

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
Co-Chair

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Laborers Local 79

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2 COMMITTEE ON COMMUNITY DEVELOPMENT AND THE COMMITTEE
3 ON CIVIL SERVICE AND LABOR 7

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

1 coordinating and improving the City's many workforce
2 development programs. The focus of this hearing will
3 be on information contained in a report released by
4 the Mayor's Office on November 21st entitled *Career*
5 *Pathways: One City Working Together*. The report was
6 developed by a task force consisting of
7 representatives from government, organized labor; the
8 private sector, foundations, nonprofits and advocacy
9 groups, all of whom are invested in ensuring the
10 smooth and efficient operation of the City's
11 workforce programs.
12

13 The recommendations in the report would
14 affect the spending of more than \$160 million
15 annually and the operations of at least eight City
16 agencies, including the massive Department of
17 Education and the City University of New York, as
18 well as hundreds of business owners and nonprofit
19 organizations. Its increased emphasis on addressing
20 the long-term skills gap is laudable and long
21 overdue. We have all long heard the complaints about
22 the City's various workforce development efforts,
23 whether it's the lack of success in placing people in
24 long-term quality jobs, the confusion created by so
25

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.

1
2 The report proposes to promote economic
3 mobility by enhancing the ability of New Yorkers to
4 meet the demands of employers in six growing economic
5 sectors; it is hoped that employers in these sectors
6 could be mobilized into industry partnerships that
7 identify unmet labor market demand, shape specialized
8 training programs that qualify workers for openings
9 and build the skills to qualify for progressively
10 higher paying jobs; this is very good. Healthcare,
11 construction and tech seem like no-brainers, since
12 they provide terrific career ladders, leading to
13 higher wage jobs and have substantial growth
14 projected. Less so with retail and food services,
15 both industries with little income mobility and we
16 look forward to discussing that with the panel.
17 Additionally and lastly, the role of community-based
18 organizations is virtually untouched in the report
19 and community-based organizations have raised some
20 concerns about this. How will the City work with
21 community organizations who best know the populations
22 that they serve to bring workforce programs to all
23 New Yorkers? Just as it's important that we work
24 with industry to identify workforce training needs,
25 it is important that we utilize CBOs in community

1 outreach and development. So there are just a few
2 issues to highlight at the outset. I want to note
3 that we have been joined by Council Member Andy King
4 and Council Member Elizabeth Crowley and now I'm
5 gonna turn it over to my Co-Chair for this hearing,
6 Council Member Maria del Carmen Arroyo.
7

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

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

20 Our city's workforce development system
21 serves nearly half-a-million people annually across
22 at least 12 agencies and receives funding from over
23 20 governmental and private sector sources. The
24 system offers programs for a wide range of job
25 seekers, including long-term unemployed, individuals

1 with disabilities -- a particular population I'm most
2 interested in -- people who have been incarcerated,
3 students, recent grads and many, many others. A
4 system of this size you would think would offer
5 enough options for anyone looking for a job in this
6 city, but all too often it is found to be cumbersome
7 and proves to be very frustrating for those who are
8 trying to navigate the services that they should be
9 able to receive. When workforce development services
10 are duplicated by multiple agencies, job seekers are
11 often discouraged from participating in the City's
12 programs and those who do participate often end up
13 with undesirable, poor wage work that keep people in
14 poverty perpetually. The Committee on Community
15 Development recognizes the problem facing the City's
16 workforce development system and we certainly
17 celebrate and applaud the Mayor's Office for the
18 proposals that have been set forward in the Career
19 Pathways Report.
20

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

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

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

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

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1 for Community Development and Kenneth Grace, who is
2 the Fiscal Analyst for my committee. And now I would
3 like to welcome and turn over to my Co-Chair, Council
4 Member Miller.
5

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

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

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

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

1 forward to questioning and hearing testimony from all
2 those involved to ensure that we are doing what we
3 set out to do in this. And so I know that when it
4 was brought to me, I had a few questions and I am
5 looking eagerly forward to bringing that to the
6 administration and others to see that we can
7 certainly resolve this problem that we have in the
8 city of unemployment.
9

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

17 [background comment]

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

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

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

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

11 KATY GAUL-STIGGE: I do.

12 COMMITTEE COUNSEL: Thank you.

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

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

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

1
2 feedback from clients of the workforce system through
3 a focus group organized in partnership with community
4 voices heard and an online survey, which was
5 distributed in eight languages throughout the
6 workforce community and completed by over 800
7 individuals.

8 Second, I want to highlight the goal.
9 From the outset the Mayor wanted to ensure that the
10 City's \$500 million annual budget in workforce
11 development services was being strategically invested
12 in programs that increase economic opportunity,
13 improve job quality at the low end of the wage
14 spectrum and deliver higher quality services by
15 aligning agency resources.

16 Achieving these objectives will increase
17 stability and enable mobility for countless workers
18 in New York City. In addition, better coordination
19 between workforce and economic development agencies
20 will allow us to orient the city services towards the
21 common goal of improving job outcomes for New Yorkers
22 while providing higher quality services that speak to
23 the specific needs of our workforce.

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

1 create new, cohesive workforce system that
2
3 strengthens the competitive position of New York City
4 by preparing workers for 21st century jobs, improving
5 the conditions of low-wage work and fostering a
6 system-wide focus on job quality.

7 The recommendations provide a new set of
8 strategies for City agencies and programs focused on
9 employment and building skills while envisioning
10 crucial partnership roles for stakeholders in the
11 private sector, philanthropy, community-based
12 organizations and organized labor.

13 There are several important topics that
14 are outside the scope of this report, including the
15 City's broader job creation strategy and improvements
16 to K-12 education. Given the vital linkages between
17 workforce, education and economic development
18 initiatives however, this report does address the
19 connections with these other critical areas.

20 Similarly, this report does not provide any
21 customized solutions for specific populations, such
22 as immigrants, veterans, long-term unemployed, the
23 formerly incarcerated and any other groups. However,
24 the broad strategies laid out here do provide a
25 framework for programs serving these groups and the

1 needs of specific populations will be addressed as
2 City agencies and service providers move into
3 implementation mode and tailor their services to the
4 populations.
5

6 Now the Career Pathways report overview.
7 With a gross metropolitan product of almost 1.5
8 trillion, roughly the size of the second and third
9 largest metropolitan economies in the U.S. combined,
10 the New York metropolitan area is home to one of the
11 most vibrant economies in the world. We know that
12 one of the key factors driving this economic growth
13 is New York City's most valuable resource, our human
14 capital. The unbalanced economic recovery that
15 followed the great recession has underscored
16 structural weaknesses in the labor market that need
17 to be rectified if the city is to prosper over the
18 long term.

19 Nearly a million working New Yorkers,
20 almost a quarter of the total labor force, earn less
21 than \$20,000 a year. Because these workers rarely
22 possess the qualifications they need to advance to
23 middle class jobs, many of these individuals have no
24 escape from poverty. At the same time, employers
25 that offer high-quality jobs in industries such as

1 healthcare, technology; modern manufacturing are
2 facing a shortage of skilled workers. This net
3 effect of the divide of unskilled workers struggling
4 with stagnating wages and adverse working conditions
5 on one hand and employers grappling with a shortage
6 of skilled laborers to drive productivity on the
7 other hand is a significant missed opportunity to
8 strengthen our labor market as well as grow our
9 economy.
10

11 New York City's Workforce System, which
12 serves approximately 488,000 clients in fiscal year
13 2014 through several agencies -- SBS, DYCD, HRA and
14 DOE -- programming is currently not configured to
15 systemically address these challenges. Over the past
16 20 years the workforce system has shifted away from
17 job training to focus almost exclusively on job
18 placement, without any strategic focus on high value
19 economic sectors. The system has moved too far in
20 this direction without adapting its practices to
21 changing market conditions. Currently roughly two-
22 thirds of the \$500 million spent annually on
23 workforce services is allocated to programs that
24 connect job seekers to entry level positions with low
25 wages and limited advancement. By contrast, only 7

1 percent of this budget supports programs that provide
2 skills that lead to career path jobs without
3 opportunities for advancement.
4

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

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

20 First, building skills employers seek.
21 The workforce system will significant expand its
22 capacity to provide job-relevant skills and
23 education. The City will implement two interrelated
24 and mutually dependent strategies -- industry
25 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

1 experts focused on addressing mismatches between
2 labor market supply and demand in six economic
3 sectors. To define and fulfill labor demand in their
4 respective sectors, industry partnerships will
5 establish ongoing feedback loops or a platform for
6 regular interaction with employers, organized labor,
7 educational institutions, service providers;
8 philanthropy and City agencies. Industry
9 partnerships will work to determine the skills and
10 qualifications that employers need and continuously
11 upgrade curricula training and credential attainment
12 programs to reflect the local market conditions.

14 Our recommendation two is to establish
15 career pathways as the framework for the City's
16 Workforce System. Career pathways will be the new
17 system-wide framework that aligns education and
18 training with specific advancement opportunities for
19 a broad range of job seekers. All agencies
20 overseeing workforce development programs will
21 reorient their services towards career progression
22 instead of stopping at job placement. This effort
23 will include sector-focused bridge programs, skills
24 training, job-relevant curricula and work-based
25 learning opportunities.

