

Committees on Economic Development and Oversight and Investigations
New York Works, But for Whom? Examining the New York Works Jobs Plan

James Patchett, NYCEDC President and CEO

March 18, 2019

Good afternoon Chairs Vallone and Torres and members of the Committees on Economic Development and Oversight and Investigation. My name is James Patchett and I am president and CEO of the New York City Economic Development Corporation, also known as EDC. Thank you for the opportunity to testify today on New York Works, the vision and strategy document that outlines Mayor de Blasio's commitment to creating 100,000 good-paying jobs.

I am joined today by my colleagues Alia Conbeer, senior vice president of strategy at EDC and Jackie Mallon, First Deputy Commissioner at the Department of Small Business Services. After my testimony, we are happy to answer any questions you may have.

EDC is a self-sustaining non-profit organization that drives and shapes New York's economic growth. We use city resources to create a bridge between city agencies, private businesses, and local communities in three key ways:

- By owning and managing over 66 million square feet of real estate, which we are constantly improving and upgrading to maximize economic impact;
- By building neighborhood infrastructure to ensure that communities remain affordable;
- And finally, by investing in growth industries that have the potential to create good-paying jobs for all New Yorkers.

Today, by many metrics, New York's economy is thriving. Our unemployment rate is four percent, a record low, and we are home to 4.5 million jobs, a record high. Our metro GDP is \$1.5 trillion; this means that if the metropolitan area were a country, it would be among the 20 largest national economies in the world, just behind Spain's and Canada's.

We remain the financial capital of the world and are home to more Fortune 500 companies than any other city in North America. And our tech sector also continues to soar; since 2007, the amount of venture capital funding, which supports the growth and expansion of early-stage businesses, has ballooned 1400 percent.

We are proud to contribute to the city's economic vibrancy and recognize the historic nature of the current moment.

However, we know these numbers don't paint the complete economic picture. Beneath the surface there are alarming economic realities that cannot be ignored:

- The unemployment rate for New Yorkers without a college degree is almost double that of the working age population as a whole;
- Nearly 95 percent of the country's income gains are claimed by the top 1 percent of households;
- And over the past 10 years, the percentage of New Yorkers earning middle income wages dropped from 46 percent to 43 percent, impacting a quarter million people.

Along with this rising inequality, there is tremendous disruption driven by technology that is changing the way businesses operate and the skills New Yorkers need to secure jobs of the future. The impact of technology is being felt across the city in places like manufacturing hubs and the back offices of major financial firms.

This technological revolution comes at a time of increased affordability challenges and global competition. The role of the City is to make strategic investments needed to prepare all New Yorkers for jobs of the future.

That is why in 2017, the administration announced New York Works, a vision that outlines Mayor de Blasio's commitment to create 100,000 good-paying jobs by 2027. This plan is not just about job creation; we know the city already does this well. This plan is about making good-paying jobs even more accessible to New Yorkers. Our goal was simple: to make the city a fairer place for all.

New York Works has three objectives:

- First, to invest in the creation of middle-class jobs.
 - We know that today, middle-class life is 30 percent more expensive than it was 20 years ago. Raising a family, paying rent, and taking personal time off all become harder when one feels squeezed financially.
- Second, we want to ensure these jobs are accessible to all New Yorkers.
 - Some evolving industries, most notably the tech sector, have excluded women and people of color from accessing good-paying jobs. The numbers speak for themselves; in 2017, Facebook reported that only three percent of employees working in tech jobs identified as Hispanic. But New York knows diversity is our greatest strength; in a city with 3.3 million immigrants and more than 200 languages spoken, we have the tools to change this status-quo.
- And finally, to prepare for the jobs of the future.
 - Automation could impact 60 percent of occupations based on technology that exists today. For workers in these positions, we need to ensure there are pipelines to new industries with long career ladders.

This sizable investment in our middle-class shows how seriously this administration takes income inequality. By all measures, this plan is ambitious; one hundred thousand jobs are enough to provide every household in Orlando with a family-supporting income.

Here we define good-paying jobs as those that pay \$50,000 or more or provide a reliable pathway to the middle-class. We chose \$50,000 because it is a significant threshold for affording life in New York City; today, the median household income in New York is \$56,000.

The plan outlines in broad strokes the actions the administration will take to achieve this goal. Jobs will only be counted if they are created as a direct result of one of the following city actions:

1. Selling, leasing or developing and tenanting city-owned property;
2. Providing financing and tax incentives that help businesses acquire property, construct and renovate facilities, and invest in equipment;
3. Making capital investments in large-scale infrastructure that directly helps businesses start and grow;
4. Using land use tools to update zoning; and
5. Directly financing industries that have high potential for growth.

These actions are critical to advancing our goals in the five strategic sectors identified last year: tech, life sciences, and healthcare, industrial and manufacturing, the creative and cultural sectors, and space for jobs of the future. The industries outlined in the plan were carefully selected because they continue to grow and have tremendous potential to create good-paying jobs.

I would now like to go through each of the tools the city has deployed as part of New York Works and share examples of actions we have taken to create more pathways to the middle-class.

First, I would like to talk about how we are activating city-owned property to reach our targets outlined in New York Works. The city has a vast portfolio of properties that include community facilities, industrial and commercial space, and parks. Since the plan was announced, we have made targeted investments in many of them to spark growth in 21st century industries:

- Last May, EDC unveiled over 500,000 square feet of new industrial space at the Brooklyn Army Terminal along the South Brooklyn waterfront; this new space will provide a home for over 1,000 new jobs, many of which will be in modern manufacturing. We want to continue strengthening our industrial ecosystem, which today employs over 530,000 New Yorkers and provides many access points into good-paying jobs. Moreover, the campus' on-site Workforce1 Industrial & Transportation Career

Center has helped hundreds of city residents get jobs with BAT tenants and other Brooklyn-based businesses.

- In October 2017, EDC and the Nicotra Group broke ground on Corporate Commons Three, a 330,000-square-foot office building on the west shore of Staten Island. The facility is setting aside 20 percent of its space for medical office tenants and includes space for a charter school, continuing adult education, a 40,000 square-foot organic rooftop farm, and a new social enterprise restaurant. Corporate Commons Three will create 2,500 jobs and provide more space for Staten Island businesses to expand locally.

Providing financial and tax abatements is another valuable tool we have leveraged:

- In June 2017, EDC helped facilitate the expansion of York Studios, a local TV and film production company which is set to build a first-rate facility in Soundview. The first phase of the project will consist of 170,000 square feet of space that will include five production stages. Development of this campus was done through the New York City Industrial Development Agency, also known as IDA. We gave the campus conditional tax benefits over the next quarter-century in order to unlock \$50 million in private investment and bring 400 good-paying jobs to the Bronx.
- Last February, EDC helped C. Kenneth Imports, an importer and distributor of tropical produce and African, Caribbean, and Latin foods renovate its Hunts Point warehouse. In 1981, CKI partnered with Haiti Foods Korea and grew to become an importer and exclusive distributor of Haitian food products in the Northeast United States. The project, also an IDA deal, costs roughly \$5.6 million and will allow CKI's facility to expand to 40,000 square feet to meet growing business demands. The additional space will also allow the company to increase its headcount.

We have made significant capital investments that will spark more economic growth in neighborhoods around the city:

- In September 2017, we announced our plan for Bronx Point, a waterfront development that will include a new waterfront esplanade that will seamlessly connect to the existing Mill Pond Park and a dynamic public plaza along Exterior Street. This development, which sits at a gateway location in the Lower Concourse neighborhood, is part of the administration's \$200 million investment to strengthen the area's infrastructure.
- And right now, the de Blasio administration is investing more than \$180 million in Coney Island to shore up the neighborhood's infrastructure, build new streets, and upgrade the sewer system to support future new affordable housing and economic development. This historic infrastructure investment will support the 4,500 new homes and 500,000 square feet of commercial space projected to be built in the neighborhood. We are no longer going to accept that the neighborhood's streets flood when it rains and that some of the water pipes date back to the 19th century.

We have used our land use tools to shape our neighborhoods and business districts:

- In September 2017, the City Council approved the Downtown Far Rockaway Redevelopment Project, the neighborhood's first rezoning since 1961. This included \$288 million in investments to bring new commercial space and small business support, affordable housing options, open space, transit, infrastructure, and community facilities to the area. These investments are designed to both strengthen the neighborhood and spark job creation in an important business district.
- And in August 2017, the City Council approved the Greater East Midtown rezoning, an action that encouraged the creation of new and expanded commercial space and, ultimately, more jobs. The City conservatively estimates that the rezoning will create at least 4,800 new jobs in the neighborhood. In addition, the new rezoning will generate more than \$40 million in public improvements to the streets, pedestrian plazas, and sidewalks in the neighborhood.

And finally, we have directly invested in and supported industries that have the highest potential for growth.

- In December 2016, Mayor de Blasio announced LifeSci NYC, a ten-year, \$500 million initiative to establish New York as the global leader in life sciences research and innovation. Since New York Works was announced, we have built on the momentum of this successful initiative. This includes initiating the third phase of development of the Alexandria Center for Life Science—the city's first collaborative campus for life sciences research, development, and commercialization. This new facility will include 550,000 square feet of space, which will be home to close to 1,500 jobs. We also have launched an internship program that prepares a diverse range of New York students for careers in the life sciences sector; we wanted to help students like Aminoor Rashid, the only child of working immigrant parents who went to Hunter College for his masters in biology. This past summer, Aminoor interned at Lucerna, an R&D company working to visualize and study RNA. After his internship, he told EDC that he felt like he was working on the frontline of a new technology and practicing the science he imagined doing his whole life.
- And last November, the city teamed up with the Brooklyn Navy Yard to bring Local Bites, a food service kiosk run by NYCHA residents, to Building 77. This space provides graduates of NYCHA's successful Food Business Pathways program a place to jumpstart their companies and sell their creations. Business owners at Local Bites will rotate every two months, giving many program graduates a chance to participate. One entrepreneur at Local Bites told AMNY that she serves so many customers she often runs out of food to sell.

It is important to emphasize that while New York Works is a roadmap for job creation, it was developed in close collaboration with the Mayor's Office of Workforce Development. Through

the Career Pathways plan for workforce development, the administration is shifting towards investing more resources in expanding access to career-track jobs in fast-growing industry sectors with better job quality. Last year alone, \$350 million was spent in adult workforce development programs that helped a dozen agencies operate nearly 100 programs.

One such program is CUNY 2X Tech, an initiative to double the number of New Yorkers graduating with tech bachelor's degrees from public colleges by 2022. This will equip even more New Yorkers with the skills and experience they need to compete for entry-level jobs in this field. Since the launch of CUNY 2X Tech, graduate degrees in tech have increased by 50 percent.

Partnerships with CUNY are critical. The university system consistently ranks as one of the most successful institutions in helping low-income students enter the middle class. Nearly half of CUNY's student population comes from households earning less than \$20,000 per year; nearly 40 percent come from such households at the senior colleges while close to 53 percent come from such households at the community colleges.

My colleague Jackie can also discuss the thousands of New Yorkers trained and hired through SBS industry partnerships, including the Tech Talent Pipeline, since FY 2016.

In less than two years, we have made great progress in seeding job opportunities and ensuring we stay on track to reach our goal of 100,000 good-paying jobs.

We know the status of New York Works because we track it; in 2018, we released a progress update, which is the first of the annual updates the Administration has committed to publishing. In this report, we highlighted that the city has laid the groundwork to create nearly 19,000 good-paying jobs, as well as further diversify the economy. As of today, we know these partners have created nearly 5,000 real jobs for real New Yorkers and are on track to create the full 19,000 as more projects come to a close.

While New York Works acknowledges the critical investments the administration has made to help stimulate job growth—among them affordable housing, transportation, education, and public safety—these are not counted because they lead to job creation indirectly rather than directly.

New York City's economy is as strong as it's ever been, and New York Works only makes it stronger. With this roadmap, we will meet Mayor de Blasio's unprecedented commitment to create 100,000 good-paying jobs and provide new pathways to the middle-class. And by doing so, we are making our already-great city fairer and stronger.

Thank you.



**TESTIMONY OF THE NYC EMPLOYMENT AND TRAINING COALITION (NYCETC)
PROVIDED BY JOEY ORTIZ (EXECUTIVE DIRECTOR)
BEFORE THE JOINT NYC COUNCIL HEARING OF THE OVERSIGHT AND ECONOMIC DEVELOPMENT
COMMITTEES ON THE “NEW YORK WORKS, BUT FOR WHOM?”**

MARCH 18, 2019 - NEW YORK, NY

Good afternoon Councilmembers and colleagues. Thank you for holding this hearing and doing the necessary oversight of the City’s ability to effectively invest into addressing income inequality and chronic poverty in New York through employment training and services.

My name is Joey Ortiz and I am the Executive Director of the NYC Employment and Training Coalition. Thank you for providing our organization the opportunity to speak before you today. NYCETC supports the workforce and economic development community to ensure that every New Yorker has access to the skills, training and education needed to thrive in the local economy, and that every business is able to maintain a highly skilled workforce. NYCETC is an association representing the expertise of over 150 community-based organizations (CBOs), educational institutions, and labor unions that annually provide job training and employment services to more than 500,000 New Yorkers, including public assistance recipients, unemployed workers, low-wage workers, opportunity youth, individuals involved within or formerly within the criminal justice system, immigrants, veterans, the homeless, the elderly, and individuals with disabilities. The Coalition is the only citywide association exclusively focused on workforce development and has played a key role bringing together the city’s workforce community for over 20 years, advancing policy priorities, convenings to share information and best practices. The Coalition has a responsibility to give voice on what makes sense to our community to government, policy makers, researchers, the media and funders.

NYCETC is a partner on Invest in Skills NYC which is a city-wide coalition led by the New York Association of Training and Employment Professionals (NYATEP), JobsFirstNYC, and NYCETC. This Coalition understands the economic imperative of investing in a skilled workforce for New York State and New York City. The coalition aims to make workforce development an economic priority and achieve policy change that streamlines the workforce development system through significant sustained state and local investment.

