

Economic Development Committee:

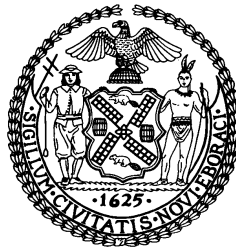
Alex Paulenoff, *Counsel*  
Rachel Harris, *Policy Analyst*  
Kendall Stephenson, *Finance Analyst*

Small Business Committee:

Jeffrey Campagna, *Counsel*  
Michael Kurtz, *Policy Analyst*  
William Kyeremateng, *Finance Analyst*

Civil Service & Labor Committee:

Matthew W. Carlin, *Counsel*  
Gafar Zaaloff, *Policy Analyst*  
Kendall Stephenson, *Finance Analyst*



**THE COUNCIL OF THE CITY OF NEW YORK**

**BRIEFING PAPER OF THE INFRASTRUCTURE and  
HUMAN SERVICES DIVISIONS**

Matt Gewolb, Legislative Director

**COMMITTEE ON ECONOMIC DEVELOPMENT**

Hon. Daniel R. Garodnick, Chairperson

**COMMITTEE ON SMALL BUSINESS**

Hon. Robert Cornegy, Chairperson

**COMMITTEE ON CIVIL SERVICE AND LABOR**

Hon. I. Daneek Miller, Chairperson

**January 27, 2016**

**OVERSIGHT: UPDATE OF THE MAYOR'S STRUCTURAL REFORMS OF THE CITY'S  
WORKFORCE DEVELOPMENT SYSTEMS**

## I. INTRODUCTION

On January 27, 2016, the Committee on Economic Development, chaired by Council Member Daniel R. Garodnick, the Committee on Small Business, chaired by Council Member Robert Cornegy, and the Committee on Civil Service and Labor, chaired by Council Member I. Daneek Miller, will hold a joint hearing entitled: *Oversight: Update of the Mayor's Structural Reforms of the City's Workforce Development Systems*. Invited to testify are the Mayor's Office of Workforce Development, the Department of Small Business Services, the Economic Development Corporation, the Center for Economic Opportunity, other City agencies, numerous chambers of commerce and business groups, unions, advocates and other interested parties.

On December 11, 2014, the Committees on Economic Development, Community Development and Civil Service and Labor held a hearing on Mayor Bill de Blasio's plan to reform the City's workforce development programs. The plan, developed by the Mayor's Jobs for New Yorkers Task Force ("Task Force") and entitled, *Career Pathways: One City Working Together*,<sup>1</sup> relied on utilizing the then newly-created Mayor's Office of Workforce Development<sup>2</sup> to implement and oversee citywide policies relating to improving workforce development. The hearing examined the various elements of the plan outlined in the *Career Pathways* report.

Since the hearing, the Mayor's Management Report ("MMR"), released in September 2015, enumerated some of the impacts of the plan outlined in the *Career Pathways* report. WKDEV also published *Career Pathways: Progress Update* in December 2015, which offers an update of the Mayor's plan. Today's hearing will explore the various updates from the MMR and *Career Pathways: Progress Update*.

---

<sup>1</sup> See THE CITY OF NEW YORK, CAREER PATHWAYS: ONE CITY WORKING TOGETHER (2014) [hereinafter *Career Pathways*] available at <http://www1.nyc.gov/assets/careerpathways/downloads/pdf/career-pathways-full-report.pdf>.

<sup>2</sup> *Career Pathways* at 11.

## II. BACKGROUND

The Mayor's office created the *Career Pathways* framework to shift the City's workforce development mechanisms towards placing applicants in quality jobs instead of historically inadequate part-time jobs or positions with limited mobility. According to the 2014 *Career Pathways* report, the primary job placements for persons that were out of work and out of school, had been in low wage and low skill positions. These jobs were not stable and, according to the Human Resources Administration ("HRA"),<sup>3</sup> 25% of welfare recipients who obtained these jobs went back on public assistance within 12 months. Recognizing this high return to welfare coupled with the gaps between demand for skilled labor and job placement in certain sectors, Mayor de Blasio established the Office of Workforce Development ("WKDEV"), which is "the coordinating entity for the City's workforce initiatives" and created the Jobs for New Yorkers Task Force to address these issues.<sup>4</sup>

The Task Force produced the 2014 *Career Pathways* report, which outlined three pillars:<sup>5</sup>

- 1) Building skills employers seek to connect New Yorkers to quality jobs with living wages and career advancement opportunities as well as creating industry partnerships for employer engagement and accountability.
- 2) Improving job quality to create more worker-friendly business practices including consistent scheduling, access to commuter benefits and tools for financial empowerment/independence.
- 3) Increasing system and policy coordination by aligning economic and workforce development initiatives and passing legislation and policies to promote and implement career pathways.