1
2 Industry partnerships, with their deep
3 information about real employer needs will coordinate
4 with service providers to design and upgrade programs
5 along the career pathways continuum in response to
6 specific advancement opportunities in each sector for
7 the broadest possible range of New Yorkers. This
8 effort will include creating, expanding and improving
9 our sector-focused bridge program, skills training
10 and work-based learning opportunities.

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

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

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

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

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

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

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

1
2 take what additional legislative or regulatory action
3 might be needed to ensure minimum standards for low-
4 wage jobs.

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

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

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

1 will require qualifying businesses to share opened
2 positions and job descriptions with the City and
3 consider the City's referred qualified candidates.
4 While a first look system does not require a business
5 to hire a referred candidate, they must make good
6 faith efforts to do so and face penalties for non-
7 compliance or withholding jobs from the City. First
8 look is being designed as a user-friendly service to
9 businesses and New Yorkers.
10

11 Our final recommendation ten is to
12 reimburse workforce agencies on the basis of job
13 quality instead of the quantity of job placements.
14 By aligning service providers under a system-wide
15 data infrastructure that measures job outcomes, such
16 as full-time work, wage growth and job continuity. A
17 vital component of integrating workforce subsystems
18 will be creating one set of metrics with shared job
19 outcome and definitions in all our city contracts.

20 The major contracts for workforce
21 services that are renewed over the next several years
22 will incorporate and utilize new metrics and
23 definitions which will capture the quality of job
24 outcomes as opposing stopping short at just the
25 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

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

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

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

1 the project management of these ten recommendations,
2 launch data infrastructure that facilitates the
3 system integration and data-keeping and seek waivers
4 when necessary to implement the budget and policies
5 that are aligned with career pathways.
6

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

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

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

1
2 As the City's primary vehicle for
3 promoting economic growth, New York City EDC seeks to
4 connect the activity that drives growth to the city's
5 workforce system, ensuring that the benefits are
6 shared widely and equitably. Put simply, we believe
7 that workforce development and economic development
8 go hand in hand and are mutually reinforcing. We are
9 proud to partner with our colleagues across City
10 agencies and the Mayor's Office of Workforce
11 Development who works each day to ensure the city has
12 a skilled, productive labor force to support the
13 quality jobs being created through the economic
14 development initiatives.

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

1 seek more value in our affiliations with real estate
2 and construction sectors.
3

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

10 In partnership with the manufacturing
11 industry, EDC will also seek to build innovative
12 manufacturing centers which will be sited
13 strategically and service hubs for research,
14 development and adoption of new technologies by
15 entrepreneurs and incumbent firms. These centers
16 will offer on-site workforce training,
17 apprenticeships and certification in the fields of
18 advanced manufacturing and fabrication, they will
19 also be anchored by local and private organizations
20 and public organizations to ensure relevancy to the
21 adjacent communities. The innovative manufacturing
22 centers will be critical to ensuring that New York
23 City stays ahead of the global disruption in the
24 manufacturing center and turns that disruption to our
25 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

1 goal that at least half of them will make
2
3 improvements in their workplace.

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

1 compliance mechanisms. This will include expansion
2 to other EDC-managed properties, like the Brooklyn
3 Army Terminal and coverage of development projects
4 that are seeking bond financing or other incentives.
5 And of course, consistent with the job quality
6 pillar, the Career Pathways effort, EDC is committed
7 to encouraging the creation of jobs that pay workers
8 a living wage. As the entity with principal
9 responsibility for carrying out Mayor de Blasio's
10 Executive Order 7, which raised the living wage to
11 \$13.13 per hour and expanded coverage to tenants at
12 certain development projects, EDC will pursue the
13 twin goals of creating job opportunities for
14 disadvantaged populations and paying good wages. At
15 the same time we recognize that local hiring and wage
16 policies must be deployed flexibly to address the
17 unique needs of local communities and ensure that
18 they compliment each other rather than compete.

19
20 At New York City EDC we are responsible
21 for strengthening and diversifying the City's global
22 competitive economy, but also for connecting New
23 Yorkers from all five boroughs to the economic
24 engines that drive that growth. At EDC we use
25 particular skill and tool sets to make sure that

COMMITTEE ON ECONOMIC DEVELOPMENT, JOINTLY WITH THE
COMMITTEE ON COMMUNITY DEVELOPMENT AND THE COMMITTEE
ON CIVIL SERVICE AND LABOR 40

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.

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

1 and the Tech Talent Pipeline seeks to connect New
2 Yorkers to careers in the tech sector. These
3 industry partnerships serve as sector coordinators
4 and bring together employers, organized labor,
5 educational institutions, workforce providers,
6 philanthropy and City agencies to assure that New
7 Yorkers are getting the skills they need to secure
8 available and in-demand jobs. These industry
9 partnerships will allow us to better align training
10 with specific advancement opportunities and create
11 career pathways.
12

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

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

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

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

18 Finally, through HR for Small Business we
19 will work with our colleagues at EDC to provide
20 support to businesses that take part in their NYC
21 Good Business program which will create a standard
22 that recognizes employers with good business
23 practices. Through HR for Small Business we will
24 help businesses reduce staff turnover by teaching
25

1
2 them better scheduling practices and helping connect
3 employees with banking, transit benefits and other
4 services.

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

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

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

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

1 agencies. So let's start with the goals. We
2 understand the directional goals of the report, but
3 let's talk about the outcomes. What outcomes should
4 we expect with that level of expenditure? You know
5 the Mayor's housing plan was very clear -- 200,000
6 units, you know, 140,000 in one category, 60,000 in
7 another category; this report does not have those
8 sorts of outcomes delineated. Tell us what we should
9 expect for that level of investment.
10

11 KATY GAUL-STIGGE: I'd be happy to. Hi.
12 To respond to your question, first I want to clarify;
13 actually, in the report we enumerate that [background
14 comments] we say that there's \$500 million over
15 multiple agencies; majority with HRA and DYCD and
16 then SBS, DOE, CUNY; those all identified as
17 workforce programs, and in the back of the report we
18 actually have listed out each of the programs that we
19 are talking about, what their tracked outcomes are,
20 what populations they serve, their service levels and
21 their funding. So to your question actually, it only
22 makes it more a more important question, but to
23 clarify that we actually are seeing that this is
24 quite a large amount of money; this comes from
25

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

3
4 So we do not have the same kinds of goals
5 that you saw in the housing plan, but we do have some
6 very specific goals in this plan. We specifically
7 are talking about training more than 30,000 New
8 Yorkers in skilled occupations by tripling our
9 investment in training and starting new bridge
10 programming. This is an important number to us
11 because it actually talks about building skills that
12 employers seek and makes sure that we're investing in
13 quality.

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

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

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

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

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

1 have two-thirds of our investment in employment
2 services, which deliver resume or rapid attachment
3 services for individuals. What we're talking about
4 is shifting those resources to bridge programming,
5 training programs and other data-driven programs that
6 show us that have higher wages, longer, more job
7 continuity or job stability for workers over time.
8 So again, I'm not going to specifically comment on
9 one of the programs at this time, but that we as a
10 system and want to signal that this is the way we'll
11 be analyzing and taking a look at the programs moving
12 forward.
13

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

23 KATY GAUL-STIGGE: Yes.

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

1
2 KATY GAUL-STIGGE: Yes...

3 CHAIRPERSON GARODNICK: favorite report.

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

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

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

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

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

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

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

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

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

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

4
5 CO-CHAIR ARROYO: Now what's being done
6 for those contracts that you can't do anything about
7 and work or massage [sic] retool what those
8 requirements are so that we can advance this
9 transition in less than five years?

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

16 JACKIE MALLON: Hello. So in order to
17 affect a faster change; you may remember I said, we
18 were able to institute a policy where we're not
19 serving businesses that aren't meeting a higher
20 quality standard, so they have to be paying at least
21 \$10 an hour which will ratchet it up over time and/or
22 hiring for full-time work. And our contracts are
23 currently on an annual renewal basis and so we do
24 have the flexibility to make changes a little bit

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

3
4 CO-CHAIR ARROYO: And your contracts, the
5 ones that SBS lets out, are annual contracts; not...
6 [crosstalk]

7 JACKIE MALLON: Operations...

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

10 JACKIE MALLON: Operations at a Career
11 Center...

12 CO-CHAIR ARROYO: kind of stuff that
13 happens?

14 JACKIE MALLON: Yeah.

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

24 JACKIE MALLON: There.

1
2 KATY GAUL-STIGGE: They are. We have..

3 [crosstalk]

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

6 [background comments]

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

12 CO-CHAIR ARROYO: Oh.

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

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

1
2 committees what contracts are we looking at that are
3 gonna sunset the agencies that those contracts are in
4 and how the transition of what the agency contracted
5 for today and what a new RFP will include for those
6 agencies...

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

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

11 KATY GAUL-STIGGE: Absolutely.

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

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

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

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

1
2 KATY GAUL-STIGGE: I'd like a chance to
3 address the very valid concern that you're using
4 about populations that are not specifically called
5 out in this report.