In order for the city to continue to remain competitive at the national and global level, NYCETC believes that New York City rightly should invest resources in creating new jobs and attracting new employers to the city. The City must commit adequate resources to this end and invest in industries and companies that will create and sustain a strong labor market for New Yorkers. However, a major focus of these investments should be our city’s most valuable resource, that is it’s people. Our competitive edge as a

city is the incredible diversity of skills and experiences of New Yorkers. It is here that we believe that the City must increase investment to meet our shared goal of ensuring that local talent is developed to meet the needs of all employers and industries.

Today, we are here to urge the Council to make the following recommendations for the City, led by the Mayor's Office, to ensure that all agencies find investments and successfully develop a local and diverse talent pipeline for the jobs outlined in the New York Works report and future jobs plans:

1. Focus the plan to create 100,000 new jobs for current New York residents who need it most
2. Make financial commitments to local, community workforce development capacity and infrastructure
3. Invest into "Bridge Programs" for marginalized New Yorkers
4. Make workforce development a core focus of all other future economic development initiatives

Recommendation #1: Focus the plan to create 100,000 new jobs for current New York residents who need it most. The stated goal should be to refocus resources and financial commitments to mostly create 100,000 new jobs for current New York residents who need it most. Out of these 100,000 new jobs, there should be a clearly stated and tracked goal of hires from targeted populations such as public housing residents, people on other public assistance, students and graduates of any CUNY institution, residents of the highest-poverty and highest-unemployment neighborhoods (ie. those with 10%+ unemployment). Additionally, residents of neighborhoods in which sponsored developments occur, should be targeted for new investments into job training.

Recommendation #2: Make financial commitments to local, community workforce development capacity and infrastructure. To achieve these goals, a financial investment (percentage of the total planned cost of New York Works) should be spent on increasing local, community workforce development capacity and infrastructure, which can include new programs, investment in programs that work, and supporting collaborative networks. Existing programs should not count towards this goal unless expanded with new resources spent under New York Works.

Recommendation #3: Invest into "Bridge Programs" for marginalized New Yorkers. The City still needs to deliver on its promise to invest \$60 million in Bridge Programs in the FY 2020 budget, in order to create long term changes for the most vulnerable populations within NYC. Some portion of this promise could be allocated to this initiative. We can bridge the divide between the basic education that nearly 43% of New Yorkers lack and the skills training programs that will enable them to advance into good jobs by investing in programs and partnerships to provide career intensive literacy and numeracy, job training, and supportive services to more New Yorkers.

Recommendation #4: Make workforce development a core focus of all other future economic development initiatives. In addition to these New York Works specific proposals, we propose that



going forward, the City incorporate workforce development as a core focus of its future economic development initiatives and individual development agreements, via the following proposals:


- A. For economic development projects and initiatives sponsored by the City and its entities (including specific development partnerships with corporations, and sector-wide initiatives such as New York Works) all RFPs and contracts should include language requiring the private sector partners to detail how they'll implement and invest in a pipeline connecting local workers to trainings and to jobs.
- B. All future economic development proposals by public entities should include workforce training as a funded component. This funding should be a meaningful portion of the project's total public cost. For example, 10% of the full public subsidy/investment could be directed at workforce training initiatives.
- C. The City should establish hiring goals for disadvantaged and local workers on projects involving City resources such as land, tax credits, or direct funding. The City should achieve this by designating a monitoring agency (such as the Comptroller's Office or the Mayor's Office of Economic Opportunity) to ensure development projects achieve and maintain their workforce goals, evaluating the success of development projects on the basis of how well they create jobs for New Yorkers in need of employment.

It is important to mention that in recent months, we have found EDC to be open to partnering with our organization and the field in order to explore new and impactful ways to include the talent development of the populations I have already referenced today. While Amazon was still under consideration, we saw increased interest from the City in strengthening our human capital development systems – as exemplified by the **mayor's January release of the 21st Century In-Demand Jobs Request for Expressions of Interest (RFEI)** for organizations to “support research and planning into innovative approaches the city could take to promote training and hiring of underrepresented New Yorkers in tech and other in-demand sectors.” This RFEI is an important first step in the right direction, and a clear mechanism of how EDC's job creation plans can include quality education and skill-building initiatives by investing in our community and services.

However, if we as a City do not substantially invest into the workforce system, the income gap and economic inequality for New Yorkers who do not possess in-demand skills will widen to devastating proportions. We urge the City to continue to collaborate with and invest a robust level of funding into the workforce community in order to ensure the successful development of a local and diverse talent pipeline.

Thank you for providing us and our members to opportunity be here with you today, and for taking our concerns and recommendations into serious consideration. We look forward to working with the City



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Council to make sure that the needs of New York City's jobseekers are addressed by all city agencies through this process and future City budgets. Thank you.

BRIDGES TO BETTER JOBS

Providing Access to Training and Jobs for
Low-Skill New Yorkers to Lift Themselves Out of Poverty

Call to Action

The City needs to deliver on its promise to invest **\$60 million in Bridge Programs in the FY 2020 budget**, in order to create long term changes for the most vulnerable populations within NYC. We can bridge the divide between the basic education that nearly 43% of New Yorkers lack and the skills training programs that will enable them to advance into good jobs by investing in programs and partnerships to provide career intensive literacy and numeracy, job training, and supportive services to 3,000 more New Yorkers per year.

The Problem

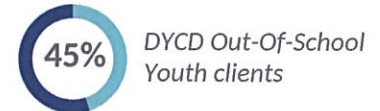
New York City is in a state of strong economic growth, but this growth is not accessible to all New Yorkers. As the economy has grown, it has dramatically changed, shifting towards part-time, low-wage work. 1.5 million NYC homes earn below the federal poverty level and are making less than the basic cost of living for the state. These homes are made up of individuals who need support to address barriers to employment such as limited work experience, education levels, childcare, transportation, and healthcare that make securing and maintaining full time sustainable employment extremely difficult.

Making up part of the **43% of the NYC population who lack a high school diploma and/or have low literacy and numeracy levels** that lock them out of employment and training opportunities, the working poor can neither compete or access the jobs that are currently in demand and offer true economic mobility.

As the number of jobs in NYC continues to grow, the gap for the working poor who lack basic skills and educational credentials increases, while the demand for more advanced credentials continues to grow among employers. The problem is not job creation, but the skills gap between local residents and the jobs that are growing in their communities. Adapting to this new economic reality requires supports which will set job seekers on the path to success. We need to bridge the divide between basic education and skills training to advance New Yorkers into good jobs and ensure that they are not left behind.

Literacy Deficits

Too many workforce system clients have basic skill needs --



-- have between 7th and 10th grade reading levels.

Meanwhile, most skills training & education programs require 10th grade reading and/or math levels.

The Solution

In 2014 Mayor de Blasio released the *Career Pathways: One City Working Together* blueprint to transform the City's workforce system, which included a promise of **\$60 million to be allocated annually by 2020 for bridge programs** to help the most vulnerable New Yorkers obtain the academic credentials, experience, and technical skills required to advance into skilled training, secure entry-level work and access long-term economic mobility.

Bridge programs are hybrid educational programs with a career focus, helping jobseekers resolve crucial deficiencies in their educational attainment while simultaneously preparing them for their next step in either education, skills training, or employment. They offer career focused basic education aimed at people with low to moderate levels of education, emphasizing pathways into an in-demand career track, and the basic language, literacy and numeracy skills relevant to that track.

#InvestInSkillsNYC



investinskillsny.org

Investing in What Works: Effective Bridge Program Models

TechBridge - Per Scholas & The Door

TechBridge offers a connection to technology training, job placement and career development services for young adult applicants (18-25 years old) who do not meet Per Scholas' rigorous eligibility requirements of 10th grade levels in reading and math. Throughout the process, students are supported by a MSW-degree Navigator at Per Scholas and counselors at The Door. The program was developed with support from JobsFirstNYC through the Young Adult Sectoral Employment Project.

IT Bridge Program (5 weeks)

Activities

- @ Per Scholas: career exploration & IT Support pre-training
- @ The Door: contextualized academic support & wraparound services (transportation, mental health, childcare etc)

Outcomes

- 60 enroll / year
- 83% completed and leveled-up to IT Support
- 17% pursue other sector training/job

Cost \$6,000/student

IT Support Program (15 weeks)

Activities

- @ Per Scholas: hands-on IT training; customer service training; CompTIA A+ & Network+ certifications; professional development, resume & interview coaching
- @ The Door: wraparound services

Outcomes

- Internship and/or entry-level job through 200+ employer network
- Access to high skill training ex. Systems Administrator & Cyber Security
- 80% graduated program
- 73% secured employment
- 27% in internships and/or continuing job search

Cost \$9,000/student

Bilingual Medical Assistant Training Program - LaGuardia Community College

The Bilingual Medical Assistant Training Program is an intensive year long program that teaches clinical and language skills to help unemployed and underemployed English language learners gain employment in the high demand bilingual medical assistant field. The program is supported by the NYC Department of Small Business Services, and offered in partnership with the Washington Heights Workforce1 Center and Robin Hood.

Activities

- Contextualized English language courses to healthcare sector
- Enhanced medical assistant training
- 100-hour internship in a local community health center or physician's office via network of 10+ employer partners
- Educational case management
- Tutoring, job readiness, resume and interview coaching

Outcomes

- 85 enrolled to date, with 90% completing the program
- 100% passage rate on all national certification exams:
National Healthcareer Association's Certified Clinical Medical Assistant, EKG and Phlebotomy certification
- 85% of jobseekers employed as medical assistants

Cost

- ESOL bridge course: \$3,500/student
- Medical assistant training and internship: \$10,500/student

Who We Are

Invest in Skills NYC is a city-wide coalition that understands the economic imperative of investing in a skilled workforce for New York State and New York City. The coalition aims to make workforce development an economic priority and achieve policy change that streamlines the workforce development system through significant sustained state and local investment.



NYATEP



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Testimony – Kevin H. Gardner
Mar 18, 2019 – City Council Committees for Economic Development and
Oversight and Investigation, Meeting T2019-3965
“Oversight – New York Works, But for Whom? Examining the New York Works
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Good afternoon. My name is Kevin Gardner, and I am the Director of Structural Biology at CUNY's new Advanced Science Research Center in Harlem. I am also a Professor of Chemistry and Biochemistry at the City College of New York, where I teach biochemistry every fall to about 70 undergraduates. Combined with my prior work at UT Southwestern Medical Center in Dallas, I have over twenty years' expertise in conducting biomedical research, educating trainees, and working with biotech companies. I am fortunate to have had three discoveries commercialized, including a new cancer drug now in clinical trials at Memorial Sloan Kettering, along with two types of biotech research tools. This has led to my involvement in forming two companies, Peloton Therapeutics and Optologix, Inc.

As a researcher, educator, and entrepreneur, I know the importance of linking these three separate fields for the successful development of new biotech companies. As such, I was glad to accept an invitation to join the LifeSci NYC Advisory Council as it was founded in 2017. Today, I want to share two ways which I have seen LifeSci NYC and other NYCEDC initiatives meaningfully impact the students who I work with on a daily basis.

I'll start with the students I teach at CCNY, who represent an outstanding – and in my opinion, undertapped – resource for our city. Like many of them, I want to find ways to translate my interest in science into positive effects on human health. To complement the relatively few routes for our students to learn this firsthand, LifeSciNYC's internship program has created “real world” opportunities for local students to work in area companies. Demand for this program is impressive – now in its third summer, over 800 applicants are vying for about 80 spots. I'm particularly proud that CUNY students have made up over half of the program's participants to date; with almost all of them being local and interested in staying here for good jobs post-graduation, this is an outstanding long-term investment for our hometown students and employers.

Second, I turn to NYCEDC's eLabNYC program, which targets students later in their careers as they complete their Ph.D.'s and postdocs, helping them learn how to blend their research skills with those needed in the business world. This program, now in its seventh year, achieves this via a “mini-MBA” curriculum combining formal coursework, small group exercises, and mentoring. I know the importance of this first-hand: eLabNYC provided an essential education for a talented postdoc from my lab, Dr. Laura Motta-Mena, to form Optologix, Inc. as a startup biotech company around some of our discoveries.

I close by noting that New York's competitive spirit was key in my decision to move back here in 2014. As with Dallas, I love the fact that New York does not like to be second at

anything – and it stings both cities to see homegrown discoveries and trainees forced to leave and develop at traditional biotech hotspots elsewhere. Changing this status quo is an audacious goal, but one that makes tremendous sense scientifically and economically – and these two unique mechanisms play key roles in our progress so far. I'm proud to be a part of this effort, and proud to be part of a city with the bold vision behind it. Thank you for your time, and I'd be glad to answer any questions you might have.

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I close by noting that New York’s competitive spirit was key in my decision to move back here in 2014. As with Dallas, I love the fact that New York does not like to be second at

anything – and it stings both cities to see homegrown discoveries and trainees forced to leave and develop at traditional biotech hotspots elsewhere. Changing this status quo is an audacious goal, but one that makes tremendous sense scientifically and economically – and these two unique mechanisms play key roles in our progress so far. I'm proud to be a part of this effort, and proud to be part of a city with the bold vision behind it. Thank you for your time, and I'd be glad to answer any questions you might have.

**Testimony of Kimberly Kendall,
Senior Director of Workforce Programs at
LaGuardia Community College
for the
NYC Council Economic Development Oversight Hearing
New York Works, But for Whom?
on
March 18, 2019**

FOR THE RECORD

FOR THE RECORD

My name is Kimberly Kendall and I am Senior Director of Workforce Programs at LaGuardia Community College. I would like to thank the New York City Council for giving me the opportunity to testify about how investments in workforce development can support career pathways and economic inclusion for New Yorkers. Each year, LaGuardia helps more than 32,000 New Yorkers transform their lives and the lives of their families through workforce development training, pre-college academic programs and business services. Another 20,000 students are enrolled in one of LaGuardia's sixty associate degree programs, preparing them for jobs or transfer to a four-year college. While an academic degree provides an important bridge to the middle class for thousands of low-income New Yorkers, many adults start their educational journey in workforce programs. My goal today is to share some of the successful workforce program strategies we are implementing at LaGuardia and the impact they have on New Yorkers.

Let me introduce two students whose experiences exemplify our work.

