services, such as
job readiness and retention and provide

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considerations for the handoffs or referrals between
partners as new contracts are being created. We
applaud the City's shift to a holistic approach to
individual career development rather than a rapid
attachment to a job. As many of our member
organizations provide specialized services to
formerly incarcerated individuals with disabilities
and veterans; so forth, our agencies often work
together to provide the best services for each
individual. Reimbursement for those services aligns
with this holistic approach and should be fairly
divided among those whose programs contributed to
ultimate success; not just those who place the person
in the job. The third one you've heard also today;
no less important; provide additional funding and
support for programs which focus on opportunity
youth, the 186,000 young people between the ages of
17 and 24 who are not in school and not working and
connecting them with training and jobs. And finally,
please capitalize on the knowledge and capacity
offered by the community-based organizations, the
labor unions and training providers who have rich
knowledge of the communities that they serve in all
five boroughs and strong connections to local private

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sector and jobs. The Coalition is a resource that's
ready to assist as a convener and to help implement
the changes to come. We invite City Council, as well
as City staff to come and participate to a policy
forum in January where we want to explore further the
issues raised in the report and develop capacity
[bell] for the workforce community to implement the
concepts outlined. Thank you.

PAUL FERNANDEZ: Thank you to the chairs
of the three committees and members of the Council.
My name is Paul Fernandez; I'm the Executive Director
of the New York City Carpenters Labor Management
Corporation, which represents the interests of eight
affiliated unions of the New York City District
Council of Carpenters, their 25,000 members and the
1,000 contractors who employ union carpenters in the
city. You have my written testimony; I'll try to not
read directly from that, but just lay out some brief
details that align what it is that goes on in the
union construction industry and what goes on on
public building and infrastructure projects and how
that actually works to promote local hiring in a real
way that provides not just a job, but access to a
meaningful career, and then we have a whole other

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universe of projects in the city where you don't have
the same kinds of outcomes and opportunities that
exist in that universe.

So union contractors, along with unions
in the building trades, carpenters included, all of
them jointly sponsor training programs, both for
entry level workers through apprenticeships, which
involves 2-5 years of training while they're employed
on the project, and all those organizations also
jointly sponsor continuing education and training
services for their experienced members so that they
can remain current in the skills and the technologies
that they need to compete for employment and be
qualified in safe trades people. There is an effort
afoot in I would say the non-union sector to kind of
create pale imitations of what that training system
looks like that would wanna give people in the city
the impression that you can condense all of that
multi-year, lifetime training into 10 weeks and put
people into \$15 an hour jobs, which by the way in
construction is not a good job, it's not retail;
that's not a step up, it's a step down, and call that
equal opportunity and local hiring. That's not
progressive, that's not equal opportunity, that's

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actually a slap in the face to people who are getting
jobs in an industry where the average income is
\$70,000 a year, so putting people into jobs that are
\$15 an hour in construction is not actually giving
them a good career path, if that's the end of the
career path, which unfortunately in many cases is
what occurs. On a public building and infrastructure
side of city construction, we actually have a model
that works which Lou and Denise alluded to, which is;
number one you have labor standards under State Law,
prevailing wages, that require people -- you pay good
wages with benefits for health insurance, pensions
and other important considerations as workers and the
other thing you have is training standards, which is
through the project labor agreements and also through
procuring policies that the city has adopted,
requirements that contractors on major projects
actually participate in bonafide training programs
that are state approved. Now cut to the universe
that if you wanna see that model grow and really
created the kind of opportunities that the three
committees are looking for; what I think the
administration is looking for, you have the private
universe of construction, much of it which gets an

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enormous amount of city financial assistance and why
don't they actually provide meaningful career
opportunities? Number one, they have almost no labor
standards to speak of, other than minimum wages and
they have actually no access to training of any
significance other than when union contractors and
union labor organizations are on those projects and
through the voluntary systems that they already have
in place, people can access those. If you wanna
actually create [bell] a system that everyone I think
in this room wants to, you have to adapt the things
that have been working on public building and
infrastructure to be inclusive to city residents and
bring those to the private construction universe that
get city subsidies. Thank you.