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

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

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

1 terms of unemployment or have had a longer
2 disconnection from the workforce. So we think that a
3 lot of those recommendations are here and we'll be
4 working hand in hand with the agencies and CBOs that
5 address those specific communities.
6

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

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

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

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

1 a small manufacturer to Verizon and then we had
2 different people that were representing advocates for
3 low-income New Yorkers, organized labor,
4 philanthropy, CBOs and educational institutions.
5

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

8 KATY GAUL-STIGGE: Correct.

9 CO-CHAIR MILLER: When?

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

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

15 KATY GAUL-STIGGE: Today?

16 CO-CHAIR MILLER: Yeah.

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

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

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

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

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

1
2 CO-CHAIR MILLER: WIB.

3 KATY GAUL-STIGGE: Oh the WIB, I'm sorry.
4 [background comment] Thank you. We met with the WIB
5 this morning, yes, at our quarterly meeting.

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

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

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

1
2 what industries specifically are we looking at; have
3 we targeted?

4 KATY GAUL-STIGGE: So we outlined six
5 specific industries in the report; we talked about
6 healthcare, technology, industrial/manufacturing,
7 construction, retail and food service. Those are the
8 six that we are talking about developing or expanding
9 our industry partnerships with; they represent over
10 50 percent of the city's labor force.

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

18 KATY GAUL-STIGGE: Well our industry
19 partnerships have been enumerated here, but I don't
20 feel that I'm specifically going to answer a question
21 about accommodation or hotels at this juncture; the
22 report doesn't specifically call out that group. But
23 the idea is to start with these and then to expand as
24 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

1 chair and the rest of the committee here, that
2 they're going to deal with the meat and potatoes of
3 the program itself.
4

5 Also, and I know this program is made up
6 of the agencies that's dealing with a lot of private
7 institutions and private sector stuff, but there are
8 190,000 civil servants that really make up the middle
9 class in New York City; my district in particular is
10 probably the most densely populated in the city and
11 also happens to be one that has the highest income of
12 any community of color throughout the country and I'd
13 like to think that there is a direct correlation
14 between that, but I also know that there's been a
15 diminishing of the civil service role of about 20,000
16 over the last few years; can't do more with less,
17 which means that we have less teachers, we have
18 larger class sizes, less drivers, longer lines and
19 all the rest of that stuff and the city could be
20 cleaned up a little bit; I think that some of this
21 money could be well invested in that; my question is,
22 the WEP workers, the 12,000 WEP workers, they are not
23 included in this report; they have reduced the
24 headcount of some of those 20,000 civil servants,
25

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

3
4 KATY GAUL-STIGGE: It's a good question.
5 Actually the report and our work with HRA and
6 Commissioner Steve Banks is included, it's in the
7 report about the phasing out of the WEP workers; it's
8 an important part of his employment plan and we are
9 integrated and supportive of phasing out those WEP
10 workers and mention such. We want to make sure that
11 those workers who are currently HRA clients, and some
12 of the neediest New Yorkers, have opportunity to
13 enter high quality jobs.

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

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

21 CO-CHAIR MILLER: Okay. Thank you.

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

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

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

1 are those that obviously did not get chosen. What we
2 anticipate is starting will be six development
3 success in these area and then seeing how we can
4 expand. We would continue to partner with economists
5 and labor market leaders as we looked to expand to
6 new areas as we look for further industry
7 partnerships.
8

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

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

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

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

17 KATY GAUL-STIGGE: Absolutely,
18 [crosstalk]

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

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

25

1 Could you once again identify the six
2
3 areas -- healthcare, technology... [crosstalk]

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

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

11 KATY GAUL-STIGGE: Correct.

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

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

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

3
4 COUNCIL MEMBER BARRON: Do you have a
5 target income that you're reaching for, annual
6 income?

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

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

20 KATY GAUL-STIGGE: Well good; we have
21 totaled it for you and it's approximately \$500
22 million, over multiple agencies for these different
23 multiple programs. Four programs account for almost
24 43 percent of that spending and we enumerate that at
25

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

3
4 COUNCIL MEMBER BARRON: Okay. So how
5 many people have gotten jobs as a result of this \$500
6 million that we have put out there?

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

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

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

1
2 placements that they did last year, but now we're
3 moving towards job quality. So we definitely have
4 that, but we didn't want to emphasize a rush toward
5 quantity over quality.

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

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

1
2 adoption and with us figuring out how to do this as a
3 citywide would be the first city to take this on in
4 such a comprehensive way. And in fact in our current
5 WIOA legislation, which is our new Workforce
6 Opportunity Act legislation, they call out
7 specifically more investment in career pathways. So
8 this is a national idea that we've seen great success
9 with and we are very excited to have New York City
10 embrace it fully.

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

13 [crosstalk]

14 KATY GAUL-STIGGE: It's...

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

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

25

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

4 COUNCIL MEMBER BARRON: Thank you.

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

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

1 actually found this was much better than a lot of the
2 others we saw. But the idea here is exactly as
3 you've stated; we wanna make sure that individuals,
4 if they start in adult basic education or ESOL [sic]
5 that they can move consistently through bridge
6 instruction, through credentials and middle-skills
7 sector and on, if they so desire and if that's part
8 of their career trajectory. So we wanna see a full
9 moving. We hope that there would not be that
10 bouncing around; in fact, what we're talking about
11 here is lack of duplication. I think one of the
12 things that has happened in the past is that we see
13 several agencies maybe working at the low end of this
14 spectrum over time, or as we say, there's only 7
15 percent in occupational training, so there wasn't a
16 division of labor between agencies even to have hand-
17 off, coordinated hand-offs, which we do call for in
18 the report. So I believe that the idea of
19 coordinated hand-offs, the idea of enumerating our
20 different roles within agencies so we can build on
21 each other will actually lead to a more cohesive
22 system.
23

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

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

3
4 COUNCIL MEMBER RICHARDS: Good afternoon.
5 And first I wanna start by commending the
6 administration for obviously thinking of reinvesting
7 their reinvestments and ensuring that obviously we
8 can strengthen our workforce program in the city. I
9 had a few questions, so first I wanted to start off
10 with the different sectors you're looking to really
11 work at and one thing I noticed you left out, and I
12 don't know if you're grouping it in technology, but
13 renewable energy, and one of the things obviously the
14 Mayor's laid out with the Council is the One City:
15 Built to Last initiative which would reduce carbon
16 emissions by 80 by 50, but what it does do, it gives
17 us an opportunity to now put individuals to work
18 surrounding and say installing solar panels or doing
19 energy audits and with the world obviously shifting
20 towards renewable energy and in particular, this
21 city, that the Mayor's committed to at least \$10
22 billion of investment over the next 10 years around
23 this area through public-private partnership; I'm
24 interested to hear if this is part of the plan,
25 because you don't have to have necessarily gone to

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

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

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

21 [background comments]

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

1 models that really work, that it's clear that
2 industry respects and will hire people as a result of
3 them and then proliferate models so that people in
4 places like Far Rockaway, you know we have an
5 initiative there where we're working on that and in
6 other communities where there aren't enough training
7 providers and also working very closely with the
8 CUNY, community college system, because they're gonna
9 be an important player.
10

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

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

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

3
4 MIQUELA CRAYTOR: Yeah, I just wanted to
5 add; that's actually the very point behind the idea
6 of a series of advanced manufacturing centers that
7 incorporate workforce training and our feeling was
8 that we had to bring it to the neighborhoods that
9 need it the most and also make it really relevant and
10 accessible to the audiences that we hope to benefit.

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

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

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

7 COUNCIL MEMBER RICHARDS: How much?

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

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

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

14 [background comments]

15 KATY GAUL-STIGGE: I'll take a... So I
16 think you've actually articulated it very well,
17 right; it does get touchy, but we actually call for
18 something called the First Look System here, which
19 would apply not only to the Sandy work that you're
20 discussing, but a broader array of city contracts.
21 So First Look Hiring System would be a process that
22 would require employers to do business with the City
23 to share open positions with the City and consider
24 the City's qualified candidates. It's a service to
25

1 businesses first, because the City will screen
2 eligible clients and help them find residents that
3 are gonna be there because they wanna be there and
4 they live locally and then it's a service to New
5 Yorkers because New York City residents get this new
6 opportunity. We have some great examples and Jackie
7 Mallon could speak to anymore specific examples, but
8 this is something we're calling for overall and in
9 the next year we're gonna be establishing thresholds
10 and figuring out how we can do this throughout all
11 the contracts, based on those touchy legality issues...
12 [crosstalk]
13

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

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

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

1
2 you and say, I wanted to get training and there was
3 no where to go. And so now I think we're gonna have
4 to just let people know and through your offices
5 would be a great place and we'd really appreciate
6 partnering with you on getting the word out as we
7 release these new training and bridge programs and as
8 our emphasis on higher wage and higher quality jobs
9 comes around and we'll be looking to partner with you
10 on that.

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

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

1
2 for various entities out there to actually contract
3 with the city or what sorts of contracts this would
4 apply to or if there's any categories of contracts
5 for which this would be inapplicable?