---

<sup>3</sup> See *id.* at 19

<sup>4</sup> See *id.*

<sup>5</sup> See CAREER PATHWAYS: PROGRESS UPDATE (2015) [hereinafter *Progress Update*] available at <http://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>.

In addition, WKDEV shifted the Mayor's office's investment strategy in workforce development, moving about \$500 million from so-called "rapid attachment" employment services to improving training and education.<sup>6</sup> The 2014 *Career Pathways* report offered ten recommendations to realize this vision and shift the City's economic and workforce development objectives. As of January 2016 these recommendations are currently in varying degrees of progress and implementation.<sup>7</sup>

By the end of FY 2016 the City estimates it will have served 499,368 residents with investments totaling about \$606.7 million.<sup>8</sup> Compared to FY 2014, investments in employments services and basic education decreased slightly, while the City doubled, or more than doubled, investments in subsidized employment, occupational training and college support in FY 2016.<sup>9</sup> In addition, two new programs—entrepreneurship training and bridge programs—received investments of about \$6 million each.<sup>10</sup>

On January 21, 2016, the Mayor released a preliminary budget for FY 2017.<sup>11</sup> Overall funding allocated to economic development in the preliminary budget for FY 2017 is \$790 million.<sup>12</sup> In that budget three new items related to the *Career Pathways* plan include a \$45 million investment in college and career readiness, \$16.9 million to help 1,000 clients in adult shelters find employment and \$5 million to pay a \$15 minimum wage to city of New York employees and contracted workers providing human services.<sup>13</sup>

---

<sup>6</sup> *Id.* at 8

<sup>7</sup> *Id.* at 15

<sup>8</sup> *Id.* at 9

<sup>9</sup> *Id.* at 10

<sup>10</sup> *Id.*

<sup>11</sup> See THE CITY OF NEW YORK FINANCIAL PLAN DETAIL: FYS 2016-2020 (January 2016) available at [http://www.nyc.gov/html/omb/downloads/pdf/tech1\\_16.pdf](http://www.nyc.gov/html/omb/downloads/pdf/tech1_16.pdf).

<sup>12</sup> *Id.*

<sup>13</sup> See FINANCIAL PLAN SUMMARY: THE CITY OF NEW YORK PRELIMINARY BUDGET: FY 2017 (January 2016) Available at [http://www.nyc.gov/html/omb/downloads/pdf/sum1\\_16.pdf](http://www.nyc.gov/html/omb/downloads/pdf/sum1_16.pdf).

### III. INDUSTRY PARTNERSHIPS

The first recommendation made by WKDEV focuses on launching or expanding industry partnerships across six primary sectors: healthcare, technology, industrial/manufacturing, construction, retail and food service.<sup>14</sup> This sector-based approach contains short, medium and long-term targets through 2018. These industry partnerships are designed to address the mismatches between the supply of labor and the demand in these sectors.<sup>15</sup>

The industry partnerships initiative focuses on developing opportunities through relevant training and promoting professional development in order to balance and better address the City's workforce development needs. The program expands preparatory career steps and develops curricula and training programs to enable job seekers to develop relevant competencies and credentials to succeed in specific fields.<sup>16</sup> The *Career Pathways* report indicated that the industry partnerships program will be either housed in City government or contracted through a competitive process.<sup>17</sup> Currently, two of the six industry partnerships that have had the most expansion since the launch of *Career Pathways* – healthcare and technology – are housed in the Department of Small Business Services (“SBS”) and the Mayor's Office of Technology and Innovation, respectively.