CHAIRPERSON GARODNICK: Thank you. We're
gonna reset that clock too for you, it's a little bit
ahead.

LILLIAN CARINO: Thank you. Well good
afternoon and thank you for this opportunity to speak
on behalf of the 220,000 Local 1199 members residing
in New York City. Local 1199 supports the initiative
to transform the City's Workforce Development
Systems, our union is no stranger to sector-based

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workforce development, having established a labor
management training fund back in 1969. Each year
more than 30,000 members receive education and
training that promote healthcare career ladders. As
the industry expands and new practices surface, we
identify job growth opportunities and offer required
training to fill those jobs. By offering vital
credentials and degrees, we provide and upgrade
skills for existing jobs, improving job performance
and increasing potential for upward mobility. To
make it possible, we focus on adult learning
strategies and needs, such as providing child care.

The Mayor's proposal encourages union
involvement; we believe that this is crucial to
successful career pathways and retention. Together
1199 and management compiles statistics and study
industry trends, including compensation rates, job
safety, performance standards and customer
satisfaction. We collaborate to identify process
improvements, cost savings and quality care
initiatives, which has been the cornerstone of the
1199 labor management project.

One of our strongest allies has been
CUNY, with whom we work to identify new health care

fields, understand job growth prospects, detect and advance training needs and ensure best practices for the targeted industries and job titles. These are quality jobs that contribute to the City's tax revenues and increase consumer spending.

The workforce development initiatives outlined in the Jobs Task Force report should be one key element of an overall strategy to fight poverty and lift the floor for our city's workers. One area of great importance is contracting of social services; these providers are joining healthcare networks to deliver care management, wellness and other preventive services; although they provide vital services to city residents, compensation levels for these workers leave too many living in poverty. The City could engage in a strategy that boosts compensation to livable wages and eventually middle class standards. We suggest that similar to the wage standards set for economic development projects the city set and reimburse livable wages for these providers as well.

In closing, workforce development initiatives increase wages, improve working conditions, create new quality jobs and result in

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reduced poverty, which is our common goal. Thank
you.

CHAIRPERSON GARODNICK: Thank you very
much and we appreciate your testimony and in the
interest of time we are gonna hold our fire here and
invite the next panel, but we do appreciate your
being here, so... and your patience, so thank you.

Alright, our next and last panel is Erica
Glen Byan [sp?], Justice Favor, Vanessa Salazar,
Gregory Brender and the one that I cannot read from I
think GIP Connect.

TIFFANY MATTHEW: Tiffany Matthew.

CHAIRPERSON GARODNICK: Tiffany Matthew?

TIFFANY MATTHEW: Yeah.

CHAIRPERSON GARODNICK: Oh. Alright, you
know, I can make sense of it now. [background
comments] Good. Alright, since you're sitting; why
don't you just go ahead and get started and we'll
start the clock.

[background comments]

TIFFANY MATTHEW: Good afternoon. My
name is Tiffany Matthew; I'm a transgender rights
advocate... [background comments] Oh, sorry.

CHAIRPERSON GARODNICK: One sec; sorry.

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[background comments]

CHAIRPERSON GARODNICK: I started you up
too fast; I'm in trouble with the sergeant, so. And
yeah, he's tough, he's tough. What do you say?

[background comment] We okay? Alright. Go for it,
Tiffany.

TIFFANY MATTHEW: Good afternoon. My
name is Tiffany Matthew; I'm a transgender rights
advocate and peer intern for the Gender Identity
Project at the Lesbian, Gay, Bisexual and Transgender
Community Center. I'm a lifelong New Yorker with a
history of experiencing violence, homelessness and
unemployment. I'm grateful for the opportunity to
address the important workforce issues New Yorkers
face and the Mayor is seeking to address.