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

1
2 CHAIRPERSON GARODNICK: So let me just
3 interrupt you there, because from the perspective of
4 offering candidates to people who wanna fill jobs,
5 that's great; I don't think there's anybody who could
6 argue with that, but what I understood the report to
7 say was that there is a requirement on those
8 businesses that they show good faith that they
9 considered those candidates; it's not just a hey, let
10 me send you some opportunities because we're a
11 magnanimous city, it is a we are insisting that you
12 give a good faith look and so it's a little more
13 restrictive than I think that you described in your
14 last answer and I'm interested in knowing what that
15 means exactly for a contractor; what does good faith
16 look like and how could you get tripped up, because I
17 think that people could get tripped up with that?

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

1
2 wanna do interviews, exactly what the interview
3 process should be; then it's on us to find the
4 qualified candidates locally and deliver to them and
5 so far we've been very, very successful, so I mean
6 people don't always trust that the government has
7 great service, but once we get a chance to talk and
8 customize it for them, it works really, really well
9 and it's just an expansion of the work we're already
10 doing.

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

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

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

1
2 CO-CHAIR MILLER: So I think I was merely
3 asking, are any of those employers involved in that
4 involved in this program as well?

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

20 [background comment]

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

1
2 KATY GAUL-STIGGE: Yes, we actually... part
3 of the 7 percent that we are funding is for what we
4 call sometimes incumbent worker training, so someone
5 who's already working within that field. SBS has run
6 a very successful program where actually government
7 and the private company themselves both invest in
8 that training, so everybody's got skin in the game
9 and there's mutual benefit to the employer and the
10 worker to train their worker as well as we see a wage
11 increase after that training is delivered. So we are
12 calling for increasing those as well as training
13 those who might be unemployed to enter the labor
14 market.

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

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

1
2 CO-CHAIR MILLER: Yeah, I would suspect
3 that, you know when you increase productivity and..
4 [interpose]

5 JACKIE MALLON: That's right.

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

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

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

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

1 as CUNY does outreach for their particular bridge
2 programming, so it's not only just your traditional
3 students; they do outreach to disconnected youth or
4 adults that might not have normally been in that
5 system.
6

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

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

16 CO-CHAIR MILLER: Okay.

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

19 CO-CHAIR MILLER: Okay.

20 KATY GAUL-STIGGE: the task force.

21 CO-CHAIR MILLER: Thank you.

22 [background comments]

23 CHAIRPERSON GARODNICK: Council Member
24 Rosenthal.
25

1
2 COUNCIL MEMBER ROSENTHAL: ...much and
3 thank you for that question, Council Member Miller;
4 I'll be interested in learning more about the MWBEs
5 as well, to the extent of their involvement.

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

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

1 brand and make sure everyone has got a new service
2 structure for that.
3

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

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

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

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

24 [crosstalk]

25 COUNCIL MEMBER ROSENTHAL: Right.

1
2 KATY GAUL-STIGGE: we'll be happy to work
3 with you on that.

4 COUNCIL MEMBER ROSENTHAL: Great. Thank
5 you. And then I think there's some other money in
6 the budget now, in the November modification, in
7 Small Business Services and... [laughter] Well, I mean
8 I think we have to understand it, because the initial
9 goal of -- we're spending \$500 million today; are we
10 allocating our resources the way we wanna be
11 allocating them? And you know, it sounds to me like
12 -- and it might be fine; we all might be fine with
13 it, but I think you know we have oversight
14 responsibilities in the sense of, well is there any
15 piece of that \$500 million today that we could be
16 reallocating for the \$1 million data contract or the
17 \$2 million SBS services for a job training program --
18 just vaguely recalling in my head what it is. But we
19 have \$500 million in the budget today and I see that
20 in your appendix you lay out some of what -- you call
21 it -- I can't quite read it 'cause I'm old, but I
22 think it says snapshot of NYC Workforce System, so
23 I'm gonna assume that these last 20 pages do not add
24 up to \$500 million... [background comment] They do?
25 [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

1
2 And then my second set of questions have
3 to do with sort of the larger pile of contracts and
4 something that's really concerned me is this
5 disconnect between the City having to follow the
6 State General Municipal Law to give a contract to the
7 lowest possible bidder and our joint and... you know,
8 everyone's on the same page wanting to pay a living
9 wage or \$15 an hour, and something that I would love
10 to see added to this, which is sort of why I love the
11 million dollar data system, is can we be tracking how
12 much money in each of our \$17 billion worth of
13 contracts that the City is paying for; do we know
14 that in those contracts or in the subcontracts or in
15 the sub of subcontracts that our city tax dollars are
16 going to pay workers at a living wage where they're
17 getting health benefits? We have control over \$17
18 billion worth of stuff and if we could be... we need to
19 figure out how to resolve that disconnect between the
20 reality that we're probably underpaying through our
21 own city contracts and the General Municipal Law and
22 if that means a sort of joint effort with the City
23 Council and the Mayor's Office going to the State to
24 lobby that the General Municipal Law be... you know,
25 that it be changed to give some latitude for a living

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

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

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

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

14 COUNCIL MEMBER BARRON: Thank you, Mr.
15 Chair. Actually the questions I have are somewhat
16 similar to my colleagues. So you had the list, and I
17 referred to it earlier, of all the agencies and
18 partnerships that are funded; have we ever ended a
19 contracted or an arrangement?
20

21 KATY GAUL-STIGGE: Oh yes.

22 JACKIE MALLON: Oh yes.

23 COUNCIL MEMBER BARRON: And what were the
24 reasons that you did that?
25

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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

1 prefabbed, so it does not in any way generate the
2 jobs that people were so excited about and promised.
3 So I would particularly like to know what it is that
4 the arrangement is with Barclays.
5

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

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

10 JACKIE MALLON: Oh sure; sorry. I can
11 only speak to one thing and our relationship with
12 them is about connecting residents of Community Board
13 2, 4, 6 and 8, I think, and NYCHA residents to jobs
14 at the Barclays Center, which they have been a strong
15 partner and have.. we've been very successful at
16 helping them do that and.. [interpose]

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

20 JACKIE MALLON: Yes.

21 COUNCIL MEMBER BARRON: this has
22 happened?

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

24 COUNCIL MEMBER BARRON: I would love to
25 see that.

1 JACKIE MALLON: Sure.

2 COUNCIL MEMBER BARRON: Okay.

3 JACKIE MALLON: Absolutely.

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

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

7 So you're anticipating asking for City funding in
8 Fiscal Year 16; how much; for what agencies to do
9 what?
10

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

22 CO-CHAIR ARROYO: Are they still so
23 unuser-friendly or is... have they changed some of this
24 administration?
25

1 KATY GAUL-STIGGE: We are working..

2 [crosstalk]

3 CO-CHAIR ARROYO: So how much... How much
4 are you asking for?

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

11 CO-CHAIR ARROYO: So how does that split
12 across the agencies?

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

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

18 KATY GAUL-STIGGE: they would... they would
19 split across EDC... [crosstalk]

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

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

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

3
4 CO-CHAIR ARROYO: Now this is not new
5 money; this is money that's currently baselined in
6 the budget that you're looking to repurpose or band
7 new money?

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

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

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

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

24 KATY GAUL-STIGGE: Similar concept.

25 CO-CHAIR ARROYO: Okay.

1
2 KATY GAUL-STIGGE: Right, but
3 essentially, the way we've structured the program,
4 given while this administration and many policymakers
5 have very positive goals for workplace behavior, we
6 don't have a good way of tracking that, so our first
7 phase of the project, which will be launching early
8 next year, is basically making it a very large tent
9 to invite businesses in to take the assessment; we're
10 working with a third-party who's developed this type
11 of assessment called B Corporation, Benefit
12 Corporations. So we are taking a truncated version
13 of that; it should take about 20 minutes for a
14 business to take a series of questions that have been
15 ones that over several other thousand other
16 businesses across the country have taken, but we've
17 just taken a subset of those questions. And so
18 anyone who takes that assessment will basically get
19 their own grade, if you will, of how they measure up
20 with workplace practices and they'll be invited to
21 improve on that grade. So if they agree to improve..
22 [interpose]

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

25 KATY GAUL-STIGGE: So...

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

1 that we have the opportunity to put as part of the
2 portfolio of resources for the report.
3

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

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

1 other, just you know, people in the neighborhood that
2 wanna go to your coffee shop or restaurant, etc. So
3 we're really trying to make it... you know we're very
4 ambitious, but this is why we started with a goal of
5 500 businesses and we'll have time to refine it to
6 make it really useful for everyone.
7

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

1
2 KATY GAUL-STIGGE: And I... Well certainly
3 your colleague stated something very similar; was
4 beyond the scope of this... [interpose]

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

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

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

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

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

1 having a conversation around this type of business
2 since the beginning of this year and everything I
3 heard at the hearing that we held in February, these
4 companies pay better wages, provide better work
5 environments for their workers and the profit-sharing
6 and all those things are addressed. So I think it
7 would be foolish for us not to exploit the
8 opportunity that worker cooperative businesses in our
9 city can provide us as we address this issue of
10 workforce development and bringing jobs online that
11 are gonna pay above a living wage, 'cause I don't
12 know who can support a family on \$13.00 an hour in
13 this city, that's just insane to think that that's
14 acceptable.
15