Mohamed Barry was unemployed when he entered LaGuardia's Tech Hire-Open Code program, a federally-funded training that prepares young adults for tech sector careers. Mohamed had a bachelor's degree from a for-profit university but did not have skills and training needed to access a tech job. The training and support services provide by the Tech Hire-Open Code program, which includes intensive tech skills training in partnership with a local bootcamp, access to an educational case manager, and participation in networking and other tech ecosystem events, allowed him to access a full-time position at Google as a software developer making over \$100,000 per year. Not only did Mohamed gain entry to a career, but a major tech employer gained a diverse candidate that may have otherwise been overlooked.

Deborah DiGioia a lifelong Queens resident had worked in retail for decades but was laid off in 2017 by Sears. The physical nature of retail work resulted in her needing carpal tunnel surgery. During her recovery, her occupational therapist suggested LaGuardia's Medical Billing Specialist program, which is funded by the NYC Dept. of Small Business Services and leverages a network of large healthcare employer partners. As a woman over-50 looking for a career change the innovative training and support services prepared her for a full-time professional job as a medical secretary for a Holistic Family Medicine. The Medical Billing Specialist program allowed her to obtain economic security through a career that is physically sustainable and has opportunity for advancement.

Last year over 15,000 New Yorkers like Mohammad and Deborah successfully completed workforce programs at LaGuardia Community College. LaGuardia's success in training all new Yorkers at scale is due to four main strategies: public-private investment, bridge programs, active employer engagement, and support services.

- 1) **Public-Private Investment-** Participants in our workforce training programs are seeking careers – not just jobs – in high demand fields. Through public-private investment projects, LaGuardia is able to actively engage with employers to identify training needs before building training solutions. As a result, our training programs are not just training for jobs but rather creating a diverse pipeline of talent to meet employer long-term needs. One example is **Cyber NYC**, an initiative of NYCEDC that will make NYC a leader in the cybersecurity sector. Working in partnership with FullStack Academy and a strong employer and community network, LaGuardia will help address the growing tech talent shortage in NYC by connecting low-income adults to cybersecurity careers.
- 2) **Bridge Programs-** For adults to successfully succeed in a technical workforce training program, they must have basic skills foundation on which to build. We find that there is a large segment of the population that does not have language, reading or math skills to even be accepted to workforce training. By providing intensive ESOL Bridge training, our Bilingual Medical Assistant training program, funded by the NYC Department of Small Business Services in partnership with the Washington Heights Workforce1 Center

and Robin Hood, is able to help unemployed and under employed English language learners access Medical Assistant training and certification that they would not have the language skill to complete otherwise. Of the 85 graduates, 90% completed the program and 100% of the graduated passed the national exams. Investment in bridge programs that allow student to improve their basic skills, while giving them a shot at success in training and employment.

- 3) **Active Employer Engagement-** LaGuardia engages with employers to identify training needs during workforce training design. For example, Weill Cornell Medicine allowed our trainers' from the Medical Billing Specialist program access to incumbent workers, sample data to use in class, and insight into their hiring practices. Weill Cornell Medicine created real-world learning opportunities during training by incorporating Friday site visits. Finally, Weill Cornell Medicine guaranteed interviews to all graduates and to date have hired over 60 graduates over a period of three years.
- 4) **Support Services-** For adults to successfully transition to new careers, they need more than technical training. They need a range of support services that include access to job readiness supports, career planning and services, coaching and mentorship. They need metro card and internship stipends to keep them enrolled until employment. Inherent in our program model is access to an educational case manager and other support staff and linkages to a network of community partners and campus resources that help students succeed. We build these supports into all of our grant funded workforce training programs.

Thank you for the opportunity to testify and to share our experiences in providing workforce training to thousands of New Yorkers.



NYC City Council Economic Development & Oversight Joint Hearing
New York Works, But for Whom? Examining the New York Works Jobs Plan
March 18, 2019

Testimony of Dr. Liliana Polo-Mckenna, Chief Executive Officer
Opportunities for a Better Tomorrow (OBT)

Good afternoon. My name is Liliana Polo-Mckenna and I am the Chief Executive Officer at Opportunities for a Better Tomorrow (OBT). Thank you to Hon. Council Members Torres, Vallone, and fellow members of the Council for the opportunity to speak today. I am pleased to present testimony on the New York Works Jobs Plan.

Founded in 1983, OBT is one of New York City's largest providers of workforce development and education services for opportunity youth, ages 17-24, and adults who are disconnected from education and/or employment. OBT serves over 4,000 youth and adults annually across six sites in Brooklyn and Queens. We exist to break the cycle of poverty and inequity through education, job training, and employment. OBT's programs serve as a bridge to economic opportunity for youth, individuals, and families in underserved communities. We emphasize the principles of accountability, confidence, and professionalism to prepare participants for the workforce while developing personal and professional skills.

OBT is a member of the NYC Employment and Training Coalition and a partner of Invest in Skills NYC, a city-wide coalition working to make workforce development an economic priority and achieve policy change that streamlines the workforce development system through significant sustained state and local investment. We have come together to call on the City to adopt public policy and make long-needed investments that strengthen the workforce services that the public sector, funders, employers and community-based organizations provide to all New Yorkers so that they may achieve self-sufficiency for themselves and their families.

The 2017 New York Works plan to create 100,000 new "middle class" jobs in growth sectors across New York is commendable, but without direct and sustainable investments in skill development, these jobs will continue to be inaccessible to most New Yorkers. This new plan does not connect to the Mayor's 2014 Career Pathways plan to provide access to training and jobs for all New Yorkers, and especially low-skill and low-income New Yorkers; this represents a failure of the administration to prioritize the communities we serve and who are most in need of these programs and initiatives.

As a workforce development organization that has a long history of training New Yorkers for a variety of jobs and careers, we see the consequences of this lack of investment. Too many workforce system clients have basic skill needs -- 40-50% DYCD Adult clients; 20-30% DYCD Out-Of-School Youth clients; 20-25% HRA Back to Work clients -- have between 7th and 10th

grade reading levels. Yet, most most skills training & education programs require 10th grade reading and/or math levels. We see this challenge and its real-life consequences on our community and clients every day.

- **Increased need for basic skills support**
 - Over the past five years, OBT has seen shifts in who our high school equivalency program serves. Our incoming students are now scoring lower in literacy and in numeracy.
- **Students are taking longer to pass the TASC compared to the GED**
 - At OBT, we have seen that the amount of time that it takes someone to prepare for the TASC exam increase from 5 months to 12-18 months. While we collaborate with the NYC Department of Education's District 79 Pathways to Graduation program, we have had to make investments in strengthening basic skills preparation for those individuals with the lowest levels of readiness. The increase amount of time towards completion, requires additional resources, and creates a significant hurdle in the job placement timeline.
- **Increased barriers faced by youth and adults**
 - While OBT has always served youth with barriers to employment, we have seen increases in the number and degree of need. More and more, we are serving court-involved youth, young parents needing child care, youth in or transitioning out of foster care, youth living with unstable housing conditions or are homeless, and youth with food insecurity, lack of access to transportation, and/or an IEP.

While it is exciting that the New York Works plan provides funding for programs meant to grow talent for 100,000 middle class jobs, for the most part, these initiatives are out of reach for the youth and adults that OBT serves. As described above, the 4,000 New Yorkers who access OBT's job readiness and education programs are on the whole scoring lower in reading and numeracy, taking longer to obtain their High School Equivalency, and facing significant barriers that take time and resources to address.

At OBT, we provide the following bridge programs to upskill and make job-ready the youth and adults we serve:

- **Young Adult Literacy Program:** In spring 2016, OBT was awarded funding to implement a bridge program for youth who read below a 5th grade level. The goal of the program is to increase participants' literacy levels to enable them to qualify for HSE classes and job-training. Academic instruction is combined with intensive counseling and service learning projects. Within the first year, 72% of participants were able to make a reading or math gain of which 30% placed above a 9th grade literacy level and were then placed in OBT's HSE program.
- **Young Adult Internship Program Plus:** In May 2016, OBT was just one of two direct service providers selected to administer a new Young Adult Internship Program

specifically for foster care or court-involved youth with an Administration for Children's Services (ACS) case.

- **Parent Empowerment Program:** Made possible by the Federal Department of Education Performance Partnership Pilot (P3), a cross-agency collaboration, the NYC Department of Youth and Community Development chose OBT to administer the program for youth parents between the ages of 17-24 within OBT's Out of School Youth Program. The initiative assists young parents with securing child care and facilitates parenting workshops. In this way, young parents can attend job training, earn their HSE, and receive free child care.
- **College Persistence:** OBT's College Access Program provides college exploration workshops, financial assistance workshops, practice tests, one-on-one counseling, access to college tours, help with navigating the application process, and support once enrolled to all participants in our programs.

Despite the success of the above programs, more must be done to support New Yorkers who are un- or underemployed and disconnected from educational pipelines towards employment. OBT is in full support of the following avenues for investment and system alignment. The following propositions would ensure that the City's dollars are spent harnessing and enhancing the talent that exists in New York's underserved communities, and would guide the City towards truly equitable economic development.

- **10% of all economic development investments should go to workforce development.** To achieve goal of economic equity and accessibility, economic development projects and initiatives should include substantial workforce training investments that create equitable career pathways for all New Yorkers. A minimum of 10% of the total planned cost of New York Works (ie, at least \$15 million / year) should be spent on new skills training programs to train the local workforce.
- These training programs should include apprenticeships as envisioned under Apprentice NYC, but must also offer programming for New Yorkers entering from **every level of education or skill** - including **\$60 million per year for bridge programs** for people lacking foundational skills, and more advanced vocational programs for people seeking higher-skill work.
- EDC should consider rebalancing the sector job goals under New York Works to make achieving the targets of a more diverse workforce possible. New York **must invest in creating a range of jobs**, beyond the technical, which can be responsive to where business is growing as well as to the range of skill and interest of communities. These, of course, must be coupled with the training opportunities discussed above.

Thank you very much for your attention and consideration. Please direct any questions on OBT's services or the proposed policies and investment to Caroline Iosso, Director of Community and Government Affairs -- 718-369-0303 or ciosso@obtjobs.org.

2018 Workforce Agenda FOR NYC

SEPTEMBER 2018

EXECUTIVE SUMMARY

PURPOSE / ORIGIN

The New York City Workforce Funders commissioned the Field Building Hub at Workforce Professionals Training Institute (WPTI) to author this *Workforce Agenda for New York City*. Our report is based on a wide review of New York City workforce initiatives since the beginning of the de Blasio Administration (2014)—including interviews with more than 80 public, private, nonprofit and philanthropic workforce leaders.

Context for this report is critical: Tectonic shifts are fundamentally altering the New York City workforce landscape, generating unprecedented challenge and opportunity for both low-income communities and employers. Those we interviewed underscored the urgency of this moment, calling for action—not words—in response to the extraordinary forces now reshaping New York City’s economy, including: the increasing minimum wage; stricter enforcement of immigration laws; declining federal resources for workforce development; and the implications embedded within the “future of work” for re-shaping workforce demand and job design.

Most importantly, New York City’s labor market is historically tight, registering a near record-low unemployment rate just above 4 percent in mid-2018. Employers across the five boroughs are reporting unprecedented difficulty in finding and keeping good workers, while at the same time, thousands of low-income individuals remain structurally unemployed.

This shifting landscape requires of the workforce field a systemic response. Yet in this moment, when training and employment services are most needed, the New York City workforce leaders we interviewed—public, private, nonprofit and philanthropic alike—described a field increasingly unprepared to respond.

Given such a profoundly altered labor market, this Workforce Agenda provides a wholly different line of sight: a set of five pragmatic, infrastructural recommendations to strengthen New York City’s entire workforce field. Systemic by design, our recommendations are intended to re-structure fundamentally how best to serve both low-income jobseekers and the businesses that employ them. Our world has changed, and so must we.

ASSESSMENT: PROGRESS IS FAILING TO MATCH DEEPENING CHALLENGES

Two seminal reports helped frame our assessment for this new *Workforce Agenda*. The first, *Re-Envisioning the New York City Workforce System*, is a set of strategy recommendations commissioned by the New York City Workforce Funders collaborative in 2013. Authored by a range of field leaders and employers, *Re-Envisioning* addressed the broader workforce ecosystem.

The second report, *Career Pathways: One City Working Together*, was issued in 2014 by the de Blasio Administration as a blueprint for the new mayor's workforce development strategy. Authored by the then newly-created Mayor's Office of Workforce Development (WKDEV), *Career Pathways* more narrowly defined the workforce system as exclusively that which the City itself funds and controls.

With these two documents as context, we asked the more than 80 stakeholders interviewed to reflect upon progress, challenges, and trends in the workforce field since 2014. In those interviews, assessments of progress were typically framed as, “Yes, we’ve seen some positive change—but we still have a long way to go.”

Conditioned statements most commonly shared included:

- Career Pathways as a framework has shifted thinking—though not yet behavior.
- More examples of coordination and partnership between City agencies have emerged, although those instances are more isolated than systematic.
- Some workforce providers are beginning to explore and establish partnerships to expand capacity and reach.
- A limited number of workforce providers are making strides toward better, more sophisticated engagement of businesses.
- CUNY, which enrolls more than 250,000 matriculated students and at least that many continuing education students, is becoming more integrated into the New York City workforce system.
- Workforce stakeholders report incremental improvements in the collection, use of, and access to data.

In nearly every interview, stakeholders were able to identify specific examples of successful programs and new initiatives. Yet when asked to step back and assess the larger context of the New York City workforce ecosystem, the broad consensus was that the field's arc of progress is failing to match the rising challenges faced by the City's employers and low-income jobseekers.

ANALYSIS: THE WHOLE IS LESS THAN ITS PARTS

New York City is blessed with workforce assets that are the envy of other regions. Yet our interviews confirmed that leaders across the field often achieve their hard-won successes despite, rather than because of, the larger workforce ecosystem. The whole remains far less than its valuable parts.