Since 2011, the City has had an industry partnership with the New York Alliance for Careers in Healthcare (“NYACH”) to engage healthcare employers to identify, analyze and meet labor force needs.<sup>18</sup> Together with the City University of New York (“CUNY”), trade associations and labor-management partners, NYACH has reformatted eight curricula and

---

<sup>14</sup> See *Career Pathways* at 29

<sup>15</sup> *Id.*

<sup>16</sup> See *id.*

<sup>17</sup> See *id.* at 29.

<sup>18</sup> See NYACH ABOUT US: HISTORY, Available at <http://nyachnyc.org/about-us/history/>, Accessed January 15, 2016.

formed twelve new industry trainings, through which more than 1,000 New Yorkers have been able to gain new jobs or promotions.<sup>19</sup>

The Tech Talent Pipeline (“TTP”) was founded by Mayor de Blasio in May 2014 to support the growth of the tech industry in the City.<sup>20</sup> Since the launch of *Career Pathways* the TTP has mobilized over 150 industry partners and formed an advisory board of the City’s top chief executive officers and chief technology officers. With these partners the TTP has been able to develop ten new and expanded trainings, connecting more than 250 New Yorkers to jobs and internships in the tech sector.

The City is currently conducting searches for industry leaders to direct the partnerships in the other four sectors – construction, industrial/manufacturing, foodservice and retail – as well as identifying start-up models and activities for these industries.<sup>21</sup>

#### **IV. CITY AGENCY PROGRESS IN WORKFORCE DEVELOPMENT**

According to the *Career Pathways* report, the various agencies that comprise the workforce development programs needed to streamline their practices to eliminate redundancies and highlight best practices in providing workforce training to job seekers.<sup>22</sup> WKDEV is fostering connections among agencies with workforce programs to host events and workshops. WKDEV has also made significant changes in the three largest City agencies in terms of workforce development programs: HRA, the Department of Youth and Community Development (“DYCD”), and SBS. HRA changed from its single rapid-attachment model to services that emphasize education and employment skills. DYDC is piloting bridge programs and investing in advanced trainings, which will be discussed more fully below. Finally, SBS set a

---

<sup>19</sup> See *Progress Update* at 17.

<sup>20</sup> See TECH TALENT PIPELINE OVERVIEW. Available at <http://www1.nyc.gov/site/forward/initiatives/tech-talent.page>. Accessed January 15, 2016.

<sup>21</sup> See *Progress Update* at 17.

<sup>22</sup> See *Career Pathways* at 37.

job quality standard for employers that recruit employees from the Workforce1 Career Centers. These employers must provide full-time employment or pay part-time workers a salary of at least \$11.50/hour. The recent MMR also reported how this change has impacted the Workforce1 Career Centers.

Workforce1 is a workforce development service provided by SBS that prepares and connects candidates to job opportunities in the City. SBS strives to build relationships with businesses that have hiring needs, allowing candidates to leverage recruitment expertise, industry knowledge, and skill-building programs available at the Workforce1 centers. During FY 2015, 55,133 new jobseekers registered via the Workforce1 Career Center system, which represents a decline of 33% versus FY 2014; in terms of raw figures, there were 26,952 job placements in FY 2015, a 25% decrease from FY 2014, when there were 35,936.<sup>23</sup> The Administration states that this decrease was anticipated, in light of the introduction of the new higher wage standards, a shift toward high-quality jobs, and a decline in overall employment opportunities at the centers.

## **V. PREPARING JOB SEEKERS FOR ENTRY LEVEL WORK AND MIDDLE-SKILL TRAINING**

In the third recommendation the City proposes to invest \$60 million annually by 2020 in bridge programs that prepare low-skill job seekers for entry-level work and middle-skill job training with a goal to implement the plan through short term, medium term and long term targets.<sup>24</sup> According to the *Career Pathways Progress Update*, “bridge programs pair academic instruction and workforce services” that build the needed skills for work and education in tandem with career and other supportive services.<sup>25</sup> Since the *Career Pathways* report was published

---

<sup>23</sup> *Id* at 233

<sup>24</sup> *See Career Pathways* at 38

<sup>25</sup> *See Progress Update* at 19.