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

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

2 [background comment]

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

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

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

8 JACKIE MALLON: agree.

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

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

1 and then we will move on to our next number of
2 panels. I wanna note that we've been joined by
3 Council Member Ferreras and we were joined by Council
4 Member Gentile.
5

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

18 KATY GAUL-STIGGE: Well I would just want
19 to first state that one of the things is that we
20 don't want them to return to the exact same service
21 that they were receiving before cash assistance and
22 Commissioner Banks is much more articulate than I on
23 his goals for that number, as well as the connection
24 between cash assistance returning and homelessness; I
25

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

3
4 CHAIRPERSON GARODNICK: Okay. Well this
5 goes to the broader issue that I was raising before,
6 which is with the absence of the measurable outcomes
7 that we actually are looking for, it's hard to
8 evaluate our level of success or even our goals in
9 some instances, so maybe whoever's the HRA rep, maybe
10 they can actually -- you don't need to answer it now,
11 but you can have him respond back to the Committee,
12 because we'd like to know his view on that subject..
13 [crosstalk]

14 KATY GAUL-STIGGE: Yes, we will.

15 CHAIRPERSON GARODNICK: and if you are
16 coming up to testify, I suppose we could ask you
17 directly. Okay. On the question of the industry
18 partnerships, in your opening you said that it could
19 be housed.. the coordination of industry partnerships
20 could be housed either in City government or
21 contracted through an RFP. What's the vision for
22 this exactly? So you have -- well give us the
23 thinking on either scenario and what it would look
24 like as a practical matter to bring industries
25

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

3
4 KATY GAUL-STIGGE: Well we have... the good
5 news is we have two that are already started; we have
6 the healthcare and technology that have just --
7 technology just been announced in the last six
8 months. The idea is to hire and bring on board top
9 notch people from the industry who really can convene
10 and have the conversations that match the labor
11 market information with what employers really need.
12 When we have suggested in the testimony and in the
13 report that they may be either housed in City
14 government; currently they are housed in SBS and
15 Jackie Mallon can speak to specifics about the way
16 they're currently operating; we also wanted to allow
17 ourselves the flexibility of discussing whether or
18 not a contracted agency or I'm sorry, a CBO might be
19 the right appropriate person to bring together such a
20 group, especially when it came to our thinking about
21 retail and food; those are going to be very different
22 kinds of conversations; we're gonna be doing
23 something new and exciting here where we're really
24 gonna be talking about job quality and looking to the
25 great work of the CBO community and the advocate

1 community makes us think that perhaps that would be
2 the right house for that. We'll be putting out
3 concept papers and discussing this as we're moving
4 forward with implementation.
5

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

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

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

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

1 these services, how will we avoid the feeling that
2 you're just getting bounced around within a city
3 bureaucracy; how does that city brand of this is the
4 place you go; we will tell you how to get what you
5 need; then we're gonna work with everybody else to
6 try to facilitate opportunities; how do you eliminate
7 that feeling that you're just getting bounced around?
8

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

1
2 quality sector-based services that we see as the
3 centerpiece of this new strategy.

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

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

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

1 working with philanthropy and others to make sure
2 that youth and high-need job seekers have work
3 experience as well as work with these sector-based
4 intermediaries. So I see a synergy with some of our
5 recommendations with what they're proposing.
6

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

1 the challenge that I described while also delivering
2 on a good outcome and making sure that our money is
3 well spent here?
4

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

1 we think are trying to do that. I just wanna say
2 that we also did that in conjunction with something
3 called the benchmarking project, which is looking at
4 foundations and how they try to measure those interim
5 success measures as well as our new Workforce
6 Investment Act measures that are going to be in
7 effect in 2016. So we've been looking at all of
8 these outcome measures and trying to design citywide
9 metrics that will look not only at the job quality
10 and wage gains but also these handoffs in-between so
11 we can actually show progress.
12

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

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

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

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

5 [background comments] And what about Douglas James?
6 No Douglas James, so we're gonna add on David
7 Fischer... actually, let's just make this... do we have
8 enough chairs for a five-chair panel; let's do it.
9 David Fischer, Katy Belot; sorry if I've done damage
10 to your name, of the Partnership of New York City,
11 and Beth Broderick from the Center for Court
12 Innovation. Are any of you here? [background
13 comments] Yes. Good. Come join us and I think we
14 have a panel.

15
16 'Kay, Mr. Turner, we're gonna start with
17 you and why don't you get started while everybody
18 else gets settled? Hit the button on that mic and
19 you'll be on.

20 MALE VOICE: Folks, keep it down, please.

21 [background comments]

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

25 [interpose]

1
2 CO-CHAIR ARROYO: We need another chair.

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

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

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

16 JASON TURNER: Alright. Thank you, Mr.
17 Chairman; I'm looking forward to being here at City
18 Council; I haven't been here for 12 or 13 years and
19 I've enjoyed my time as Mayor Giuliani's Human
20 Resources Administration commissioner from the years
21 1998-2001. So my remarks are going to revolve around
22 that part of the report that relates to the Human
23 Resources Administration, which I'm well familiar
24 with and for which the Mayor has issued a detailed
25 new plan.

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

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

1 now that you're not going to graduate; the City wants
2 to improve on that. Suppose they double the outcome
3 and go from six out of seven failing to five out of
4 seven failing and compare that to 75 percent working
5 and not coming back on welfare. This really I think
6 highlights the false dichotomy that I've been
7 describing. Actually, people don't take an entry
8 level job and just stay there, they move up and move
9 on; whereas somebody who's in a training program is
10 outside the labor market for the entire period of
11 their training and that has a cost, it has a big
12 cost. [bell] In fact, if you look at African-
13 American men who had three years of low wages
14 consecutively and you look at them six years later,
15 only 27 percent are still in a low-wage category; the
16 rest have moved up. Now you look at African-American
17 men who go through WIA training and the research
18 shows, when you measure treatment versus controls,
19 that there's no net impact from the training. So
20 you're taking people out and you're in a failed
21 system. So I would argue that the City should
22 maximize the number of people going into employment
23 and then help them from there.
24
25

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

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

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

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

11
12 The report also talks about the crucial
13 role of college preparedness, the ability of adult
14 students to translate life and work experience into
15 college credits and the need for career counseling as
16 part of the college experience. And while citing
17 several of our excellent programs also presents the
18 University [bell] with new opportunities to step up
19 and support the workforce. A workforce system that
20 prioritizes access to good jobs, career tracks and
21 education, training and credentials needed to access
22 those jobs must by necessity have the City's public
23 university system as a central partner. CUNY looks
24 forward to playing this role in the New York City
25 Workforce System going forward. Thank you.

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

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

12 Nor was this the only problem; New York
13 City really had a workforce system in name only; it
14 would be more accurate to describe it as a half dozen
15 or so mostly uncoordinated subsystems that operated
16 in defiance of the idea that they essentially served
17 the same people with the same problems. As you heard
18 from Katy Gaul-Stigge and her colleagues earlier, the
19 City has taken a couple important and encouraging
20 steps to address these concerns. I want to talk
21 about a few of the challenges that stand between the
22 vision that they articulated, the vision of the task
23 force support and its fulfillment.
24

1
2 For one, changing the overall mission of
3 the system means little without reconsidering the
4 countless smaller choices made in service of the
5 prior mission. City agencies have made years worth
6 of decisions regarding staffing and management,
7 resource allocation, employer engagement, customer
8 service, data collection, evaluation and so on, all
9 with an eye toward achieving the old goal of rapidly
10 attaching as many people to work as possible. New
11 priorities require new choices within and across City
12 agencies and it's gonna be important for all of the
13 institutions involved to reconsider everything
14 they've done toward the new goal of job quality and
15 career advancement.

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

1
2 adequately resourced, they must be developed with
3 unique goals, organization and partners, they must
4 not only demand focus, but I would say employer led.
5 It concerns me that they're talking about keeping
6 them within city government; that's a great way to
7 undercut your credibility with employers.

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

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

19 DAVID JASON FISCHER: Very good. Thank
20 you.

21 CHAIRPERSON GARODNICK: Okay. Go ahead.

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

1
2 The Partnership is an organization of the
3 City's major employers and business leaders.

4 Collectively, Partnership members employ over a
5 million New Yorkers and they really celebrate the
6 deep and diverse talent that has made New York City
7 the capital of innovation that it is. However, many
8 employers are frustrated by a shortage of skilled
9 workers, particularly when it comes to jobs in
10 technology, healthcare and certain client-facing
11 positions.

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

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

1
2 improving student outcomes within CT schools and
3 programs.

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

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

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

1 very supportive of the recommendation to increase
2 funding for skills training programs, particularly
3 those that are driven by industry. The newly
4 authorized federal Workforce Innovation Opportunity
5 Act offers expanded flexibility to localities and the
6 use of federal funds as well as incentives for
7 increasing employer engagement. We no longer have to
8 continue making unproductive investments because of
9 restricted federal requirements and historic
10 patterns. This is the moment to rethink our approach
11 to workforce development and the Career Pathways
12 report is an excellent place to start that
13 conversation. [background comment] Using data to
14 monitor performance, hold contractors accountable and
15 to direct funding are among the most important
16 recommendations in the Career Pathways report.
17 [bell] A data collection and sharing system is not
18 currently in place and we would encourage the Council
19 to support the aggressive timeline to establish
20 system-wide data infrastructure; that's a really key
21 point.
22

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

1
2 criteria and single out high road employers and the
3 other is specifically how the City procurement
4 process will be expanded.