Throughout our more than 80 interviews—bolstered by review of system-wide achievements, challenges, and trends—we identified five systemic factors that consistently weaken the field's ability to serve its low-income constituents and employer customers:

>> More Funding is Necessary—But Not Sufficient

Unsurprisingly, many program leaders and policy analysts called for greater levels of public and philanthropic funding. Yet, when practitioners described *how* funding is delivered at the street level, we also heard a consistent analysis:

- **Public and private funding initiatives are designed with limited input from field leaders.** The result is a systemic failure to take full advantage of New York City's rich depth of field experience.
- **Public programs are structurally underpriced.** RFPs often offer funding for workforce services that do not cover even the *direct* per-participant costs of providing quality services.
- **Siloed public agencies reduce synergy.** This is particularly true in how public economic development programs are designed and delivered separately from workforce development and adult literacy strategies.
- **Key stakeholder groups are structurally isolated from one another.** No venues exist for distinct subgroups to share perspectives and learn from one another on a consistent basis.

Without reform of *how* resources are deployed, none of the field's structural problems will be solved solely by increased funding from public and private sources.

>> A Profoundly Weak Information Infrastructure Undermines System Reform

The New York City workforce field lacks nearly every infrastructural element required of a well-functioning system: It has no shared definition of success; no uniform data; very limited capacity to monitor and assess data; and few incentives that reward effective outcomes.

This near-total absence of a shared information infrastructure frustrates the ecosystem's ability to reward providers based on quality outcomes; obscures the ability to discern whether hard-to-serve individuals are truly being assisted; weakens the ability to leverage efficiencies and effectiveness through strategic partnerships; and limits any ability to respond strategically to fast-changing trends.

>> In the Current Environment, Calls for Scaling are Unrealistic

Several funders interviewed exhorted the workforce field to “get to scale.” Yet we heard several program leaders express deep reservations:

- **Tension exists between scale and quality.** Though almost all program leaders work hard to grow their organizations, many underscored that their high-quality designs cannot bear the pressure of extremely large volume.
- **Scaling large organizations often undermines collaboration.** Though funders often encourage grantees to partner, they rarely provide the dedicated financial resources necessary to do so.
- **Federal workforce support remains severely limited.** Field leaders are hesitant to pursue long-range strategies of scale when the larger political environment promises only continued austerity.
- **The presumption that “foundations innovate; government scales” is no longer valid within the New York City workforce field.** Until the Administration commits additional, flexible City Tax Levy dollars to the workforce ecosystem, philanthropy can no longer presume that the City will have the resources necessary to scale innovations.

If the New York City workforce field hopes to fulfill the promise of a Career Pathways model, then its goal cannot simply be greater *scale*, it must be deeper and more collaborative *impact*.

>> Ineffective Advocacy has Failed to Influence City Policy

In a city famous for hardball politics, the New York City workforce field has tolerated a surprisingly weak advocacy capacity. The field's advocacy efforts suffer from three fundamental weaknesses:

- **The voice of the provider community alone is inadequate.** Effective advocacy requires a *diverse* alliance of powerful stakeholders—particularly from the business and labor communities—willing to expend political capital.
- **Policy analysis and position statements alone do not constitute strategy.** No matter how eloquently articulated, rational policy analysis alone can be, and consistently has been, safely ignored by political leaders.
- **The primary targets of public advocacy are not City agency staff.** The field's public policy problems are structural and can only be addressed at the Mayoral and City Council levels.

The New York City workforce ecosystem requires a multi-stakeholder advocacy *alliance* that organizes a muscular *campaign*—targeted at the appropriate, policy-making levels of government.

>> Without System-wide Leadership, the Field Lacks Purposeful Direction

Today no group, or set of specific individuals, accepts responsibility for the healthy functioning of the workforce ecosystem broadly defined.

- **Disparate parts of the ecosystem have built separate tables.** Yet none of these tables represent the entire ecosystem, nor formally collaborates with the others—and none is in any way looked to for system-wide leadership.
- **The current Administration has consistently failed to lead the broader workforce system.** A clear-eyed assessment suggests that a diverse, multi-stakeholder ecosystem should never turn for long-term, consistent direction from a constantly changing field of elected politicians.
- **Employers and organized labor are only marginally engaged in leading the system.** Neither business nor labor is deeply invested in, or committed to, the current New York City workforce system.

The workforce field requires a powerful set of individuals who take responsibility for the overall health of the field. Most importantly, the locus of that leadership must be organized squarely outside of City government—while still including City representation—with strong engagement from employers, low-income constituents, practitioners and philanthropy.

Together, these five root causes constantly undermine stakeholders' best efforts to be adaptive and responsive, limiting their ability to leverage their hard-won, valuable workforce assets.

RECOMMENDATIONS: THE NEW YORK CITY WORKFORCE AGENDA

In response, this report proposes five interrelated recommendations to forge a new agenda for the New York City workforce field:

- 1 Confront **Systemic Barriers**
- 2 Construct an **Information Infrastructure Fund**
- 3 Build partnerships to create a genuine **Career Pathways Capacity**
- 4 Launch a professional **Advocacy Campaign**
- 5 Sanction a **Council of Workforce Leaders**

These five practical actions focus at a *systemic level*—strengthening not simply *what* the field does, but *how* the field works together—to build a more powerful, comprehensive ecosystem serving New York City’s low-income workers and their employers.

1 Confront Systemic Barriers *by directly challenging chronic dysfunction in how New York City workforce programs are designed and funded.*

In order of priority, we recommend commissioning a series of explorations over the next several years, to undertake fundamental restructuring:

- **Price RFPs and grant programs accurately.** Commission a third-party examination of a sample range of public and private RFPs and grant programs, creating a template for how to estimate true costs of quality service delivery.
- **Take full advantage of field expertise.** Commission formal research into public conflict-of-interest laws with the goal of replicating how other cities and states achieve a better balance of seasoned input and avoidance of conflict.
- **Align economic development strategies with workforce development.** Commission a third-party analysis of NYC’s failure to use its full procurement powers on behalf of low-income residents, including an analysis of how other cities and states better integrate economic and workforce coordination.

New and expanded *programs* are essential to better serve the field’s constituents and customers, yet all stakeholders must at the same time confront the *structural dysfunctions* that chronically undermine the ecosystem’s best ideas and frustrate its best leaders.

2 Construct an Information Infrastructure Fund by creating a dedicated fund to support ongoing systems of information sharing and analysis.

We recommend the creation of an *Infrastructure Investment Fund* (IIF), supported jointly with public and private resources, to provide consistent, multi-year support for the following initiatives, in order of priority:

- **Common metrics.** Sponsor a multi-stakeholder process to collect, analyze and disseminate a set of common metrics for the NYC workforce ecosystem.
- **Labor market information.** Provide multi-year, core funding to the New York City Labor Market Information Service, allowing its leadership to undertake deeper, broader and longer-term analyses of the New York City labor market.
- **Workforce Benchmarking Network.** Expand funding, within a long-term infrastructural relationship, for the Workforce Benchmarking Network, which compares workforce outcomes across organizations and promotes program design “success drivers.”
- **Core workforce landscape information.** Provide ongoing, multi-year funding to build and maintain an up-to-date database listing what services are currently available across the NYC workforce ecosystem.
- **System-level leadership development and training.** Support the identification and cultivation of New York City’s next generation of dynamic workforce leaders, bolstering the skills required of current leaders to administer collaborative, career pathway-connected programs.

3 Build Partnerships to Support Genuine Career Pathways Capacity by investing more deeply in fewer organizations—emphasizing impact over scale.

We recommend that both public and philanthropic funders invest in a genuine Career Pathways system by providing resources that not only “buy” program outcomes, but also “build” the Career Pathways capacity of the field. This “buy and build” framework includes four distinct capabilities:

- **Partnering expertise.** Support distinct expertise and additional staff capacity built *within* organizations, allowing those organizations dedicated time and ability to partner effectively with others having complementary expertise.
- **Data and analysis expertise.** Target a portion of resources dedicated to data collection and analysis capacities, within *all* workforce organizations, as a matter of course in *all* funding commitments.
- **Intermediary capacities.** Explore new ways to strengthen the sectoral capacity of the broad provider community, *external* to the City’s current Small Business Service’s (SBS) Industry Partnerships. Rather than creating any new intermediaries, invest in the capacity of *existing* lead, “back-bone” organizations within a few key sectors.
- **Employer engagement capacity.** Field a set of capacity-building demonstration projects—to *income generating* workforce services—designed to help employers implement job-quality initiatives.

Pursuing these four investment strategies will require both funders and program leaders to value depth over breadth of program capacity—impact over scale.

4 Launch a Professional Advocacy Campaign by organizing an alliance of powerful stakeholders—insisting on a coordinated, professional and well-funded City workforce strategy.

We recommend assembling an *alliance* of key stakeholders, one that drives a *professional campaign, targeted* explicitly at the Mayor and City Council:

- **Alliance.** Develop relationships with new allies—from the business, labor, educational and philanthropic communities—organizing precious political capital to secure workforce resources within a highly competitive policy environment.
- **Professional Campaign.** Demand explicit “asks” that include not only additional funding, but also fundamental restructuring of *how* that funding is programmed and delivered.
- **Target.** Direct these asks explicitly at the *political*, not agency, levels—specifically at the Mayor, the Mayor’s Office of Management and Budget and the New York City Council.

5 Sanction a Council of Workforce Leaders by empowering a selected group of leaders to act as the stewards of the workforce ecosystem, broadly defined.

We recommend the formation of a leadership table having a system-wide charter, structure, and range of responsibilities. The unique role of the *Council of Workforce Leaders* would be to act as the stewards of the entire ecosystem—not any one subsystem—with the explicit purpose of serving low-income jobseekers and the businesses that employ them.

The stewardship tasks of the *Council* should:

- **Define success for the field**, in measurable, system-level terms that the field should align itself toward.
- **Advise the Information Infrastructure Fund**, guiding the use of funds and reviewing the long-range results of those infrastructure investments.
- **Set the agenda for the field**, by hosting a range of public forums, explicitly designed to encourage disparate stakeholders to engage each other directly on sensitive topics of systemic concern.
- **Monitor the health of the ecosystem**, by authoring an annual report on a full range of infrastructural and other system-wide workforce issues.

Importantly, the resulting configuration of the *Council* should establish the locus of workforce leadership firmly *outside* the political boundaries of the City—anchored within the broader field—and thus accountable to the full array of stakeholders.

STRATEGIC FIRST STEPS

As detailed at the end of this report, we call upon three key New York City stakeholders to take the first strategic steps in driving this systems-change agenda:

The New York City Workforce Funders: Only one stakeholder group has the resources, credibility and leverage to spark this system-wide agenda: The New York City Workforce Funders. This is not, however, a call for this group to *lead* the ecosystem, but rather to *convene a process* by which the whole of the ecosystem can become greater than its parts.

Deputy Mayor for Strategic Policy Initiatives: Phil Thompson is the recently appointed NYC Deputy Mayor for Strategic Policy Initiatives, whose office now directs several workforce-related agencies. We strongly urge Deputy Mayor Thompson to reposition fundamentally the City's workforce strategy, aligned with this *Workforce Agenda*.

Field Leaders of New York City Workforce Programs: Nonprofit and for-profit field leaders are the prime design-build architects of their programs—they know what works and what doesn't.

We urge all three stakeholders—the Workforce Funders, the Deputy Mayor's Office, and field leaders—to publicly embrace this *Workforce Agenda*. Most importantly, we ask that all three add their imprimatur to the concept of a powerful *Council of Workforce Leaders*—one that anchors the locus of leadership firmly within the broader program field.

SUMMARY AND CALL

The five recommendations of this Workforce Agenda are closely integrated—they inform and reinforce one another. Together, they articulate the five essentials of true systems change. We cannot learn, we cannot strengthen, we cannot serve our low-income communities well if we continue to ignore the fundamental design of our underlying ecosystem.

We submit this *Workforce Agenda* as a challenge to our leaders to acknowledge that our world has changed, and that even greater change is coming. In response, we offer this *Workforce Agenda* as a pragmatic set of systemic recommendations for how we ourselves must also change.

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March 18, 2019

Oversight - New York Works, But for Whom? Examining the New York Works Jobs Plan

Testimony provided by Sarah Block, Per Scholas

Good afternoon, members of the Council and thank you for being here today.

My name is Sarah Block and I am from Per Scholas, a nonprofit, workforce development organization founded in the South Bronx nearly 25 years ago. We provide tuition-free training and career services to 500 New Yorkers each year, preparing them for successful careers in technology.

Per Scholas is a proud member of the New York City Employment & Training Coalition, and a partner of Invest in Skills NYC. We have come together to call on the City to adopt public policy and make long-needed investments that strengthen the workforce services that the public sector, funders, employers and community-based organizations provide to all New Yorkers so that they may achieve self-sufficiency for themselves and their families.

Through this initiative, Per Scholas and other training providers seek to partner with Council and Mayor's office to help the most vulnerable New Yorkers obtain the academic credentials, experience, and technical skills required to advance into skilled training, secure entry-level work and access long-term economic mobility. With significant investment provided by the city, we can ensure that all jobseeking New Yorkers have equal access to opportunities that can put them on pathways into the middle class.

At Per Scholas, we believe that much of our city's talent is hidden in plain sight: people in overlooked communities who may lack the opportunities—but not the motivation or intellectual curiosity—to join the ranks of NYC's growing tech sector. Per Scholas students come from demographic groups starkly underrepresented in the tech industry -- more than 90% of our students are people of color, 30% are young adults, and one quarter are women. Historically, 80% of Per Scholas graduates are placed into tech positions within one year of completing the program (often within just 4 months) where they earn livable wages and opportunities for career advancement.

To enroll in Per Scholas, applicants must have at least a HS diploma or equivalent and be able to achieve at least a 10th grade proficiency level on the Math and Literacy sections of the Test for Adult Basic Education, a proven indicator that candidates have the basic academic skills needed to complete the program and gain employment. However, we recognize this requirement is a barrier for many who are interested in our program -- in the past two years nearly 1/3 of applicants were turned away because they were unable to achieve this score on their first try. Many candidates have faced other obstacles such as unstable housing, lack of affordable childcare, and serious legal issues.