WKDEV has focused on providing resources and assistance to design and effectively implement bridge programs.<sup>26</sup>

DYCD and the Center for Economic Opportunity (“CEO”) are piloting a bridge program with the Young Adult Literacy Program, which serves out of school and underemployed youth who lack high school equivalency (“HSE”) credentials. NYACH is also implementing two new bridge programs that support an English-as-a-Second-Language (“ESL”) bridge to Medical Assistant Training and an HSE bridge to Medical Assistant Training.<sup>27</sup> Proposed funding of \$10 million from the New York State Department of Education would go toward bridge programs to support transitional providers of the programs and includes partnership with CUNY’s Adult Education department to develop curricula in eight sectors.<sup>28</sup>

## **VI. DEVELOPING TRAINING IN MIDDLE-SKILL OCCUPATIONS**

When *Career Pathways* was published in 2014 the City only invested 7% of its annual workforce budget in training.<sup>29</sup> The report stated that the City planned to triple its training investment to \$100 million annually by 2020 in career-track and middle-skill training programs.<sup>30</sup> Occupations in these fields often require post-secondary technical education and training and, in some cases, college math courses or degrees.<sup>31</sup>

The *Progress Update* shows that since FY 2014, the City has nearly doubled its annual investments in training from \$28.8 million to \$54.3 million.<sup>32</sup> That brings the City to just over half of its goal of \$100 million per year by 2020. The new investments include new and enhanced medical assistant training, four new tech trainings, and entrepreneurship trainings

---

<sup>26</sup> *Id*

<sup>27</sup> *Id*

<sup>28</sup> *Id*

<sup>29</sup> See *Career Pathways*. at 43.

<sup>30</sup> See *id*.

<sup>31</sup> See *id*.

<sup>32</sup> See *Progress Update* at 20.

within underrepresented groups including immigrants, NYCHA residents and women.<sup>33</sup> Also during FYFY 2015, NYC Business Solutions, a set of free services offered by SBS to help businesses as they grow, assisted over 700 businesses in acquiring \$64.8 million in financing, which was a 45 percent increase over FY 2014.<sup>34</sup> This included more than \$37 million that went to businesses that applied to the Hurricane Sandy Business Loan and Grant Program.<sup>35</sup>

Mayor de Blasio has also emphasized his Administration's support for Minority and Women-owned businesses ("M/WBE"). In November 2015 the Mayor stated "When we open the door for minority and women-owned firms to compete, we're investing right here in New York City."<sup>36</sup> This Administration's support for M/WBEs has led to an increase of 9% of M/WBEs citywide between FY 2014 and FY 2015 – an increase from 3,783 to 4,115.<sup>37</sup> Additionally, more than 1,500 M/WBEs have gained certification since the start of the current Administration.<sup>38</sup> The M/WBE recertification rate for FY 2015 reached the annual target of 60% with 1,003 recertifications.<sup>39</sup>

The 2015 MMR indicates that the dollar amount of M/WBE contracts has also been in line with the goals of the Administration. In September 2015, M/WBE Director Maya Wiley announced that the City awarded more than \$1.6 billion in contracts to M/WBEs in FY 2015.<sup>40</sup>

---

<sup>33</sup> See *id.*

<sup>34</sup> See 2015 Mayor's Management Report at 232:

[http://www1.nyc.gov/assets/operations/downloads/pdf/mmr2015/2015\\_mmr.pdf](http://www1.nyc.gov/assets/operations/downloads/pdf/mmr2015/2015_mmr.pdf)

<sup>35</sup> *Id.*

<sup>36</sup> See Capital New York. *City to announce \$20 M. for firms owned by women, minorities.* (November 10, 2015)., Available at <http://www.capitalnewyork.com/article/city-hall/2015/11/8582515/city-announce-20-m-firms-owned-women-minorities>. Accessed January 14, 2016.

<sup>37</sup> See 2015 Mayor's Management Report at 234

<sup>38</sup> See DE BLASIO ADMINISTRATION ANNOUNCES OVER \$1.6 BILLION IN MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE. (September 28, 2015)., Available at <http://www1.nyc.gov/office-of-the-mayor/news/652-15/de-blasio-administration-over-1-6-billion-minority-women-owned-business>. Accessed January 14, 2016.