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

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

13 CHAIRPERSON GARODNICK: Thank you very
14 much.

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

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

1 Center's projects collectively serve over 60,000
2 juveniles and adults in some of our most economically
3 disadvantaged neighborhoods. This includes justice
4 centers in neighborhoods like Red Hook, Harlem and
5 the Bronx and violence prevention programs in Crown
6 Heights, Bedford-Stuyvesant and the South Bronx.
7 Employment is a critical need for many people served
8 by our programs. It is estimated that 1 in 3 adults
9 in America have a criminal conviction. As the
10 Committees know well, a criminal conviction may
11 preclude a job seeker from engaging in certain types
12 of employment or licenses and there is ample evidence
13 that many employers simply refuse to hire persons
14 with a criminal conviction, in violation of New York
15 State Law. By some estimates, half of all people in
16 prison or jail have at least one mental health
17 problem and many have learning disabilities that make
18 getting and keeping a job difficult. The workforce
19 system struggles to meet the needs of formerly
20 incarcerated, especially those with mental health
21 needs or learning disabilities. According to the New
22 York State Department of Labor, approximately 14,000
23 persons with a disability served by the workforce
24 system statewide, only 39 percent entered employment
25

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

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

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

1 Brownsville, Brooklyn; in particular, the justice
2 center is dedicated to building multiple off ramps
3 for young people who come in contact with our justice
4 system. Although still in the planning phase, the
5 justice center currently serves as the workforce
6 development provider for three Cure Violence projects
7 in Central Brooklyn. Through these and other
8 initiatives, the justice center provided 222 paid
9 opportunities for Brownsville youth last year, most
10 of whom had contact with the justice system; many of
11 whom continued on to college or employment.
12

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

1 connected with us regarding the program; all
2 successful program graduates are currently employed
3 with various construction union apprenticeship
4 programs.
5

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

9 BETH BRODERICK: Absolutely.

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

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

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

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

1 reality that there is a real need for these skills,
2 but not a lot of opportunity being provided, not a
3 lot of schools that actually provide these
4 opportunities. What do you realistically see in the
5 future and how do we partner?
6

7 KATY BELOT: I think the sky is the limit
8 with CT. So there's currently 51 dedicated schools,
9 76 schools that offer CT programs. We just completed
10 a survey of all the schools, the entire landscape,
11 and got a pretty amazing 90 percent response rate, so
12 are preparing to have really a baseline understanding
13 of what's going on in our CT schools and programs for
14 the first time, including who they're partnering
15 with, what kind of supports they're receiving, what's
16 working; what's not and the partnership really looks
17 forward to working with the Council, the DOE, the
18 Mayor's Office of Workforce Development and having
19 that inform resource allocation along the lines of
20 the recommendations in the report to really bolster
21 CT and take it to the next level.

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

1
2 CO-CHAIR ARROYO: I have two questions to
3 follow up to the CT programs. Do we have a sense of
4 the quality of the programs and whether or not they
5 are providing meaningful skill development education
6 to our youth?

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

17 CO-CHAIR ARROYO: Others are what?

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

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

23 KATY BELOT: So DOE...

24 CO-CHAIR ARROYO: in the room, right?
25

1
2 KATY BELOT: I think... Yeah, I think

3 Vonda...

4 CO-CHAIR ARROYO: Somebody taking notes?

5 KATY BELOT: Yeah, whoever. Yeah...

6 [background comments] Yes.

7 [background comments]

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

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

1 context for the traditional academics that they were
2 learning. As Katy said, I think we sometimes do that
3 very well; we sometimes do that very poorly. Katy
4 mentioned there are 51 designated CTE schools now;
5 there were 18 a decade ago, so when you have that
6 kind of explosive growth, you know, you have some who
7 really took it to heart and built a great program and
8 others who said hey, this is a waive and I'm gonna
9 ride it. Not to tell you guys your business, but I
10 think I would be very excited to have City Council
11 dedicate a full hearing to career and technical
12 education. I'm biased obviously, but I think it's
13 that important and I think it's a very rich subject
14 to delve into.
15

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

21 SURI DUITCH: Right.

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

25

1
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.

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...

1
2 CO-CHAIR ARROYO: in CUNY, so let's not
3 debate here today 'cause it's not constructive...

4 [crosstalk]

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

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

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

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

1 there was what the proper targets should be for
2 getting somebody into a job. They didn't really have
3 an answer to that and the number that you cited about
4 75 percent of the people who get placed in a job are
5 still in that job more than 12 months after versus
6 the 25 percent who come back. Can you just...
7 [crosstalk]
8

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

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

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

1 acknowledge by the agency; they point to a research
2 report; that is the City, in its testimony,
3 acknowledges that job training for welfare recipients
4 has not been successful and they point to the proper
5 study that shows it really doesn't make much of a
6 difference, and I'll explain why and then what's a
7 better approach and what we should look at.
8

9 The reason is, for those who have
10 intermittent or very low prior work activity, what
11 employers are looking for is work habits first, not
12 work skills first. Work habits are coming to work on
13 time, getting along with co-workers, not acting out
14 when your supervisor tells you what to do and
15 sustaining effort for a full eight-hour day, those
16 are basic work habits; if you don't have those, going
17 to CUNY for two years isn't going to get you in a job
18 that you can stay in. So you build on your work
19 habits and what your employer does is as you've been
20 in the job and you've been successful in the job, he
21 teaches you in the job or you can get skills outside.
22 Another way of saying the same things; one employer
23 that we talked to said, "I hire my \$18 an hour
24 employees from the ranks of those who are already
25 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,

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

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

1
2 Gentlemen, welcome. You wanna kick it
3 off?

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

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

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

1 our local residents and economy. The Building Trades
2 supports the recommendations in the Mayor's report on
3 Career Pathways to change the focus from simple job
4 placements or goals to the creation of well-paid
5 careers at all levels of education and all sectors.
6 The New York City Building Trades submits that the
7 building trade unions have approved the model for
8 workforce development through out industry-wide
9 apprenticeship training programs that spends billions
10 of dollars of private funding to educate and train
11 people for careers in construction. Our
12 apprenticeship programs range in duration, generally
13 from 3-5 years and provide on-the-job training,
14 classroom training and other hands-on skills; our
15 apprentices work while they learn. The Building
16 Trades has made and met substantial commitments to
17 provide new apprenticeship opportunities to the city
18 residents, including NYCHA residents, high school
19 students, women and veterans. The New York City
20 Building Trades also commits to general local hire
21 and employment policies. The Building Trades submits
22 that the Mayor's Career Pathways report highlights a
23 crucial opportunity to connect more New York City
24 residents with good union construction careers. The
25

1
2 New York City Building Trades has partnered with New
3 York Communities for Change and ALIGN, based on our
4 shared priorities and mutual goals. We want to
5 connect construction spending in the City's economic
6 and community development initiatives to good union
7 jobs in our existing pre-apprenticeship programs.

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

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

1 week work readiness programs instead of a bonafide
2 New York State Registered Apprenticeship Program,
3 they also offer low wages and temporary jobs, non-
4 existent or inferior health insurance and pensions
5 and no standard for local hire employment. The
6 City's Public Works, Economic and Community
7 Development policies should require high-road
8 policies that support good-paying careers. Thank you
9 for the opportunity to address the Committee.
10

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

19 Our organization's been working very
20 closely with the construction trades, community
21 organizations and faith groups in the Alliance for a
22 Just Rebuilding and also on a new initiative that's a
23 10-point jobs agenda to help meet the City's new 80
24 by 50 climate goal. I'm really proud to stand here
25 today with Davon and announce this local hiring

1 initiative that we're working with the Construction
2 Trades Council on. Just to reiterate, I think that
3 the career pathways framework for workforce
4 development is a right approach to looking into this,
5 but we have to think smartly about construction
6 specifically and we believe the city should expand
7 good job standards in development to include local
8 and targeted hiring on publicly funded projects;
9 specifically, I think 30 percent is -- if we were to
10 adopt this as a city, this would be the most
11 progressive local hiring policy in the nation and New
12 York City should be leading on local hiring and
13 targeting to disadvantaged communities.
14

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

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

19
20 JONATHAN WESTIN: Good afternoon. My
21 name is Jonathan Westin; I'm the Executive Director
22 of New York Communities for Change; we're a
23 community-based organization that represents over
24 45,000 members throughout New York City and on Long
25 Island. I wanna thank Committee Chair Garodnick for

1 pulling this together, along with Committee Chair
2 Arroyo and Committee Chair Miller. Thank you for
3 having us here and thank you for allowing us to
4 testify before you.
5