In order to create alternative pathways to enrollment for these candidates, Per Scholas has worked diligently with partnering organizations to develop successful and sustainable bridge programming that offers additional academic instruction and wraparound supports. For example, three years ago, Per Scholas and The Door developed the TechBridge program which offers a specialized and contextualized connection to Per Scholas for young adult applicants (18-24 years old) who score lower than a 10 on the TABE and/or face additional barriers to success. Since the program began, 140 students have enrolled and nearly 75% have been placed into positions earning an average of \$40,000 each year.

We've also developed bridge programs to support entry into higher skilled training programs, like CodeBridge, which is offered in partnership with General Assembly -- a for-profit training provider that charges upwards of \$10,000 per training course. CodeBridge provides a tuition-free option for Per Scholas students looking to pursue careers in web development and software engineering, positions that pay salaries well into six-figures.

With investment and support from the city, Per Scholas would be in a position to scale bridge programming to serve hundreds more jobseekers each year, and be able to share best practices with other training providers so that these models can be replicated in more NYC communities and across other industry sectors, besides tech.

Specifically, we join other Coalition members in asking that the city deliver on its promise to invest \$60 million in Bridge Programs in the FY 2020 budget, in order to create long term changes for the most vulnerable populations within NYC. These investments can bridge the divide between the basic education that nearly 43% of New Yorkers lack and the skills training programs that will enable them to advance into successful careers.

In conclusion, I encourage the Council to consider this vital investment for New Yorkers and the future of tech careers in this vibrant city. Thank you.



Upper West
Strategies

Oversight - New York Works, But for Whom? Examining the New York Works Jobs Plan.

Committee Room - City Hall

Monday, March 18 at 1pm

Testimony of Richard Robbins, CEO Upper West Strategies

Committee on Economic Development and Committee on Oversight and Investigations

Thank you. My company, Upper West Strategies, was selected by EDC to develop and manage the LifeSci NYC Internship Program, part of the City's initiative to grow the life sciences industry.

I want to tell you about the success of this program and conclude with two suggested opportunities for New York City.

First, we commend the City for creating this program. Many science students start as pre-meds, but drop out of that path, only to find they are clueless about what they can do with their degree. Most faculty have never worked in industry and can't provide career advice. Banks, consulting firms and tech firms frequently recruit on campus, but career services professionals tell us job opportunities for science majors are few and far between.

We have seen great interest among students since starting the program last year. Over 500 students applied last year. Ultimately, 81 students interned at 41 companies in roles ranging from traditional lab research to marketing, finance and other business positions, all essential for the City's growing life sciences industry.

This year we expect over 1,000 applicants by our March 31st deadline.

Our extensive outreach included over 50 visits to campuses in all five boroughs where we met thousands of students and recruited applicants for the program. We provided career advice and conducted interview workshops, preparing students for not just our program, but any job in this industry.

We provide applicants access to a database of over 80 job descriptions, allowing them to apply to specific internships. It also provides exposure to the wide range of career opportunities available and the skills and experiences required for these roles.

We created a Meetup group with over 400 members and host frequent career panels for applicants. We have an event tonight on "The Business of BioPharma."

We also created a working group we call "Idea Lab" to address the divide between industry and academia, to ensure universities are preparing students for entry-level life sciences jobs.

To be eligible for the program, applicants need to be enrolled in a university in the City or be New York City residents. Undergraduate, graduate and even postdocs apply because they so badly need the experience of working in industry.

For us, diversity is critical. Last summer, 42% of the interns were CUNY students, 47% female, 36% first-generation college, 59% of those eligible qualified for Pell and or TAP grants indicating that they come from low-income families, and 37% identified as African-American, Hispanic or two or more races.

A huge challenge is that many students want "wet lab" research positions, yet employers don't have bandwidth to train students. This is the classic Catch-22 of needing experience to get experience. Universities need more funding to give students more comprehensive research lab experience in school so they have the experience hiring managers demand.

We require all students are paid so financial considerations don't prevent participation in our program. We are grateful that the City provides a subsidy budget to cover salaries of 35-40 students each year, enabling students to work at small startups or non-profits not otherwise able to pay students. Additional funding would allow more students to work in startups.

31 students received offers to continue work full time or part time at the end of last summer, including 48% of recent graduates. 18 of these offers, including 8 full time jobs, were made to students paid through the subsidy, meaning the subsidy for the 10-week internship directly led to full time job offers.

To conclude, we commend EDC and the City of New York for recognizing the importance of this work and creating this vitally needed program. Two ways to drive even greater impact would be additional subsidy funding to support a larger number of students and funding for relevant university-level intensive lab training.

Testimony – Kevin H. Gardner
Mar 18, 2019 – City Council Committees for Economic Development and
Oversight and Investigation, Meeting T2019-3965
“Oversight – New York Works, But for Whom? Examining the New York Works
Jobs Plan”

Good afternoon. My name is Kevin Gardner, and I am the Director of Structural Biology at CUNY’s new Advanced Science Research Center in Harlem. I am also a Professor of Chemistry and Biochemistry at the City College of New York, where I teach biochemistry every fall to about 70 undergraduates. Combined with my prior work at UT Southwestern Medical Center in Dallas, I have over twenty years’ expertise in conducting biomedical research, educating trainees, and working with biotech companies. I am fortunate to have had three discoveries commercialized, including a new cancer drug now in clinical trials at Memorial Sloan Kettering, along with two types of biotech research tools. This has led to my involvement in forming two companies, Peloton Therapeutics and Optologix, Inc.

As a researcher, educator, and entrepreneur, I know the importance of linking these three separate fields for the successful development of new biotech companies. As such, I was glad to accept an invitation to join the LifeSci NYC Advisory Council as it was founded in 2017. Today, I want to share two ways which I have seen LifeSci NYC and other NYCEDC initiatives meaningfully impact the students who I work with on a daily basis.

I’ll start with the students I teach at CCNY, who represent an outstanding – and in my opinion, undertapped – resource for our city. Like many of them, I want to find ways to translate my interest in science into positive effects on human health. To complement the relatively few routes for our students to learn this firsthand, LifeSciNYC’s internship program has created “real world” opportunities for local students to work in area companies. Demand for this program is impressive – now in its third summer, over 800 applicants are vying for about 80 spots. I’m particularly proud that CUNY students have made up over half of the program’s participants to date; with almost all of them being local and interested in staying here for good jobs post-graduation, this is an outstanding long-term investment for our hometown students and employers.

Second, I turn to NYCEDC’s eLabNYC program, which targets students later in their careers as they complete their Ph.D.’s and postdocs, helping them learn how to blend their research skills with those needed in the business world. This program, now in its seventh year, achieves this via a “mini-MBA” curriculum combining formal coursework, small group exercises, and mentoring. I know the importance of this first-hand: eLabNYC provided an essential education for a talented postdoc from my lab, Dr. Laura Motta-Mena, to form Optologix, Inc. as a startup biotech company around some of our discoveries.

I close by noting that New York’s competitive spirit was key in my decision to move back here in 2014. As with Dallas, I love the fact that New York does not like to be second at

anything – and it stings both cities to see homegrown discoveries and trainees forced to leave and develop at traditional biotech hotspots elsewhere. Changing this status quo is an audacious goal, but one that makes tremendous sense scientifically and economically – and these two unique mechanisms play key roles in our progress so far. I'm proud to be a part of this effort, and proud to be part of a city with the bold vision behind it. Thank you for your time, and I'd be glad to answer any questions you might have.

Opening: Hi everyone, my name is Shayam Parasram, and I am extremely grateful for the chance to speak on my experience with the LifeSci NYC internship program from last summer. I wanted to start off by posing the question:

What do you want to be when you grow up? I've always been jealous of the people who could answer that question without hesitation. But for myself about a year ago, it was a terrifying question.

At that point I was 2 months away from graduation at the NYU Tandon school of engineering, where I learned so much. I knew I had a passion for data and how things worked. I also knew that I wanted to help people, and had an interest in healthcare.

But I still didn't know how to blend the two, or where I'd exactly end up. I thought I'd have to compromise on the experience that I wanted, or that I would have to move someplace else in order to find it. But that was because I didn't know about the opportunities in the Life Science field that existed in the City – and the LifeSci NYC internship program really opened my eyes to it.

When the program matched me with Cureatr, a medication management company based in lower Manhattan - I was upfront with them about my varying interests. And what was supposed to be a marketing internship exposed me to strategy, sales, and product development. I saw first hand how a growing business was run, and met people that continue to inspire me everyday. I loved it. So much so, that at the end of the summer I knew that my time there wasn't over...and more importantly, they thought so too. I started full time 2 weeks later.

Now, every so often my CEO will ask me what I want to be when I grow up. But instead of being scared, I'm excited. I see it from a lens of possibility as opposed to intimidation. I really have to thank the Life Sci program for that.

The program could've solely been an internship matchmaker to life science students in the city, and it would've still been an incredible opportunity. But Rich, Sharon and Yangstel did so much more. From a week of prep leading into the internships, to professional and social events throughout the summer, they cultivated a network of young professionals.

As a life science major in NYC, your options for finding a position in the area are often pretty grim, I attended numerous campus based career fairs where employers turned myself and others in my major away because "they didn't need to make drugs." The LifeSci NYC program connected many of us Life science based majors with a wide range of companies, with exposure to positions that we may not necessarily have been given the opportunity to pursue. And on the company side - not to pat myself on the back - Cureatr saw such success with the program last year, that we're looking to take on 4 new interns for this coming summer.

I hope to see the program continue, and I look forward to contributing as an alumnus as much as I can.

Thanks.

**TESTIMONY BEFORE THE NEW YORK CITY COUNCIL'S
ECONOMIC DEVELOPMENT OVERSIGHT HEARING**

**NEW YORK WORKS, BUT FOR WHOM?
EXAMINING THE NEW YORK CITY JOBS PLAN**

Monday, March 18, 2019

My name is Jessica Centeno, and I am the the New York State Deputy Executive Director for The Center for Employment Opportunities (CEO). CEO is a member of the NYC Employment and Training Coalition and a partner of Invest in Skills NYC, a city-wide coalition working to achieve policy change that improves the workforce development system through significant sustained state and local investment. I am here today to highlight the needs of low income New Yorker's with criminal convictions who are being left behind by our workforce system.

CEO's mission is to provide immediate, effective, and comprehensive employment services to individuals who have recently returned home from incarceration. As the largest provider of reentry employment services in New York City, we serve primarily persons on parole and probation supervision, with a focus on those deemed at highest risk of recidivism. CEO's approach has been shown in rigorous third party evaluations to reduce recidivism while also returning \$3.30 for every \$1 of public investment.

Our program has two core components: transitional employment, and vocational services that are provided to help participants get and keep full-time jobs (job coaching and development, job placement, retention and support). To provide transitional jobs, CEO operates over thirty work crews in New York City that provide a variety of general labor services to public sector agencies and through the NYC Council's Community Clean-up Initiative. Access to immediate work on a transitional work crew helps our participants to gain stability and motivation as they work to attain long-term employment outside of CEO.

In 2018 alone CEO NYC enrolled just over 2300 persons and made 1000 job placements with nearly 200 businesses. Our participants earned 720 workforce credentials through our free credentialed training program. Those who earned one credential at placement attained a wage of \$14.50 per hour in FY 18; individuals who earned more than three credentials attained an average wage of \$19.50 per hour.

Our participants are eager to work, but often lack the skills to compete for higher wage jobs. Even with Fair Chance hiring, just finding work can be a struggle with a criminal conviction. The majority of participants come from the poorest neighborhoods in NYC; fifty-three percent

are young adults between the ages of 18-25; 40 percent do not have a high school diploma. Almost all of them are men and women of color. While policies like the \$15 minimum wage and paid sick leave help our participants, we urge the City to do more to support programs and partnerships that build on-ramps for low-income and marginalized New Yorkers to access quality jobs.

CEO has invested substantially in our job training efforts over the last decade. We have quadrupled the number of trainings we offer while investing in trainings that align with sectors and occupations prime for growth. We have developed work based learning partnerships and apprenticeships with Vice Media and Action Carting Environmental, and most recently expanded our training partnerships with CUNY through NYSDOL CFA funding.

Despite recent funding from NYSDOL, CEO primarily covers the cost of our trainings by securing support from private philanthropy. This year alone our training costs doubled due to the passing of local law 196 requiring individuals to have 40 hours of safety training to work on a construction site. CEO partnered with several organizations to apply for funding from the city to cover these additional costs, yet were denied funding. CEO could expand access to transitional work and credentialed training for persons with a criminal conviction if the public investment better matched the need.

Our participants are New Yorker's. They attended New York City Public schools, they were subject to New York City mass incarceration policies, and because of their criminal conviction, they continue to be denied job opportunities by private and public sector employers. As we work to close Riker's Island and reform our justice system men and women who are leaving incarceration can and should be given the supports and opportunities they need to join the workforce and grow their skills.

The City has slowly shifted its workforce development strategy from rapid attachment to low wage jobs to a more nuanced system that includes upskilling New Yorkers' in order to access middle wage jobs. However, many populations with high-unemployment rates - especially individuals with recent criminal convictions - are being left behind. If we do not substantially invest in bridge programs, economic inequality will continue to widen and imperil the future of our city. The city must take immediate steps to help all New Yorkers access the good jobs that exist today, as well as good jobs of the future. There are several steps the City can and should take now to help low skilled New Yorkers thrive. I want to focus on three areas where we can make progress:

Frist, Economic development and municipal projects must contain significant investments towards workforce training and pipelines to employment. The City should shift its method of

evaluation when considering which development projects to fund; beginning with weighing the ability a given project has to create jobs for the unemployed and underemployed; with a particular focus on individuals lacking advanced education or facing other barriers to employment. Just as the City weighs political and monetary costs of all initiatives, it must also balance new projects' capacity to provide job and career opportunities for those most in need.

Second, the Mayor and City Council should devise a streamlined process to create living-wage career tracks for New Yorkers by fulfilling the mission of the the city's 2014 Career Pathways plan. The plan promised \$60 million in annual bridge funding for career intensive literacy and numeracy, job training, and supportive services. These investments are critical to bridging the divide between the basic education that nearly 43% of New Yorkers lack and the skills training programs that will enable them to advance into better jobs and eventually access the middle class. Bridge programming is key to preparing individuals who lack the basic math and reading levels for apprenticeships, work based learning opportunities and quality jobs.