One concern for many of us is the
possible shift away from address the needs of the
most vulnerable job seekers -- economic mobility
sounds good, but one of the biggest obstacles I face
when looking for a job is my criminal background.
Nearly 1 in 6 transgender people have been
incarcerated at some point in their lives; among
African-American transgender people, 47 percent have

been incarcerated at some point, compared to the
national average of 2.7 percent.

Nationwide transgender women are four
times more likely to experience police violence and
six times more likely to experience physical violence
when interacting with the police. This often leads
to wrongful arrests and convictions; these statistics
have impacted me personally. I live with the
constant fear of interviewing with someone
transphobic or who fears anyone with a background in
the criminal justice system like me, but due to time
constraints I want to address what we at the Center
feel the real cause of unemployment.

The Center's 25 years of experience
serving the transgender community, emerging research
and the first-hand accounts of transgender people
themselves demonstrate a problem spoken of far less
frequently than HIV, but it demands our attention.
Recognizing the problem of poverty is essential,
especially for those of us of whom economic mobility
is just a dream. Reducing poverty and expanding
livelihood opportunities, including employment, are
the keys to improving the overall health and well-
being of the transgender community.

There are good reasons why transgender people share these stories first without a secure job or stable housing or a path to greater education, health becomes a secondary concern. Transgender individuals are up to four time more likely to live in poverty. One-third of the transgender people of color have income of less than \$10,000 and transgender people are twice as likely to be unemployed and underemployed like myself. I appreciate the opportunity to present my story and the story of many of my friends and peers at the Center; I welcome questions you may have.

CHAIRPERSON GARODNICK: Thank you very much. Would you like to go next? Go ahead.

VANESSA SALAZAR: Good afternoon. Thank you, Chairs Miller, Arroyo and Garodnick and the council members present today for allowing me to speak. My name is Vanessa Salazar and I am here representing the NYC & Vicinity District Council of Carpenters, a representative body comprised of eight individual locals and 25,000 members. I am a business agent with the union and have been a member for over 10 years. While we found some of the language in the Career Pathways report encouraging,

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specifically the text calling for greater
consultation with construction unions on matters of
workforce development and praise for the construction
skills program, I am here to highlight the tremendous
opportunity before us.

The de Blasio administration has the
opportunity to create jobs with family-sustaining
wages; workforce development must be an essential
component of the Mayor's Affordable Housing Plan; the
City can lift people into the middle class, along
with creating affordable places to live. Through
affordable housing and other city initiatives, we can
work together to create good jobs for New Yorkers.
My apprenticeship with the Carpenters Union included
skills and safety training, preparing me for a
lifelong career; we hope to extend this opportunity
to even more New Yorkers.

I became a member of the Carpenters Union
following my participation in NEW, Nontraditional
Employment for Women, which is a pre-apprenticeship
program that provides women a direct entry path into
a skill trade. NEW primarily recruits minority women
from all five boroughs, offering them access to a
workforce sector that has historically in the past

1 been universally male. In the years 2013 and 2014,
2 100 new graduates became members of the New York City
3 District Council of Carpenters; 17 percent of our
4 current apprenticeship program is comprised of women.
5 The women within the District Council are extremely
6 active members, many of them participating in our own
7 women's committee, of which I am part of the steering
8 committee. Women have taken leadership roles within
9 the union, becoming shop stewards, organizers and
10 business agents. Some of these then become community
11 advocates, serving on their respective community
12 boards. I was provided with the opportunity to join
13 the Carpenters Union to receive a free, four-year
14 education that provided me with all the skills
15 necessary to become successful in my career; now even
16 more women have this opportunity.

18 Pre-apprenticeship programs like NEW, the
19 Edward J. Malloy Initiative for Construction Skills
20 and Helmets to Hardhats are programs already in place
21 to provide New York City residents with career
22 pathways. These programs should be included and
23 expanded in any workforce development proposals
24 moving forward, as they have proven to be
25 tremendously successful. Thank you.

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CHAIRPERSON GARODNICK: Thank you. Go
right ahead.