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

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

1 industries in New York City, including the car wash
2 industry, the fast food industry, the supermarket
3 industry and other industries where low wage workers
4 are working. We believe that if much more is not
5 done, there is a pathway toward having the
6 construction industry become similar to those
7 industries, where they are literally paid minimum
8 wage to do these jobs. Right now there is
9 construction industry and a union construction
10 industry that pays and puts people on a pathway
11 toward careers where they can actually afford to feed
12 their families and put food on the table and pay rent
13 in the most expensive city in this country and we
14 believe that it is to the City's advantage to
15 incentivize, promote and demand that the jobs that
16 are being created, especially on our end within the
17 housing development world, in the affordable housing
18 specifically, are jobs that are created that will
19 actually benefit workers on a pathway toward careers
20 and we believe that that is through the unions and
21 through working with the Building and Construction
22 Trades Council and others to make sure that this is a
23 reality, and at the same time that we are building,
24 as the Mayor has promoted, a 200,000-unit plan of
25

1 affordable housing, that we are actually not only
2 creating these jobs; we are promoting the folks in
3 the neighborhoods where this housing is being built
4 to actually access these jobs and access these jobs
5 in a way that lead toward careers that they can
6 maintain. So we [bell] are honored to be on the
7 panel with the Building and Construction Trades
8 unions and promote a program of local hiring within
9 our communities that would take on these jobs and
10 build to career pathways.
11

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

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

22 CHAIRPERSON GARODNICK: Okay. Alright.
23 Chair Miller.

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

1 created and when does the Council get to take a look
2 at it and has it been presented to the
3 administration?
4

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

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

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

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

1
2 CO-CHAIR MILLER: So will all that
3 information be available to the Committee, to the
4 chairs; could we get that?

5 DAVON LOMAX: Yeah, absolutely.

6 [crosstalk]

7 MATT RYAN: Yes. Definitely.

8 CO-CHAIR MILLER: Okay. Thank you.

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

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

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

1
2 A key component of those services are adult education
3 and workforce development programming and that's why
4 we're particularly really glad to see that this plan
5 was put out by the City.

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

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

1 expectation is CBOs will be among those that are
2 contracted by the City through various agencies to
3 provide services; our concern was that this wasn't
4 really highlighted as an important component of the
5 City's strategy and actually at one point in the
6 report there was a discussion that really questioned
7 the ability of CBOs to provide job-relevant training
8 and connections to industry and we want to kind of
9 dispel that notion and say that there is quite a lot
10 of experience in the CBO community.
11

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

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

3
4 There are several reasons why we think
5 it's important for CBOs to play a key role in this
6 new system; one is the fact that many of them are
7 driven through their mission to serve those who are
8 lowest skilled and least employed in our system now.
9 I think in the previous system many of these people
10 who had various employment, whether it was lack of
11 English proficiency, a lack of a high school diploma;
12 a criminal justice background would seek services
13 through the City's Workforce 1 Centers and [bell]
14 were turned away and said go to the CBO down the
15 road, get yourself fixed up and then come back and
16 then we'll try to help you. CBOs have been committed
17 for years to serve this population; have done so
18 effectively and they need to continue to be able to
19 do so.

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

1 play, is that they're localized in their services,
2 they're embedded in communities throughout the city
3 and are a good alternative to centralized programming
4 in Manhattan or in other parts of the city that
5 aren't particularly accessible.
6

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

21 CHAIRPERSON GARODNICK: Thank you. Thank
22 you very much.

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

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

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

1
2 convene both the CBOs that Kevin talked about, the
3 intermediaries and the private investors, to propose
4 a change in the New York workforce system in 2012;
5 that report came out last year and they would be
6 happy to talk to you about it and I gave you the link
7 in my testimony here.

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

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

3
4 If they wanna find a job, if they wanna
5 reconnect to education and training, if they're stuck
6 in that low-wage job and they need a place to go back
7 to, they have to go back into a school, a CBO, they
8 don't have a single place where they can just go into
9 [bell] for someone to walk with them on this. So we
10 are recommending that in the high-need neighborhoods,
11 there are 18 of them -- they're in Brooklyn, they're
12 in Bed-Stuy, they're in Bronx, they're in Hunts Point
13 -- that we look at those places to place the centers
14 in those places. And what I wanna say, and I know my
15 time is out, is; young people don't travel out of
16 their communities for these services; we need to
17 bring some of these services to them. I just wanna
18 pick up on something that Katy Belot mentioned
19 earlier, is that we need a web portal, a centralized
20 way for people to access information. So we commend
21 the City for recommending this large-scale change in
22 services, but if there's no way to find out about
23 from where you are, if you have to walk there to get
24 it, then the change that they propose will not be ass
25 effective, so we are also recommending that. And the

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

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

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

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

1 include temporary and year-round employment
2
3 opportunities to address the needs of this diverse
4 youth population, so that includes expanding programs
5 like the Summer Youth Employment Program and also
6 year-round models, such as WEA in school youth.

7 So thank you once again for allowing us
8 to testify.

9 CHAIRPERSON GARODNICK: Thank you.
10 Alright, Sandy.

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

22 So NYCCAL applauds the report's emphasis
23 on the importance of education; for low-income New
24 Yorkers, this is oftentimes the first step to
25

1 securing employment and building a foothold in the
2 job market.

3
4 Our next step is to ensure that all New
5 Yorkers will be able to join and grow in the
6 workforce, especially those that first must overcome
7 barriers to employment.

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

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

1 concerned that it doesn't really have a robust plan
2 for expanding and devoting resources to adult
3 education to help those most in need. Specifically,
4 we also, as my colleagues mentioned, wanna see
5 specific solutions around the youth and immigrant
6 communities as well.
7

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

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

1 decreased public benefit utilization, so we know that
2 if adult education services are better aligned with
3 workforce development there will be a real economic
4 return for the city.
5

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

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

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

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

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

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

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

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

1 of the proud cofounders with my former Ed Moy and
2 Paul Fernandez was the first president and played a
3 major role in making this the most successful program
4 in the country. Let me tell you why it's successful.
5 I've heard a lot of discussion here today about going
6 away from the placement, well when you look at this
7 program, this takes and give priority to New York
8 City high school kids and moves them to the top of
9 the list to get into the apprenticeship programs that
10 represent the kind of good jobs that everybody's
11 looking to fill and 75 percent of the high school
12 kids that apply to get in this program get in and 80
13 percent of the kids go into the union trades
14 permanently where they have good jobs and it's this
15 kind of a model that we hope that the city begins to
16 feed into rather than recreating its own model. I am
17 very proud to announce that the Building Trades
18 Employers' Association has just been designated as a
19 corporate partner with the Department of Education
20 and CUNY University in terms of a p-tech model for
21 jobs on construction companies in construction
22 management, civil engineering technology and
23 architectural technology that we hope will start this
24 summer. What we don't wanna see is a return to the
25

1 past of failed programs, the old New York plan for
2 training in which 16 percent of the people that went
3 through the training program, only 16 percent got
4 into the Building Trades Unions; if you're not linked
5 to an apprenticeship program, your job is short-term.
6 You'll be hired for that job, you'll be fired when
7 it's over; that's not the way the union construction
8 industry works. Okay, I get concerned when I hear
9 things like I heard this afternoon and when I read
10 things, like I read in the press release; when I hear
11 things like penalties if you don't comply -- not due
12 process; what was the term you brought up, good faith
13 efforts -- if you're gonna impose those costs on
14 contractors rather than say let us be a resource to
15 you, what you're gonna get is a bunch of pile of
16 paper and it's gonna cost you more money and we're
17 gonna build less public projects with that money. We
18 have a model that works in the construction labor
19 management field; hopefully we believe that it will
20 work -- I'm watching my time -- it will work on the
21 management side of the table; that's the way to
22 create good jobs and when you look at the numbers in
23 here, you will see that of the 8,000 apprentices in
24 this city, 65 percent are African-American, Latino
25

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

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

1 periodically they will get limited grants, in
2 particular for NEW, they had a very successful
3 program bringing women into the NYCHA facilities
4 management and construction trades; when the grant
5 ended, the program had to end. So one of my
6 recommendations to do is, these programs have a track
7 record of placing people in various sectors of the
8 construction industry and we would ask that you would
9 support them on a regular basis. Also, in terms of
10 some of the discussion that has taken place regarding
11 city positions, you will be facing an enormous brain
12 drain on the technical side and on the facilities
13 management side in City government; also on the
14 construction inspection side. I would urge that you
15 use these programs to start to train people not to
16 take the civil service test, but to do the job.
17 Historically the way the City has recruited people
18 into the technical positions is to hand them an
19 application for a civil service test. What really
20 needs to happen is the Buildings Department, with
21 these programs, should start to train people to enter
22 the building inspection industry, to enter the site
23 safety inspection industry, it's a growing field,
24 it's a place where we're always looking for people
25

1 and if the City would partner with us, that would be
2 a great help. Finally, in terms of the industry
3 partnerships, I would just urge everyone to remember
4 that heavy construction, public works infrastructure,
5 water and sewer main replacement, bridge
6 rehabilitation; road maintenance is a very different
7 field than building construction, so I would urge
8 that as we look at these programs that the needs of
9 the heavy construction industry be considered. Thank
10 you.
11

12 MARY ELLEN CLARK: Good afternoon and
13 thank you to the Committee and the Committee Chairs
14 for giving us the opportunity to speak today. My
15 name is Mary Ellen Clark and I'm the Executive
16 Director of the New York City Employment & Training
17 Coalition, which is an association of over 200
18 community-based organizations, educational
19 institutions and labor unions who annually combined
20 provide job training and employment services for over
21 750,000 New Yorkers.