Third, Provide paid transitional work opportunities for every person leaving incarceration and unemployed, justice involved young adults. The City should direct more of its existing purchasing power to provide immediate temporary work opportunities and training to these populations as part of a triple bottom line reentry workforce strategy that: 1) gets work done that the city needs done, 2) reduces recidivism and 3) provides ready to work hires for employers. This may not require new investment, simply that the city make better use of existing initiatives and procurement activities.

The City could accomplish these goals by considering a multi year, mixed expense reimbursement and performance based payment approach to support programs that deliver training. Performance based models have proven effective when structured over more than one year.

New York City has experienced historic declines in crime over the past several years and our economy has fully recovered from the recession. However, too many low skilled New Yorkers, including those with a criminal conviction, are being left behind by our workforce policies. These New Yorkers need bridge programs and immediate access to work to progress towards good paying jobs with benefits.



**New York City Council, Committee on Economic Development
Oversight: New York Works Jobs Plan.
March 18, 2019**

My name is Bryan Lozano and I am the Manager of External Affairs for Tech:NYC. Thank you for the opportunity to testify today.

Tech:NYC is a nonprofit association with the mission of supporting the technology industry in New York through increased engagement between our more than 720 member companies, New York government, and the community at large. Tech:NYC works everyday to foster a dynamic, diverse, and creative ecosystem, ensuring New York is the best place to start and grow a technology company.

Today, New York City's tech ecosystem is stronger than ever and New York has become a global hub of innovation. The New York tech ecosystem now boasts more than 333,000 jobs and 7,000 startups, and tech now has a significant impact on our city's economic well-being.

The New York Works plan, announced by Mayor de Blasio almost two years ago, recognizes the importance of the technology ecosystem to New York and the employment opportunities the ecosystem provides. Since the plan was put into effect, we have seen the city make important strides towards helping New Yorkers obtain the skills they need and to spur job growth.

In the program's first two years, the city has partnered with NYU and Columbia to launch the NYC Media Lab, creating a hub for virtual reality and augmented reality technologies at the Brooklyn Navy Yard. The Media Lab will lead to the creation of 750 jobs and includes a workforce development center at CUNY's Lehman College in the Bronx. Tech:NYC recently visited the VR/AR lab at Lehman College, and we were incredibly impressed with the facility and rigorous training students are receiving.

As a part of the New York Works plan, NYC Tech Talent Pipeline also partnered with Hunter and Lehman Colleges to launch CUNY 2 Times Tech, which aims to double the number of CUNY students graduating with a degree in a technical field by 2022. This partnership is vital to ensuring New Yorkers are getting the skills necessary to work and thrive in tech.

In addition to these initiatives and partnerships, the city has taken steps to make NYC a capital of the cybersecurity industry and help New Yorkers get sector-specific training.

We have been very pleased to see the New York Works plan progress during its first two years and look forward to supporting the plan, and making sure industry is working to supplement the city's efforts. As the tech ecosystem continues growing, it is important to ensure New Yorkers of all backgrounds have the ability and skills necessary to access good-paying, tech jobs. The New York Works plan represents an innovative and important step toward accomplishing this goal.

Thank you.

Testimony

Lowell Herschberger
Cypress Hills Local Development Corporation
March 18, 2019

Hello, my name is Lowell Herschberger. I am the Director of Career and Education Programs at Cypress Hills Local Development Corporation. Our mission is to revitalize Cypress Hills and East New York, creating economic opportunity in our neighborhood. We provide a continuum of adult education, internship, and skills training programs that lead to livable wages for our constituents. Most recently we launched a young adult sectoral initiative in transportation .

We are a member of the NYC Employment and Training Coalition and a partner of Invest in Skills NYC, a city-wide coalition working to make workforce development an economic priority and achieve policy change that streamlines the workforce development system.

We have come together to highlight the needs and opportunities that exist in the workforce service system.

We applaud the effort to create 100,000 middle class jobs, but unfortunately most of those jobs – and even the training for those jobs – are currently inaccessible to the men and women of East New York that I see every day. The average incoming grade level in our adult education program is 7.2 in Literacy and 6.2 in Math. Many require a HSE Diploma or 10th grade Math. Just like when the Brooklyn Bridge was built over a hundred years ago to bring workers to jobs, another bridge is desperately needed today.

Specifically, we need a \$60 million investment in an academic and occupational skills bridge to bring my constituents to a position to compete for the training for these middle skills jobs. The good news is that such bridges do exist. We are simply in need of additional resources to meet the economic demand for more skilled workers.

Given this disparity between the entry level requirements of the training for the 100,000 jobs and the majority of job seekers I see we think that it is a reasonable and modest proposal that a minimum of 10% of the total planned cost of New York Works should be spent on new skills training programs to train the local workforce.

Finally, there are pockets of opportunity where a living wage can be earned quickly. One such opportunity is transportation. By using a comprehensive sectoral approach we have placed over 200 young people into living wage jobs in the transportation sector irrespective of their educational credentials. These young people are staying in these jobs at a rate (according to our employer partners) nearly double the general population. Furthermore, all qualified graduates are hired even without a resume or an interview because the employer partnership is so robust. The jobs come with full benefits, union protections and a real career ladder.

This did not happen by accident, It is because there is a deep industry - CBO partnership that pays attention to both the hard skills needed as well as the industry-specific soft skills. The young people are surrounded with robust social services and caring adults. We believe that EDC should consider rebalancing the sector job goals under New York Works to make achieving these targets of a more economically diverse workforce possible. Creating more jobs in the sectors such as freight and transportation would facilitate more hires of targeted populations.

Thank you for the opportunity to speak with you today. The goals of New York Works can be accomplished if we truly invest in New Yorkers.



NEW YORK WORKS HEARING: New York City Hall City Council Chambers

3/18/19

Testimony: Vanessa Siverls, FoundHer & CEO, BUPeriod P.B.C.

Hi my name is Vanessa Siverls and I am the FoundHer and CEO of BUPeriod P.B.C. A lifestyle brand to empower women through menstrual health by providing educational workshops and developing a smart menstrual pad wearable that will inform women, in real-time, what risk indicators are in their menstrual cycles to help manage difficult periods.

I discovered Futureworks in 2017 when I was in the 1776 Incubator program at the Brooklyn Navy Yard. I asked around the various incubators which one would be best for me to get started with prototyping. The New Lab, which is also located at The Brooklyn Navy Yard, recommended Futureworks as well as my directors at 1776.

I decided to apply and it was one of the best decisions I've made for my startup. Every workshop provided has been a gateway to invaluable startup information, amazing pitch opportunities and a plethora of connections from networking. They even welcomed my prototype made of bounty, sticky tape and wires and was still able to guide me about the process to get to the end prototype goal.

It was due to Futureworks that I am now in one of Brooklyn's highly esteemed organizations, Pratt's Institute of Technology -The Brooklyn Fashion and Design Accelerator whose sole purpose is to educate, mentor and guide textile, fashion and tech fusion companies to be as sustainable minded as they can with their business models. Futureworks is one of their partners and I was able to pitch for a sponsorship and I won. Futureworks also introduced my cohort to BLIP to which I am now partnering for pro-bono legal advice.

Today I am happy to announce that we were accepted into the Cornell Jump Start R&D program for our first official prototype look and feel. BUPeriod's smart pad will go from bounty, sticky tape and wires to a full ergonomic model prototype so that we can move forward to PHASE II of material research for the pad.

I humbly thank NYCEDC, Second Muse and the Futureworks hardware incubation program as I truly believe this collaborative will help bring NYC to the forefront of startup and small business innovation.

Vanessa Siverls

March 18th 2019

Subject: City Council Hearing on Invest in Skills NYC & New York Works

Testimony by: Larry Rothchild, Director of Workforce Development at St. Nicks Alliance

St. Nicks Alliance Workforce Development Center serves over 1300 clients a year in North Brooklyn who are seeking Adult Education (30% ABE, 20% HSE, 50% ESOL), Skills Training, Job Readiness Training and Direct Employment. St. Nicks Alliance trains both young adults and adults in Construction, Certified Nursing Assistant (CNA), Information Technology, Bilingual Customer Service/Bank Teller, CDL, and Environmental Remediation Technician Training. We serve primarily un and under employed low income individuals residing primarily in the North Brooklyn communities of Williamsburg, Greenpoint, Bushwick, and Bed Stuy. Barriers to success include: low literacy and numeracy (For Skills Training TABE scores of 9 or higher. For Job Readiness/Direct Employment only 25% achieve 9 or higher); lack of job experience; lack of Education/HSE, Homeless, past convictions, background, language barriers, lack of professional dress attire, ability to pass a drug test, childcare issues, and mental health issues.

While all of these trainings put our participants on a career pathway to success we have not experienced consistent placement in starting jobs at \$50K or more. The exception being those that land Union jobs in Construction which is not a guarantee when they graduate training. Our entry level graduates in IT and CNA start out around \$18 an hour.

We find that employers value experience in addition to the industry recognized certifications. While we boast strong wage growth in construction of 27% in the first year that still does not equate to \$50K jobs for the majority of who we serve. We are working with our employer partners to offer advanced certifications in the future leading to career pathway development and increased wages.

As we primarily serve low income residents of North Brooklyn and while our trainings provide access to skill development, industry certs, and job placement, these graduates are not being given mass access to the higher wage jobs. **The challenges St. Nicks Alliance and our clients still face in securing \$50k jobs are:**

- Competing with those with College Degree.
- Lack of paid work experience (Internships/Apprenticeship)
 - the need for paid internships and on the job training. Our DYCD contracts do not provided enough internship slots to serve our young adults who partake in IT and CAN training.
 - Only 50% of the DYCD clients served are provided with 100-hour paid internships.

- Funding should include Paid Internships/Apprenticeships for all, especially in Clinical Healthcare where paid experience is critical and in IT where without on the job experience it becomes difficult to secure job with just credentials.
- Need for city to facilitate connections between training providers and local employers especially in IT and Healthcare.

The City can support solutions for the clientele St. Nicks Alliance serves but hasn't done so. Due to insufficient city funding we are not able to provide all of our young adults and adults with essential paid internship experience to drive career pathway success. We could help more un and under employed residents of North Brooklyn achieve success and get on the path to 50K plus jobs if New York Works supported the work that St. Nicks Alliance is doing to get our clients jobs ready via economic development investments via funding for paid internships/apprenticeships and better connections through the city to these employers.

FOR THE RECORD



FOR THE RECORD

18 March 2019

Re: New York City Council Hearing on Urban Tech Hub New York Works

OnSiteIQ is a visual documentation and risk assessment platform for construction projects. 3 workers a day die on construction sites here in the states. And in 2018 construction once again topped federal rankings as New York City's deadliest industry, according to a new annual report from the Bureau of Labor Statistics. Our company aims to save lives on job sites and it would have been an extremely difficult undertaking without Urban Tech hub and EDC's support.

For nearly one year OnSiteIQ has been a part of the Urban Tech Hub, and it in short has been a pleasant experience in a perfect location with the ability for us to grow. When we got to Urban Tech Hub it was still early days for us at OnSiteIQ, but as time went on and we continued to grow, the space grew with us. Now with 12 Full-time employees and another dozen contractors we occupy one of the private suites on the 4th floor. In addition to the flexibility for rapid growth, the synergy created from being around other founders and companies is not only helpful but motivating as well.

All of the companies around us are trying to solve a problem in the urbantech space, so naturally crossover in clientele has occurred. This is a fantastic way for companies to help each other grow more quickly, through the ever helpful warm introduction. Urban Tech Hub fosters a fun and enjoyable office environment for both our employees and our clients. They do a very good job connecting other companies throughout the building and creating a good overarching culture for us to grow within. We have been able to use the space to host events and informational sessions, and have attended many interesting and helpful panels and discussions.



Workforce Professionals Training Institute – The Workforce Field Building Hub

Testimony to City Council by Justin Collins, Assistant Director of the Hub

March 18, 2019

Good afternoon, and thank you for the opportunity to speak. My name is Justin Collins, and I represent the Workforce Field Building Hub at the Workforce Professionals Training Institute, or WPTI. The Hub serves as a convener of key stakeholders across the workforce development system in New York City and beyond to identify key challenges and develop solutions and best practices for the field. We appreciate the City Council's willingness to convene a hearing on the Mayor's *New York Works* plan, and on the progress the City has made with regard to that agenda. In reading the 2018 *New York Works* update, we were pleased to see the City has focused significant effort on redeveloping City-owned property to support job creation, as well as investing in growing industries to foster additional job growth across multiple sectors.

While we applaud the City's desire to create jobs through a variety of development projects and targeted investments, this is only one part of the strategy for addressing the workforce needs of disadvantaged New Yorkers. As was mentioned by the City in the 2018 *New York Works* update, too many of our fellow New Yorkers continue to struggle, with a rapidly changing job market squeezing out the city's middle class, and rapidly increasing rents. Beyond that, the city's most disadvantaged communities face even more dire challenges, struggling with unemployment and underemployment in a city in which a career, and resulting economic mobility, is increasingly out of reach. These challenging circumstances underscore the importance of a strong workforce development ecosystem, in addition to job creation and economic development, to ensure that all New Yorkers have access to the economic opportunities that have defined this city for more than a century.

It was in response to this pressing need for a strong workforce development ecosystem that the Hub released our *Workforce Agenda* report in September 2018, in which we outlined the key issues facing the workforce system and the key steps that should be taken to ensure that New Yorkers are prepared for, and have access to, the in-demand career pathways that can help them advance economically. We are happy to provide copies of the report at any point if the Council is interested.

While *New York Works* does address the issue of job creation, it does not yet address the issue of how workers are trained for and connected to these jobs. While the City has addressed some of this in its existing career pathways work, overseen by the Mayor's Office of Workforce Development, the two strategies – job creation and workforce development – appear disconnected. Namely, the City needs to directly align its career pathways framework and initiatives with the job creation strategies outlined in *New York Works* and give this work the financial support it requires. Furthermore, the City needs not

only to significantly increase its investment in career pathways and workforce development, but better engage organizations and professionals in the workforce field when designing RFPs and developing programs in order to harness their expertise and build stronger programs.