ERICA GLEN BYAN: Good afternoon. My
name is Erica Glen Byan; I'm a veteran of the United
States Air Force [bell] and a union construction
worker with the Laborers Local 79 and a proud
graduate of Nontraditional Employment of Women, for
NEW. As a New Yorker, I am glad that the Mayor's
task force on workforce development sees the value in
partnering with high-quality, pre-apprenticeship
programs. As a resident of Brooklyn East, New York
and a graduate of NEW, I know the difference between
a plentiful, short-term, low-wage work we usually get
in a long-term career, which allows me to thrive and
what defines a good job, a job which provides the
opportunity for further employment, a job which
offers support and training, a job with health care,
a job that enforces safety regulations so we can make
it home to our families at the end of the day, a job
which pays a wage that actually adds up to enough
money to rent or maybe even buy one of these
affordable homes which are mentioned in the task
force report; a career. Today I see labor and
communities standing side by side, calling for 30

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percent local hire on New York City jobs; I see labor
and communities standing together, calling for good,
solid union jobs and making me proud to be a New
Yorkers, proud to be a member of the Laborers Union
and a proud member of the community which raised me
to believe in a struggle to a better life.

I am here today to say that this report
is a good step, but a first step. I want to see New
York City residents offered careers or jobs
subsidized by the City. I want to see developers
offering the kind of jobs that create union careers.
The way I see it, we all have a choice, we can invest
now in training in the creation of opportunities for
low-income communities, we can create a real
partnership between building trade unions and our
city or we can go back to more of the same old thing,
low-wage, dead end jobs. The task force report gives
me hope; now, let's take the first step, those
proposed by the trades and the community coalition
and make them a reality.

[background comments]

JUSTICE FAVOR: Good afternoon. My name
is Justice Favor; I'm here today because I'm a

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testament, testament that pre-apprenticeship and
apprenticeship programs work.

A year ago my life has changed; I grew up
in Far Rockaway, Queens in Hammel Houses. I saw
people struggling with short-term jobs, with lack of
opportunity and with the lowest of hope that comes
with it. I was on that path. Year after year I had
low-wage, short-term construction jobs or was
unemployed; I just didn't see many people around me
getting real careers. One day I found out about an
amazing opportunity to get into a union through the
apprenticeship program, laborers. Local 79
interviewed me and gave me the chance of a lifetime.
I was offered as much free training that was offered
to us; the training had given me the opportunity to
work all over the city. Before us is a document
created by a task force on workforce development; I
am here today to say that I'm an example of what can
happen when real career opportunities to New York
City residents are made available. I've been through
some job training programs, a couple weeks here,
couple weeks there, that lead straight into a dead
end, low-wage job. There is a path of real
opportunity for New York City residents and that is

through the Union Apprenticeship and Pre-
Apprenticeship Program. I am one of many men and
women of color in this building trades and let me
tell you, it's for the first time here with Local 79
that I had a real chance at a middle class life.
It's been my first chance at a long-term career and
I'm running with it. Tell me where else a man of
color with no college degree is offered free training
to make the kind of salary he can save to buy a
house, put a kid through college, a kind of salary
that lets you have breathing room. I want this
opportunity for more people in my neighborhood, which
is why I'm so glad to hear about this new partnership
between labor and community calling for union jobs
and local hire. I know, I hear; non-union
contractors hire people too, that's true, but let's
be clear, no one else is offering the kind of program
that transforms lives and transforms communities. No
non-union contractors offer an in-depth training, no
non-union contractor has committed to my career for
the duration of my working life and no non-union
contractor is offering to help me retire with dignity
and to pay for health care for my family. My story
is one of hundreds of stories like mine and each of

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us have given hope to our communities. Union jobs
and local hire would transform my neighborhood and if
our city commits to real workforce development and
real careers as a mandate on all city-funded work,
thousands of lives will be transformed. Since I've
been a part of the union I've been able to attend to
college and pay for my tuition. Thank you.