<sup>39</sup> See 2015 Mayor's Management Report at 234

<sup>40</sup> See DE BLASIO ADMINISTRATION ANNOUNCES OVER \$1.6 BILLION IN MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE. (September 28, 2015). Available at <http://www1.nyc.gov/office-of-the-mayor/news/652-15/de-blasio-administration-over-1-6-billion-minority-women-owned-business>. Accessed January 14, 2016.

This puts the City on track to meet the current Administration’s goal of awarding \$16 billion to these businesses across all agencies over the next decade.<sup>41</sup>

Despite this growth, there have been some critiques of the Administration’s investment in M/WBEs by some advocates, including Comptroller Scott Stringer who stated that the Administration can and must do more to “level the playing field” for those that want to do business with the City.<sup>42</sup> In December 2015, shortly before a scheduled hearing on M/WBE’s, the Mayor announced that his Administration would be forming an advisory council on M/WBEs with members who are business owners from various industries.<sup>43</sup> The Administration expects to get feedback from the M/WBE community through this council and that it will also help to bring more businesses into the City’s M/WBE program.<sup>44</sup> At a December 2015 oversight hearing on the “Implementation of the City’s Minority and Women-Owned Business Enterprise Program” the Commissioner of SBS also discussed some of the changes during FY 2015 to increase the engagement of M/WBEs with the City including an online certification portal, certification workshops, and capacity building efforts reaching more than 2500 businesses and certifying over 1,000 new M/WBEs.<sup>45</sup>

## **VII. EXPANDING CUNY AND DOE CAREER DEVELOPMENT PROGRAMS**

The *Career Pathways* report recommends that CUNY and DOE use their positions as educators to enable students to become both college-ready and job-ready upon graduation.<sup>46</sup> In

---

<sup>41</sup> *Id.*

<sup>42</sup> See MAKING THE GRADE: NEW YORK CITY AGENCY REPORT CARD ON MINORITY/WOMEN-OWNED BUSINESS ENTERPRISES. (2015) Accessed January 26, 2016. Available at <http://comptroller.nyc.gov/reports/making-the-grade/>.

<sup>43</sup> See DE BLASIO FORMING ADVISORY COUNCIL TO HELP REACH MINORITY-OWNED BUSINESS (13 December 2015). Available at <http://www.capitalnewyork.com/article/city-hall/2015/12/8585480/de-blasio-forming-advisory-council-help-reach-minority-owned-busin>. Accessed January 19, 2016.

<sup>44</sup> See *id.*

<sup>45</sup> See Hearing Transcript for “Oversight – Implementation of the City’s Minority and Women-Owned Business Enterprise Program” (December 14, 2015). Available at <http://legistar.council.nyc.gov/LegislationDetail.aspx?ID=2527365&GUID=031628EB-897E-42B8-A818-FFF95F9D4B76&Options=&Search=> Accessed January 19, 2016.

<sup>46</sup> See *Career Pathways* at 45.

2013, the percentage of high school graduates who were college ready was 31.4%. Though that number is a significant improvement from 2005 when only 16% of high school graduates were college-ready, according to the Administration, the percentage remains unacceptably low.<sup>47</sup> In order to prepare students for college success, the Administration called on DOE and CUNY to improve communication and coordination between the two agencies.<sup>48</sup>

In the *Progress Update* CUNY, with support of the Administration, has set a goal to expand its Accelerated Study in Associate Programs (“ASAP”) initiative to 25,000 over the next four years.<sup>49</sup> This expansion will bring in more STEM (science, technology, engineering, math) majors. CUNY also wants to expand the program at individual partner colleges as well as launch a campus-wide expansion at Bronx Community College with the intention of enrolling over 5,000 full-time students in ASAP by the 2018-19 academic year.<sup>50</sup> Other goals are currently in progress that concern building DOE’s industry partnerships, scaling up DOE’s work-based learning, developing new policies for CUNY credits and adding career counseling in seven community colleges.<sup>51</sup> In the Mayor’s preliminary FY 2017 budget, one of the proposed investments is \$45 million in college and career readiness. This would include advanced placement courses, algebra and computer science for all students, as well as increased college visits.<sup>52</sup>

## **VIII. WORK-BASED LEARNING FOR YOUTH AND HIGH-NEED JOB SEEKERS**

As part of the *Career Pathways* framework, the City intends to increase its investment in youth and young adult programs to expand access to career and skill development opportunities

---

<sup>47</sup> See *id.*

<sup>48</sup> See *id.*

<sup>49</sup> See *Progress Update* at 21.