Furthermore, the City can also support better data infrastructure in order to foster information sharing and analysis across organizations, facilitating data-driven and evidence-supported programming that is responsive to both jobseeker needs and labor market demands. While we have seen progress from the City with regard to the development of Common Metrics for workforce programming, this work does not yet include all City-administered workforce programs, and has not yet systematically informed the implementation of the work set forth as part of *New York Works*.

Lastly, we ask City to increase support for bridge programming, consistent with the Mayor's 2014 promise to provide \$60 million additional dollars annually for this work by 2020. Bridge programming brings many individuals with lower educational attainment up to the literacy and math levels necessary for them to enter sector-focused job training, embark on a career path, and develop the skills necessary to access the types of jobs highlighted in *New York Works* paying family sustaining wages of \$50,000 or more. The jobs being created through City development projects in industries prioritized in *New York Works* often require advanced skills; effective bridge programming closes the skill and educational gap, positions individuals to engage in and successfully complete training, and become competitive candidates for careers with opportunities for advancement.

To conclude, investment in job creation is only optimized when it is complemented by real investment in workforce development. We not only need new jobs here in New York City, but we need to prepare and connect New Yorkers to career pathways and growth opportunities if we want to make a real impact on economic inequality and foster economic and social mobility. And to do this, we need to ensure that the organizations providing these essential services are at the table when the City is shaping its workforce policy; that data are being harnessed to inform programming and direct resources; and that high-quality programs are receiving the funds they need to do the job.

For resources, please visit:

The Workforce Field Building Hub at the Workforce Professionals Training Institute:

<http://thehub.workforceprofessionals.org/>

The Workforce Agenda for New York City: https://thehub.workforceprofessionals.org/wp-content/uploads/2018/09/Workforce-Agenda-for-NYC_Sept2018.pdf



**TESTIMONY OF
THE FORTUNE SOCIETY**

**OVERSIGHT COMMITTEE
ECONOMIC DEVELOPMENT COMMITTEE:
NYC COUNCIL JOINT PUBLIC HEARING**

New York City Hall
Committee Room

Monday, March 18, 2019 at 1 pm

Presented by:
Andre Ward, Associate Vice President of
Employment Services and Education

The Fortune Society
29-76 Northern Blvd.
Long Island City, NY 11101
212-691-7554 (phone)

Good morning. My name is Andre Ward and I am the Associate Vice President of Employment Services and Education at The Fortune Society. I am testifying today on behalf of the 70 million Americans¹, or 1 in 3 adults, with a criminal record. It is no secret that people with conviction histories face significant barriers to employment that compromise individuals', families', and communities' ability to reach a place of economic stability, safety, and ultimately halt cycles of poverty and re-incarceration. First, let me begin by thanking the NYC Council Oversight Committee and Economic Development Committee and various Council Members for convening this important hearing.

The Fortune Society is a member of the NYC Employment and Training Coalition and a partner of Invest in Skills NYC, a city-wide coalition working to make workforce development an economic priority and achieve policy change that streamlines the workforce development system through significant sustained state and local investment. The Fortune Society provides advocacy and holistic services to 7,000 people affected by the justice system annually. We provide innovative employment services to approximately 700 people each year via culinary arts certifications, commercial drivers' license certifications, green building maintenance certifications, and environmental remediation training. Additionally, we offer education services to support basic literacy, numeracy, and learning in areas fundamental to success in the workplace.

We urge the City to adopt public policy that affords long-term, necessary investments to strengthen the workforce services that the public sector, funders, employers, and community-based organizations provide to all New Yorkers so that every person may achieve self-sufficiency for themselves and their families. These policies and investments will strengthen the skillset of the workforce applicant pool ultimately leading to positive contributions to the economy and community safety.

The 2017 New York Works plan to create 100,000 new "middle class" jobs in growth sectors across New York is commendable and necessary. It is our belief that without direct and sustainable investments in the skill development of New Yorkers themselves, these jobs will continue to be inaccessible to most residents. By furthering the employment access gap, growing economic inequality will persist.

We encourage the New York Works plan to identify ways to collaborate and connect with the Mayor's 2014 Career Pathways plan to provide access to training and jobs for all New Yorkers, and especially low-skill and low-income New Yorkers. We hope that all administrations will prioritize these marginalized communities we serve and people who are most in need of these programs and initiatives. We hope that New York residency and lower income will be considered as a priority eligibility requirement.

To achieve the goal of fostering meaningful economic equity and accessibility, economic development projects and initiatives should include substantial workforce training investments

¹ See: <https://www.sentencingproject.org/wp-content/uploads/2015/11/Americans-with-Criminal-Records-Poverty-and-Opportunity-Profile.pdf>

that create equitable career pathways for all New Yorkers. A minimum of 10% of the total planned cost of New York Works should be spent on new skills training programs to train the local workforce.

These training programs should include apprenticeships as envisioned under Apprentice NYC, but should also offer programming for New Yorkers entering from every level of education or skill-set for bridge programs for people lacking foundational skills, and more advanced vocational programs for people seeking higher-skill work.

We encourage the Economic Development Committee to consider rebalancing the sector job goals under New York Works to make achieving these targets of a more economically diverse workforce possible. Creating more jobs in the sectors such as freight, transportation, and nightlife/entertainment would facilitate more hires of targeted populations, as cybersecurity and life sciences inherently require a higher degree of education and training.

The New York City Council can ensure the above goals are attained by streamlining oversight and requiring key reporting. The public workforce system is spread across multiple agencies, and no single City Council body takes responsibility for its direct oversight. The Council should designate a body for this function with a focus on ensuring that the dollars spent by the City on economic and workforce development are not only creating job openings but are filling NYC jobs with New Yorkers in need of improved employment. The Council should require through legislation that city agencies issue clear annual public reports on the number of jobseekers they have served (via either job placement or connections to training) who come from high-unemployment populations.

The Fortune Society hopes to partner with the NYC Council and Mayor De Blasio's administration to help the most vulnerable New Yorkers obtain the academic credentials, experience, and technical skills required to advance into skilled training, secure entry-level work and access long-term economic mobility. Historically, our expertise as service providers has been left out of the conversation and policy development, leading to a misalignment of programs, goals and outcomes that hurt the communities we represent and leave them out of the city's growing economy.

Thank you for the opportunity to testify here today and for your support of The Fortune Society.



Workforce Risk & Mobility



City Council Testimony – EDC CyberNYC

Dear City Council,

iQ4 is a technology company that has been working to solve the skills gap and employment challenge that has resulted in unemployment and retention for millions of students, and learners in general.

During the past eight years iQ4 has developed the technology, standards and models that have resulted in providing solution that can mobilize industry and education, by massively scaling virtual apprentice programs to create global opportunity awareness, accelerate workforce readiness and level the playing field for all students in college and high schools.

Two years ago we were contacted by the NYCEDC to explore how iQ4 has solved this epic challenge. During this process the EDC realized that ability to scale student development, using an Applied Learning and Academic Learning curriculum would be a game changer. However up to this point iQ4 had not engaged with a global brand that had the vision to support, launch and drive a transformational solution.

On October 2, 2018 the NYCEDC formalized and selected a strategic group of Operators to launch CyberNYC. iQ4 was selected to develop 8,000 students through the program. The level of detail and support provided by the EDC to help young emerging technology companies like iQ4 was unprecedented and exactly with the City, our country and the world needs to solve the skills gap challenge. This effort takes vision, commitment, passion and ability to execute in order to make it work. The EDC continues to work with iQ4 and our 4,600 mentors, to insure success of the program and engaging New York City's business, education and public community, to support this initiative. The program includes the resources and funding to insure a continued self-sustaining model long term for every single one of students pursue great careers and all of us to transform the learning economy. Thank you NYCEDC and the people that are working hard on this and many visionary and critical programs re the workforce of our future.

Kind Regards,

Frank



Frank C. Cicio Jr.

CEO / Founder

iQ4 - Transforming the Learning Economy

w: www.iq4.com e: frank@iq4.com m: 201 914 4655



March 18th, 2019

Dear Council,

On behalf of Farmshelf, a participating company in New Lab's Urban Tech program, I am pleased to provide my **support for the EDC-led New York Works Plan** to create 10,000 jobs for NYC's technological and creative workforce.

Farmshelf is an early-stage startup that builds bookshelf-sized indoor farms for restaurants, corporate cafeterias and food halls, providing 30-40 types of leafy greens, herbs, and microgreens onsite to our customers. We are also an impact-drive company, reducing food miles to food feet, food waste, and water consumption by 90% compared to traditional farming.

We joined New Lab and the UrbanTech Initiative in January 2017. At that time, we had raised \$1.2MM, had a rough product prototype and had 3 employees - our CEO, a plant specialist and an electrical engineer. **The UrbanTech program has been absolutely integral in us accomplishing our goals since then.** The space, community, programming and insights have helped us to focus and achieve 1) our investment total increase to \$5.2MM, 2) beta product rollout of 30 beta farms in restaurants all over NYC, and 3) increase of our workforce to 25 employees.

We are supportive of New York Works because it has worked for us:

- New Lab is an **incredible space to work**, and we're expanding into more of the Brooklyn Navy Yard. In January, we built a factory to begin manufacturing our products right in Brooklyn.
- In addition to restaurants, we are working with schools. In 2018, we began work with **Brooklyn Borough President Eric Adams** to provide units and develop curriculum and training for students of the **Brooklyn Democracy Academy**. We hope one day some students will become technicians for us.
- Our **25-person workforce** has grown to include engineers, scientists, plant specialists, designers and marketers. Most recently, we hired 6 fabricators to assemble our units.
- We have gained a **wide network of advisors, mentors and collaborators** that have provided significant value to us as an early stage company. One example: by working with Second Muse and their M-Corps program, we started working with several mentors, one who introduced us to several vendors and is joining our team as a hardware engineering advisor.

Farmshelf continues to grow, and developing our company in NYC is a top priority. Urban Tech Initiative has been with us every step of the way.

Farmshelf sees the New York Works Plan as a great addition to create avenues for talented individuals to thrive in NYC. We fully support this plan and look forward to being part of the work moving forward.

Thank you,
Suma Reddy
Co-Founder, COO, Farmshelf



**Prepared Testimony of Ro Gupta
CEO, CARMERA**

20 Jay Street
Suite 312
Brooklyn, NY 11201

March 18, 2019

Thank you Chair Vallone and Chair Torres, and good afternoon to you and members of the Economic Development and Oversight Committees.

It is an honor to come before this body for a hearing on the New York City Development Corporation's New York Works jobs plan. Thank you for the opportunity to present testimony today.

My name is Ro Gupta and I am the CEO and Cofounder of CARMERA, a street intelligence platform for next generation mobility founded in 2015 in Brooklyn. Specifically, we build high definition maps that act like virtual railroad tracks for autonomous vehicles to operate safely. It is unusual to be doing what we do in New York City—the vast majority of our industry is located in Silicon Valley and robotics centers like Pittsburgh.

We decided we wanted to base our company in New York, in part because this city presents challenges we wouldn't see elsewhere. The density, complexity, environmental conditions and general diversity of the boroughs has been an advantage for us in testing the robustness of both our technology and our policy for the benefit of our automotive customers around the world. As we say around the office, if we can make it work in Midtown, we can make it work in Mountain View.

Along the way, we have had a lot of help from local institutions, with the EDC there from the very beginning when David Gilford described the Urban Tech Hub concept to me. Since then we have benefited greatly from Urbantech NYC implementers like Sander Dolder and Shaina Horowitz of New Lab working side by side to help us understand how to create a holistic private-public framework for job creation, talent development, technology validation and data sharing, while EDC President James Patchett and other leaders within the City of New York have continued their steadfast commitment to urban tech companies like CARMERA.

For that we are very grateful, and more importantly, we are seeing results. CARMERA now has over 40 employees, with our Brooklyn office having tripled in size over the last year, recruiting local talent for critical high and middle skill jobs of the future like machine learning, Internet of Things, computer vision and others. We have raised over \$25 million in capital, with our last round led by GV's (formerly Google Ventures) New York office, and we intend to continue hiring and growing due in large part to the welcoming environment the EDC has established for us here.

We hope the City continues to be seen as a highly desirable place to build and grow companies of the future. We are committed to doing our part to do so inclusively, and to support EDC in their mission to nurture the next CARMERA.

Keith Kirkland
CEO + Cofounder
Date: 190317-1p
Re: WearWorks
NYCEDC Testimonial

Good afternoon, my name is Keith Kirkland and I am the CEO and cofounder of WearWorks. We build products and experiences that communicate information through touch.

Navigation is inherently visual. And that creates a major challenge for the 21 million people in the United States who are blind or visually impaired.

Our first product, Wayband, is a wearable haptic navigation device that gently guides a user to an end destination using only vibration, without the need for visual and audio cues. And back in 2017 we used it to help the first blind person run the first 15 miles of the NYC marathon without sighted assistance.

That feat garnered us world-wide attention and acclaim. We have worked with, been written about, featured on, and exhibited by places like the Cooper Hewitt design museum, the NYTimes, Forbes, the Discovery Channel, the Verge, dropbox, the BFDA, Pratt, Rutgers, NJIT, the Fashion Institute Of Technology, and Columbia university.

I also teach high school students design for people with disabilities at Pratt institute and in the emerging media technology program at New York City college of Tech. Our exploration of communicating information using touch has had far reaching consequences beyond what we initially thought of as cofounders when we created the company.

Before the accolades and acclaim, back in 2015, we were recently graduated industrial design students who had a weird idea. We had an idea that was so novel most people hadn't even heard of our industry, Haptics, let alone understood how we might be able to navigate people with it. So we put our idea to the test by applying to the Next Top Maker program.

NYCEDC and Secondmuse team took a huge risk by selecting us. To be totally transparent, we didn't even know that we could actually do what we said we could do at the time. We just believed that we could figure it out if we got the resources to be able to try. And that is exactly what we got.

Not only did we get 10k, which is salvation when you run a start up. We got space to work from. None of us knew anything about business. Our training was on the ground and Futureworks laid that foundation by teaching us modules in financials, manufacturing and Intellectual properties. We got trained by people who volunteered their time. But even more, we now had clout. Microsoft was a partner, NYCEDC was a partner and we were working so closely with the Secondmuse team that they basically became like family to us. No one knew what haptic meant

but they knew that if Microsoft and the city was backing it with dollars, that it must be worth listening to.