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

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

6
7 Many of our organizations work with
8 individuals that we've spoken about many times this
9 afternoon who may never be able to get to those
10 middle-skill and high-skill jobs, so the Coalition
11 applauds the Mayor's Office for working to raise the
12 floor to ensure that all jobs are good jobs and
13 available to all New Yorkers, and for holding
14 employers accountable for providing quality jobs.

15 As our member organizations are deeply
16 involved in building skills that employers seek, we
17 support the system-wide coordination of data metrics
18 and contracts, and our members request that the
19 following four points be taken into consideration:
20 1. to ensure continued funding for basic literacy and
21 skills training for the many individuals who may not
22 qualify again for these middle- and high-skill jobs;
23 2. in addition to funding training, please recognize
24 that the importance of ancillary services, such as
25 job readiness and retention and provide

1 considerations for the handoffs or referrals between
2 partners as new contracts are being created. We
3 applaud the City's shift to a holistic approach to
4 individual career development rather than a rapid
5 attachment to a job. As many of our member
6 organizations provide specialized services to
7 formerly incarcerated individuals with disabilities
8 and veterans; so forth, our agencies often work
9 together to provide the best services for each
10 individual. Reimbursement for those services aligns
11 with this holistic approach and should be fairly
12 divided among those whose programs contributed to
13 ultimate success; not just those who place the person
14 in the job. The third one you've heard also today;
15 no less important; provide additional funding and
16 support for programs which focus on opportunity
17 youth, the 186,000 young people between the ages of
18 17 and 24 who are not in school and not working and
19 connecting them with training and jobs. And finally,
20 please capitalize on the knowledge and capacity
21 offered by the community-based organizations, the
22 labor unions and training providers who have rich
23 knowledge of the communities that they serve in all
24 five boroughs and strong connections to local private
25

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

10 PAUL FERNANDEZ: Thank you to the chairs
11 of the three committees and members of the Council.
12 My name is Paul Fernandez; I'm the Executive Director
13 of the New York City Carpenters Labor Management
14 Corporation, which represents the interests of eight
15 affiliated unions of the New York City District
16 Council of Carpenters, their 25,000 members and the
17 1,000 contractors who employ union carpenters in the
18 city. You have my written testimony; I'll try to not
19 read directly from that, but just lay out some brief
20 details that align what it is that goes on in the
21 union construction industry and what goes on on
22 public building and infrastructure projects and how
23 that actually works to promote local hiring in a real
24 way that provides not just a job, but access to a
25 meaningful career, and then we have a whole other

1 universe of projects in the city where you don't have
2 the same kinds of outcomes and opportunities that
3 exist in that universe.
4

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

1 actually a slap in the face to people who are getting
2 jobs in an industry where the average income is
3 \$70,000 a year, so putting people into jobs that are
4 \$15 an hour in construction is not actually giving
5 them a good career path, if that's the end of the
6 career path, which unfortunately in many cases is
7 what occurs. On a public building and infrastructure
8 side of city construction, we actually have a model
9 that works which Lou and Denise alluded to, which is;
10 number one you have labor standards under State Law,
11 prevailing wages, that require people -- you pay good
12 wages with benefits for health insurance, pensions
13 and other important considerations as workers and the
14 other thing you have is training standards, which is
15 through the project labor agreements and also through
16 procuring policies that the city has adopted,
17 requirements that contractors on major projects
18 actually participate in bonafide training programs
19 that are state approved. Now cut to the universe
20 that if you wanna see that model grow and really
21 created the kind of opportunities that the three
22 committees are looking for; what I think the
23 administration is looking for, you have the private
24 universe of construction, much of it which gets an
25

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

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

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

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

1 fields, understand job growth prospects, detect and
2 advance training needs and ensure best practices for
3 the targeted industries and job titles. These are
4 quality jobs that contribute to the City's tax
5 revenues and increase consumer spending.
6

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

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

1 reduced poverty, which is our common goal. Thank
2 you.
3

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

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

13 TIFFANY MATTHEW: Tiffany Matthew.

14 CHAIRPERSON GARODNICK: Tiffany Matthew?

15 TIFFANY MATTHEW: Yeah.

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

21 [background comments]

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

25 CHAIRPERSON GARODNICK: One sec; sorry.

1 [background comments]

2
3 CHAIRPERSON GARODNICK: I started you up
4 too fast; I'm in trouble with the sergeant, so. And
5 yeah, he's tough, he's tough. What do you say?

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

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

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

25

1
2 been incarcerated at some point, compared to the
3 national average of 2.7 percent.

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

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

1
2 There are good reasons why transgender
3 people share these stories first without a secure job
4 or stable housing or a path to greater education,
5 health becomes a secondary concern. Transgender
6 individuals are up to four time more likely to live
7 in poverty. One-third of the transgender people of
8 color have income of less than \$10,000 and
9 transgender people are twice as likely to be
10 unemployed and underemployed like myself. I
11 appreciate the opportunity to present my story and
12 the story of many of my friends and peers at the
13 Center; I welcome questions you may have.

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

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

1 specifically the text calling for greater
2 consultation with construction unions on matters of
3 workforce development and praise for the construction
4 skills program, I am here to highlight the tremendous
5 opportunity before us.
6

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

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

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

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

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

22 [background comments]

23 JUSTICE FAVOR: Good afternoon. My name
24 is Justice Favor; I'm here today because I'm a
25

1 testament, testament that pre-apprenticeship and
2
3 apprenticeship programs work.

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

1 through the Union Apprenticeship and Pre-
2 Apprenticeship Program. I am one of many men and
3 women of color in this building trades and let me
4 tell you, it's for the first time here with Local 79
5 that I had a real chance at a middle class life.
6 It's been my first chance at a long-term career and
7 I'm running with it. Tell me where else a man of
8 color with no college degree is offered free training
9 to make the kind of salary he can save to buy a
10 house, put a kid through college, a kind of salary
11 that lets you have breathing room. I want this
12 opportunity for more people in my neighborhood, which
13 is why I'm so glad to hear about this new partnership
14 between labor and community calling for union jobs
15 and local hire. I know, I hear; non-union
16 contractors hire people too, that's true, but let's
17 be clear, no one else is offering the kind of program
18 that transforms lives and transforms communities. No
19 non-union contractors offer an in-depth training, no
20 non-union contractor has committed to my career for
21 the duration of my working life and no no-union
22 contractor is offering to help me retire with dignity
23 and to pay for health care for my family. My story
24 is one of hundreds of stories like mine and each of
25

1 us have given hope to our communities. Union jobs
2 and local hire would transform my neighborhood and if
3 our city commits to real workforce development and
4 real careers as a mandate on all city-funded work,
5 thousands of lives will be transformed. Since I've
6 been a part of the union I've been able to attend to
7 college and pay for my tuition. Thank you.
8

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

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

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

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

1 sector employers in SYEP; we strongly support efforts
2 to engage more worksites and particularly more
3 diverse types of worksites in the SYEP program; we
4 think this will be of great value to youth.
5

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

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

1 housing safety plan; we wanna continue this expansion
2 and continue the successful growth of this program.
3 We presented a plan last year to expand to 100,000
4 summer jobs in five years and we look forward to
5 working with the Council and the administration to
6 continue the success. Thank you.
7

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

10 CO-CHAIR ARROYO: Thank you, Mr.
11 Chairman. Erica, thank you for your service.
12 Justice, from the Bronx, welcome to City Hall and
13 thank you for your testimony. I think it is
14 testimony like yours that I love to hear. We
15 recognize that the report is not perfect and it might
16 have some legs that we can build on. I think your
17 example of what is possible when we give real thought
18 to how we do what we do gives me optimism and I like
19 to see the glass half full mostly. So I look forward
20 to engaging all of you in the conversation and thank
21 you all for your testimony and for your input. We do
22 get a better product when everyone participates in
23 the conversation, so thank you all. And Mr. Chair,
24 my pleasure to work with you.
25

1
2 CO-CHAIR MILLER: Thank you, Madame Chair
3 and thank you, Chair Garodnick again for putting this
4 very important hearing together and I echo your
5 sentiments about the importance of the Council
6 actually hearing and engaging all those partners
7 involved here and I think it's fantastic; I think we
8 have a lot of work to do, but this is certainly a
9 first step that we're going to be certainly utilizing
10 a lot of the resources that became available to us
11 today and just I'd like to share personally that your
12 story is my story and that the sky is the limit and
13 we're about creating opportunity, right and this is a
14 council that has demonstrated that we respect the
15 value of our workforce throughout the city and we
16 want to build but we wanna build smart and
17 intelligent, so I think this is a great first step;
18 looking forward to working with everyone who has
19 given of their time to be here to day because
20 obviously we could've been anywhere and this is quite
21 important, so thank you so much and thank you,
22 Mr. Chair.

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

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

14 [gavel]

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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