<sup>50</sup> See *id.*

<sup>51</sup> See *id.*

<sup>52</sup> See FINANCIAL PLAN SUMMARY: THE CITY OF NEW YORK PRELIMINARY BUDGET: FY 2017 (January 2016) Available at [http://www.nyc.gov/html/omb/downloads/pdf/sum1\\_16.pdf](http://www.nyc.gov/html/omb/downloads/pdf/sum1_16.pdf).

for young people throughout the City. The goal of these programs is to provide additional opportunities for youth and high-need job seekers to access work-based learning placements such as internships to explore potential careers in various fields.<sup>53</sup>

SYEP Program History (2010-2015)

	<b>Summer 2010</b>	<b>Summer 2011</b>	<b>Summer 2012</b>	<b>Summer 2013</b>	<b>Summer 2014</b>	<b>Summer 2015</b>
Youth Applicants	143,169	131,119	132,593	135,338	137,503	<b>131,897</b>
Youth Employed	35,725	30,628	29,416	35,957	47,000	<b>54,263</b>
Youth Denied	107,444	100,491	103,177	99,381	90,503	<b>77,634</b>
% of Applicants Employed	25%	23%	22%	27%	34%	<b>41%</b>

An existing program that has demonstrated success in work-based learning placement is the Summer Youth Employment Program (“SYEP”), which provides the City’s youth between the ages of 14 and 24 with paid summer employment for up to seven weeks in July and August.<sup>54</sup> There are several benefits to this program. SYEP provides jobs to students that would normally have difficulty obtaining jobs. SYEP also provides workshops on job readiness, career exploration, financial literacy, and opportunities to continue education and social growth.<sup>55</sup>

The numbers of both participants and investments significantly increased in subsidized employment in FY 2016, which is largely a result of an increased number of youth employment opportunities as well as an increase in the minimum wage for youth employees.<sup>56</sup> In May 2015, the Mayor’s Fund to Advance NYC established the Center for Youth Employment (“CYE”).<sup>57</sup> The goal of CYE is to support 100,000 jobs, internships, mentorships and similar experiences across all the agencies in the City by 2020. In FY 2015 it is estimated that there were 65,000 of

---

<sup>53</sup> See *Career Pathways* at 48.

<sup>54</sup> See *id.*

<sup>55</sup> See *id.*

<sup>56</sup> See *Progress Update* at 8.

<sup>57</sup> See *Progress Update* at 22.

these opportunities for youth. In FY 2016 the City projects an increase to about 76,000 opportunities.<sup>58</sup> Particularly, in SYEP, the City was able to engage and partner with over 750 new private sector work sites, with private sector sites comprising 35% of all sites, up from 28% in 2014.<sup>59</sup>

## **IX. MEASURING EMPLOYERS WITH GOOD BUSINESS PRACTICES**

The *Career Pathways* report discussed incentivizing employers to implement good practices in the workplace by creating “a standard that recognizes high-road employers with good business practices.”<sup>60</sup> The goal outlined in the *Career Pathways* report would be to evaluate at least 500 local businesses by the end of 2015.<sup>61</sup> These standards would include competitive wages, consistent scheduling, on-the-job training, and access to benefits for employees.<sup>62</sup>

In 2015, NYCEDC launched the “Best for NYC” campaign to encourage businesses and give them tools to assess and improve employee morale and good workplace practices.<sup>63</sup> Through the B Impact Assessment, developed by the non-profit, B Lab, employers can assesses their practices on diversity and inclusion, compensation, benefits and governance and compare how well they are doing to 30,000 other businesses using the tool. By November 2015, 350 businesses started the assessment and the goal is to reach 500 businesses by early 2016.<sup>64</sup>

New York City Business Acceleration (“NYCBA”), which provides services including those ranging from client management to consultations with inspectors and inspections from City agencies, assisted 13% more businesses in FY 2015 versus FY 2014, and NYCBA site

---

<sup>58</sup> *See Id.*

<sup>59</sup> *See Id.*

<sup>60</sup> *See Career Pathways* at 66.