For us, if there was no Futureworks there may have not been a WearWorks. And that is why programs like this are important. Everyone can often look back and see obviousness our success. But few can look forward and see the potential of a non-obvious group of misfits coming together to do something cool that might change the world.

At the end of the day, we don't know who will solve the energy crisis, find a cure for cancer, or help blind people run marathons. And that is exactly why we need programs that empower everyone to shoot their shot at making the world better for us all.

Good Afternoon Everyone. It's a great honor for me to be here and speak on behalf of New York City's high school and college students. Thank you very much for the opportunity.

My name is Teeba Jihad. I was born and raised in Baghdad, Iraq until my family and I came to New York City in 2006 in search of a brighter future. I recently graduated from a dual-degree program at New York University Tandon School of Engineering with a Bachelor in Biomolecular Sciences and a Masters in Biotechnology.

As a college student, finding an opportunity in the life sciences in New York City was extremely challenging. This was mainly due to the limited number of opportunities present and companies willing to train young talent. As a result, many well accomplished students apply for out-of-state internship programs and jobs. Three years ago, I was nervous about how I was going to get my first job. Finding a good job, in the field I love, seemed daunting. It was an understatement to say that the opportunities for newly graduated students in the life sciences, here in New York, were, and still are, scarce.

In 2017, our Mayor launched New York Works, which, among many things, is an initiative to cultivate NYC as a hub for life sciences research and innovation. Through the Plan's LifeSci NYC Internship program, I was privileged to take my first steps into the industrial field by earning a summer internship opportunity at Celmatix, a women's health company. This experience has enabled me to develop my professional skills in an amazing work environment, alongside the program's other resources including workshops that focused on helping students successfully brand themselves to earn great jobs. My experience with the internship program was so helpful that I felt the need to inform my peers that such an opportunity has made itself available and they should take advantage of it. For many, this program has transformed beyond just a summer job; it has helped students develop true professionalism in this once inaccessible industry.

For me, New York City is where I have spent the highlight of my teenage years, and it is here where I want to develop my career in the life sciences. The program proved to be a critical gateway to my career in the life science industry; shortly after graduation, I was offered a Senior Technician position at a fantastic company here in New York City. Due to this initiative, I was able to earn a job that I am passionate about in the city that I love.

We are currently in the third year of this ten-year plan and I personally think that we are on the right path to promote prosperity, growth, and opportunity in our great city. Thank you very much again for the opportunity to speak to you today, for your attention, and for your continued service and support.

Dear Esteemed Committee Members – thank you for your time today and your service to our wonderful city.

My name is David Yang, I'm the founder and CEO of Fullstack Academy, an accelerated training school headquartered in Downtown Manhattan and operating since 2013. Fullstack Academy has trained over 2,500 people into tech careers here in the city and our graduates are employed at hundreds of companies here in New York City. On a personal level, I come from a family of educators and deeply believe in the ability of education to grow an individual, a community and an economy.

I'm here to provide support on behalf of the Mayor's Jobs Plan and two programs that have come from it – the Web Development Fellowship created by the Tech Talent Pipeline and the CyberNYC project created by the New York City Economic Development Corporation.

The Web Development Fellowship over the last year and a half has graduated over 70 New Yorkers into New York City companies. One key requirement for this program is that a candidate's highest previous salary be under \$50,000. That's 70 personal stories of New Yorkers previously employed as dishwashers, car service drivers or retail clerks who are now working in tech at companies like BlackRock and Google and improving the economic realities of their family.

The CyberNYC project is one of the most visionary I have seen in terms of economic development and something that could only happen here in New York. We believe strongly in its stated goal of making New York City the number one talent pool for cybersecurity in the world and through that process, create an abundance of opportunity for NYC residents. Our participation in this program is to develop a Cybersecurity Bootcamp that will train over 1,000 graduates in the next three years to seed a new generation of people into the cybersecurity talent pool.

For both projects - from the initial proposal and through every stage of the development process, my consistent observation is that there is a focused energy from the Mayor's Office on ensuring that the program provides opportunity to the people and communities that need it most. Accessibility informs every part of program design – for example, students often drop out of training for non-educational reasons like family illness. In these programs, a Case Manager is assigned to students to help coach students and help resolve challenges that prevent them from continuing with their training. This has allowed us to recruit students from underrepresented backgrounds while also keeping our graduation levels very high.

For the Cybersecurity Bootcamp part of CyberNYC, they've created a collaboration between Fullstack and LaGuardia Community College to leverage both of our organization's abilities to reach across a diverse array of NYC residents. In the way we plan and execute marketing initiatives, we focus on partnering with organizations beyond Manhattan – working with libraries and community outreach groups in every borough across the city.

Finally, the programs invest a lot into measurement of results. The data that we track in admissions, academics and career placement tell two strong stories – a positive return on investment for our tax dollars and that those funds go to those who need it most. We look for diversity in our student demographics, previous salary and previous educational attainment to know that we are reaching every New York regardless of their background.

I would like to end by saying that Fullstack has worked with several cities throughout the country on technology training initiatives and bar none, the Mayor's Office here stands alone for its capability in connect talent, employers and opportunity. We are fortunate to have economic development organizations that are innovating methods to create accessible pathways to employment. The dedicated and passionate staff of those organizations are the primary reason that we believe so much in these programs and why as an educator and employer I'm excited to start, grow and recruit my business here in New York City.

Good afternoon everyone!

My name is Yuchen Zhang. I am a designer, educator, and entrepreneur in Fashion Technology. Together with Hellyn Teng and Jingwen Zhu, I co-founded Wearable Media to explore the future of wearable technology by integrating electronic and software with clothing.

When we became a part of the Futureworks Incubator Program in 2017, our company was only a few months old, and we had no prior experience in building products. Through Futureworks events we learned so much. Through community events we were able to see how other startups grew using New York City's resources. We were able to talk to mentors from across the technology field and ask them questions directly.

Wearable media creates garments with complex integrated technology. To work on our products we need a fabrication space with expensive machines such as laser cutters and 3D printers. With help from Futureworks program, we successfully applied for space at NEW INC's incubator space, which includes a full fabrication lab. We were able to design, research, and fabricate our music-reactive lifestyle garments from concept to reality entirely within New York City. This led to our selection as a LVMH Innovation Award finalist in 2018. We were one of the few US companies selected.

This May we are launching our first music-reactive capsule collection. We are looking to source upcycled textiles locally and produce our entire collection locally in New York City. This is all inspired by the talks and mentorship we received at Futureworks.

Thank you Futureworks and NYCEDC for the incredible program you have created, and for all you have done to help Wearable Media and other startups in New York. Thank you!

Smarter Grid Solutions first came to North America as a start-up company specializing in energy software for Distribution Utilities. Although our product was already in development and we had clients in the UK, we did not yet have a footprint in the US. Thanks to ***The Urban Future Lab*** we were able to set up our offices in a supportive community, and received many benefits such as strategic advisement, marketing and branding support, as well as providing important introductions to stakeholders in the industry.

Our company has continued to grow and succeed to the extent that we moved into ***Grand Central Tech***. This program has not only allowed us an affordable office space but has also been instrumental in allowing us to stay connected with other like-minded cleantech entrepreneurs.

We are grateful to NYCEDC Urbantech for providing the connections to partner with other companies in their programs for business development opportunities and the opportunity to take advantage of the Grand Central Tech programing.

Good afternoon. My name is Sarah Saatori, and it is a pleasure to be here today to talk about my experience with the LifeSci NYC Internship Program last summer.

The impact made on me by the LifeSci NYC Internship program has been tremendous. Towards the completion of my Master of Science in Chemistry at St. John's University in the winter of 2018, all searches for research positions in the life sciences brought results that were located out on the far end of Long Island or across the river in New Jersey. Most positions offered to chemists at graduation are jobs in Quality Control at Pharmaceutical companies, or as lab technicians in an industrial or academic lab. It was a major disappointment to find out that at that time, there were no research positions in the life sciences open to recent graduates in the five boroughs of this incredible city.

However, the Lifesci NYC Internship Program connected me to Kinnos, a chem-tech company in Brooklyn that works on the future of healthcare by developing additives for disinfectants that colorize the surfaces on which they are applied and which fade after the contact time of the disinfectant has been met. This Technical Internship position at Kinnos gave me the perfect avenue to use the skills I had learned in my Master's degree in a creative position exactly where the knowledge and expertise in chemistry were needed. Were it not for the Program, up-and-coming companies like Kinnos would not have had the resources to connect with ambitious new graduates like me.

As an international student who grew up in Hong Kong, I also knew my clock was ticking. An internship was a fantastic opportunity, but I knew that without a full-time job, I would not be able to practice in my field here for longer than the internship period. The LifeSci NYC Internship Program gave me the intensive 4-day bootcamp training and 10-week internship I needed to hone my skills in communication, teamwork, professionalism, creative research independence, and experience working full-time as a scientist that I otherwise would never have received so quickly. With this in hand, and the internship under my belt, I knew that I would be starting on a better foot no matter where I worked full-time. I also knew that the Program advocated for my full-time employment, and knew I desired to work in the city. And at the end of my internship, Kinnos offered me a full-time position. It was a real dream come true to be able to continue doing what I love in this city that I love.

Finding the LifeSci NYC Internship Program connected me to experts and start-ups in New York City in a wide array of fields in the life sciences through events held before, during, and after the internship period. The Program also connected me to peers in my field in the form of fellow interns who had the same desires as I did, to work on the cutting edge research in the multi-faceted fields of the life sciences in the emerging Life Sciences sector in New York City. Now, I am part of a community of students and recent graduates that I still keep in contact with who all have the same dreams and goals of working full-time at the epicenter of Life Science R&D from as eclectic of a city as New York as I do. Without the LifeSci NYC Internship Program, I would not be where I am now, able to work in the city I love, as fulfilled as I am, with the opportunity to continue growing in my career as I do.

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Name: Keith Kirkland

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Name: Samia Lemtadi

Address: 1765 Prospect Pk

I represent: The Urban Wild

Address: 1765 Prospect Pk

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Name: JAKE STREICHKEST

Address: 99 ADAMS ROAD, BROOKLYN, NY

I represent: ALIGN-NT

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Name: Sarah Block

Address: 504 E. 18th St Bronx NY 10451

I represent: Perscholas

Address: _____

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Name: SHAYAM PARASRAM

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I represent: W-51 NYC Intership -

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Name: Ardalan Khasrowpour

Address: 1 E 200th Rd, APT 12H, NYC, NY 100

I represent: OnSite IQ

Address: 335 Madison Ave, FL 4, New York

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Name: Norashan Barbieri

Address: _____

I represent: Smarter Grid

Address: _____

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Name: SARAH SAATORI

Address: 80 HALSEY ST, APT B6

I represent: LIFESCI NYC INTERNSHIP

Address: _____

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Name: Yuchen Zhang

Address: _____

I represent: Fullstack

Address: _____

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Name: Frank Cicio

Address: 636 Windy Hollow Drive Franklin Lakes NJ

I represent: iQ4 / Cybersecurity Workforce Lakes NJ

Address: 300 Tice Blvd Woodcliff Lakes NJ

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Name: RICHARD ROBBINS

Address: 317 W 103RD ST

I represent: UPPER WEST STRATEGIES / LIFESCI NYC

Address: INTERNSHIP PROGRAM

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(PLEASE PRINT)

Name: Justin Collins

Address: 11 Park Pl., NY, NY 10007

I represent: WPTI - Workforce Field Building Hub

Address: _____

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Name: Joey Ortiz Jr

Address: _____

I represent: NYC Employment + Training Coalition

Address: _____

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(PLEASE PRINT)

Name: Jesse Layman (With Joey Ortiz)

Address: _____

I represent: NYC Employment + Training Coalition

Address: _____

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Name: Bryan Lozano

Address: _____

I represent: Tech:NYC

Address: _____

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Name: Lowell Menschberger

Address: 2930 Fulton St. 11207

I represent: Cypress Hills LDC

Address: 625 Jamaica Ave. 11208

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Name: Larry Rothchild

Address: 790 Broadway Brooklyn

I represent: 59. Nicks Alliance 11206

Address: 790 Broadway, Brooklyn

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I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Alvin Spitzer

Address: _____

I represent: 11206 LDC

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: James Patchell

Address: _____

I represent: NYCEDC

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: hokie Millon

Address: _____

I represent: NYC Small Business Svcs

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 3/18/19

(PLEASE PRINT)

Name: Jey Ortiz

Address: 41 225 Adams St. Brooklyn, NY 11201

I represent: NYCETC

Address: 110 Wall St. NY NY 10005

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: _____

Address: _____

I represent: _____

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 3/18/19

(PLEASE PRINT)

Name: JESSICA CENTENO

Address: 50 Broadway N.Y. N.Y 10004

I represent: CENTER FOR Employment Opportunities

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 3/18/2019

(PLEASE PRINT)

Name: Liliana Polo - McKenna / Caroline Tosso

Address: 783 4th Ave Brooklyn NY

I represent: Opportunities for a Better Tomorrow

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Suman Reddy

Address: _____

I represent: Farmstall

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: David Young

Address: _____

I represent: Fullsick's Academy

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Bo Gupta

Address: _____

I represent: Colmera Academy

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Ardulain Rhosrowpour

Address: _____

I represent: OnSiteITQ

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: S. Ibrahim Scaor

Address: _____

I represent: LifeSci NYC Internship

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: DAVID YANG

Address: 255 W 108TH ST #12A

I represent: FULLSTACK ACADEMY

Address: 55 BROAD ST, FL 7, NY, NY 10014

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: KEVIN GARDNER

Address: _____

I represent: LIFE SCI NYC -

Address: CUNY ADVANCED SCI RES CENTER, 95 ST.

NICHOLAS TERRACE, NY NY 10031

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: 3/18/19

(PLEASE PRINT)

Name: Rob Gupta

Address: ~~20 Jay St~~ 3 Cambridge Ct, Leichest, NY 10538

I represent: CARMERA, Inc.

Address: 20 Jay St. #312, Brooklyn, NY 11201

Please complete this card and return to the Sergeant-at-Arms