CHAIRPERSON GARODNICK: Thank you. Last,
but not least. Thank you for your patience.

GREGORY BRENDER: Alright, since I get to
close this out, [bell] I'll try to be quick. My name
is Gregory Brender; I'm from United Neighborhood
Houses and I'm here today on behalf of the Campaign
for Summer Jobs, a coalition of more than a hundred
community-based organizations that advocate for city
and state investment and effective program models in
summer youth employment.

We commend the work of the Jobs for New
Yorkers Task Force and are grateful that the Career
Pathways report acknowledges the importance of SYEP
and the program's successful track record of
providing work experiences to 14-24 year olds.

We also see that career pathways
recommends increasing the participation of private

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sector employers in SYEP; we strongly support efforts
to engage more worksites and particularly more
diverse types of worksites in the SYEP program; we
think this will be of great value to youth.

One thing we just wanted to note is; part
of the effectiveness of SYEP is that it's a workforce
program and also an education program for the city's
youth. Part of the way it does this is by not having
barriers to entry, with the exception of the lack of
availability of slots, there aren't barriers at
entry, there is no interview process, it doesn't
matter who you are, who you know; who your parents
know. You've gotta get a slot based on a lottery and
that allows it to be a first work experience,
particularly for 14 and 15 year olds who haven't
developed the soft skills that one needs to conduct a
job interview, to basically do what's needed to not
just keep a job but to get your first job.

Therefore, we think the most important change we can
make to SYEP is to continue expanding it. Last year,
thanks to the leadership of the New York City Council
we had a banner year; in the Summer Youth Employment
Program the Council funded 10,700 new jobs; the Mayor
also included 850 new jobs as part of his public

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housing safety plan; we wanna continue this expansion
and continue the successful growth of this program.
We presented a plan last year to expand to 100,000
summer jobs in five years and we look forward to
working with the Council and the administration to
continue the success. Thank you.

CHAIRPERSON GARODNICK: Thank you. And
before we close, Chair Arroyo wants to say something.

CO-CHAIR ARROYO: Thank you, Mr.
Chairman. Erica, thank you for your service.
Justice, from the Bronx, welcome to City Hall and
thank you for your testimony. I think it is
testimony like yours that I love to hear. We
recognize that the report is not perfect and it might
have some legs that we can build on. I think your
example of what is possible when we give real thought
to how we do what we do gives me optimism and I like
to see the glass half full mostly. So I look forward
to engaging all of you in the conversation and thank
you all for your testimony and for your input. We do
get a better product when everyone participates in
the conversation, so thank you all. And Mr. Chair,
my pleasure to work with you.

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CO-CHAIR MILLER: Thank you, Madame Chair
and thank you, Chair Garodnick again for putting this
very important hearing together and I echo your
sentiments about the importance of the Council
actually hearing and engaging all those partners
involved here and I think it's fantastic; I think we
have a lot of work to do, but this is certainly a
first step that we're going to be certainly utilizing
a lot of the resources that became available to us
today and just I'd like to share personally that your
story is my story and that the sky is the limit and
we're about creating opportunity, right and this is a
council that has demonstrated that we respect the
value of our workforce throughout the city and we
want to build but we wanna build smart and
intelligent, so I think this is a great first step;
looking forward to working with everyone who has
given of their time to be here to day because
obviously we could've been anywhere and this is quite
important, so thank you so much and thank you,
Mr. Chair.

CHAIRPERSON GARODNICK: Thank you very
much and we'll leave it there with a final thank you
to everybody for your participation and obviously we

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have a very, very good template for moving forward on
workforce development that was presented to us;
obviously when you turn that and put it into
operation, that's where it gets much more complicated
and much more challenging and the relationship
between the goals and the community organizations and
the goals and CUNY and the goals the folks we
contract with and we will certainly be following up
to do rigorous oversight on these questions on a
going forward basis. But with that I will thank
everybody as well as to the staff of the committees
and with that we are adjourned.

[gavel]

C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date December 24, 2014