<sup>61</sup> *See id.*

<sup>62</sup> *See Progress Update* at 23.

<sup>63</sup> *See id.*

<sup>64</sup> *See id.*

consultations increased 52% over that period.<sup>65</sup> At the same time, NYC Business Solutions Customized Training, a program that allows employers to improve the skills of their employees by investing in training, provided 19 businesses with grants in FY 2015, which represents a 24 percent decrease from FY 2014, when 25 businesses were awarded grants.<sup>66</sup>

## **X. EXPANDING ACCESS TO FINANCIAL EMPOWERMENT RESOURCES**

The *Career Pathways* report also focused on “improv[ing] the conditions of low-wage work by expanding access to financial empowerment resources.”<sup>67</sup> According to the plan, this would be done by both working in partnership with over 100 employers and pursuing substantive changes to City laws.<sup>68</sup> At the time of the report the Mayor and Council had already implemented changes through the Paid Sick Leave Law<sup>69</sup> and the Mayor’s Living Wage Executive Order.<sup>70</sup>

In 2015 the Department of Consumer Affairs (“DCA”) assisted over 150,000 New Yorkers in filing tax returns, which is an increase of about 36.6% from 2014.<sup>71</sup> By doing so, DCA helped increase awareness of tax credits for working families with combined credits sometimes totaling over \$10,000. In late October, the City Council passed and Mayor de Blasio signed the Fair Chance Law, which makes it illegal for businesses to deny employment based only on an applicant’s criminal record.<sup>72</sup> Mayor de Blasio also recently issued an executive order offering six weeks of paid parental leave to nonunionized managers and city workers, amount to

---

<sup>65</sup> See 2015 Mayor’s Management Report at 232.

<sup>66</sup> *Id.*

<sup>67</sup> See *Career Pathways* at 14.

<sup>68</sup> See *id.*

<sup>69</sup> See New York City Paid Sick Leave Law, N.Y. CITY CHARTER §§ 2203(e), (i), N.Y. CITY ADMIN. CODE §§ 20-771, 20-912(b),(h),(s)-(v), 20-913, 20-919(c), 20-920, 20-924(b)-(c), 20-925 (2014).

<sup>70</sup> See N.Y. CITY MAYORAL EXEC. ORDER NO. 7 (Sep. 30, 2014) available at [http://www1.nyc.gov/assets/home/downloads/pdf/executive-orders/2014/eo\\_7.pdf](http://www1.nyc.gov/assets/home/downloads/pdf/executive-orders/2014/eo_7.pdf).

<sup>71</sup> See *Progress Update* at 24.

<sup>72</sup> See *id.*

about 20,000 public employees.<sup>73</sup> In addition, while the City has been pursuing local control of the minimum wage, a state order issued by the Acting Commissioner of Labor in September 2015 accepted recommendations by the Wage Board to increase the minimum wage rate to \$15 for employees in fast food establishments, which would be fully phased in throughout the City by December 31, 2018.<sup>74</sup>

## **XI. MAXIMIZING OPPORTUNITIES FOR QUALITY JOBS**

When the City published *Career Pathways* in 2014, WKDEV discussed developing and implementing a comprehensive hiring program. The idea was that this program would aim at connecting economic and procurement activities to the workforce system by requiring companies to share open job opportunities with the City and consider City-referred candidates. The program could be used to expand manufacturing areas such as the Brooklyn Army Terminal and on the creation and preservation of the 200,000 affordable housing units the City plans to develop over the next 10 years.<sup>75</sup>

In October 2015 the Administration launched HireNYC, a program designed to create a bridge between workforce development programs and economic development projects.<sup>76</sup> Located within NYCEDC, HireNYC seeks to leverage the City's development investment dollars and purchasing power to create thousands of additional jobs for New Yorkers.<sup>77</sup> Specifically, the HireNYC program has created a mechanism by which companies with contracts to sell goods or

---

<sup>73</sup> See NEW YORK TO OFFER 6 WEEKS PAID PARENTAL LEAVE TO NONUNION WORKERS (December 22, 2015), NYTimes, Accessed January 19, 2016, Available at [http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?\\_r=0](http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?_r=0)

<sup>74</sup> See ORDER OF ACTING COMMISSION OF LABOR MARIO J MUSOLINO ON THE REPORT AND RECOMMENDATIONS OF THE 2015 FAST FOOD WAGE BOARD (September 10, 2015) Available at <https://www.governor.ny.gov/sites/governor.ny.gov/files/atoms/files/FastFood-Wage-Order.pdf>.

<sup>75</sup> See *Career Pathways* at 54-55.

<sup>76</sup> See DE BLASIO ADMINISTRATION LAUNCHES HIRENYC TO HELP NEW YORKERS ACCESS JOBS THROUGH THE CITY'S PURCHASES AND INVESTMENTS (October 28, 2015). Available at <http://www.nycedc.com/press-release/de-blasio-administration-launches-hirenyc-help-new-yorkers-access-jobs-through-citys>. Accessed January 20, 2016,

<sup>77</sup> See NYCEDC HIRENYC. <http://www.nycedc.com/program/hirenyc>.

services to the City in the amount of \$1 million or more must post job vacancies with Workforce1 Career Centers and consider hiring candidates who have been prescreened by the HireNYC program. The prescreening process is intended to ensure that companies have access to candidates who meet their needs and stated qualifications.<sup>78</sup>

According to information provided by NYCEDC, the HireNYC program will connect local job seekers to jobs connected with real estate development; utilize existing workforce development and job training programs to connect businesses with local communities; and establish programs that specifically address the business and hiring needs of companies operating in the city of New York.<sup>79</sup>

## **XII. INCENTIVIZING WORKFORCE AGENCIES TO PRODUCE QUALITY JOBS**

Under the *Career Pathways* plan, the City aims to create a uniform system of outcomes, definitions, processes, data, and means of measuring outcomes between all City workforce agencies. Prior systems were decentralized and difficult to evaluate across programs, since each agency used different metrics and definitions for identifying success. WKDEV is now engaging staff from each workforce agency to create common definitions and metrics to centralize results and more effectively evaluate agency initiatives.<sup>80</sup>

WKDEV, together with CEO and the Mayor's Office of Operations, has established 13 metrics with uniform definitions for all agencies. These metrics are listed in the below table.<sup>81</sup>

---

<sup>78</sup> See NYCEDC HIRENYC FAQ. Available at [http://www.nycedc.com/sites/default/files/filemanager/Programs/HireNYC/HireNYC\\_FAQ\\_General.pdf](http://www.nycedc.com/sites/default/files/filemanager/Programs/HireNYC/HireNYC_FAQ_General.pdf).

<sup>79</sup> See NYCEDC HIRENYC, <http://www.nycedc.com/program/hirenyc>.

<sup>80</sup> See *Progress Update* at 26, 48 and 49.

<sup>81</sup> *Id.*

WKDEV is also planning to develop unified service standards and new guidelines for reimbursement based on job quality instead of quantity of job placements.<sup>82</sup>

<b>Common Metrics that the City Will Standardize Across All Workforce Programs</b>		
<b>Employment</b>	<b>Skill Development</b>	<b>Wage</b>
<ul style="list-style-type: none"> <li>• Clients Served</li> <li>• Full-Time Hires</li> <li>• Part Time Hires</li> <li>• Retention Rate</li> <li>• Job Continuity</li> </ul>	<ul style="list-style-type: none"> <li>• Industry-Based Education Enrollments</li> <li>• Academic Based Education Enrollments</li> <li>• Industry Based Credential Attainment</li> <li>• Academic Based Skills Gains</li> <li>• Employer Validated Training Completion</li> </ul>	<ul style="list-style-type: none"> <li>• Median Wage</li> <li>• Living Wage Hires</li> <li>• Wage Growth</li> </ul>
Source: <i>Career Pathways: Progress Update</i> (2015).		

### **XIII. CONCLUSION**

The Committees look forward to hearing testimony from representatives from the Administration and advocates on the progress report and on additional opportunities for improvement.

---

<sup>82</sup> *Id* at 26.