



Quarterly Meeting

September 27, 2011 • 8:30 AM

The New Community College, 50 West 40th Street
New York, New York

NYC **WIB**
WORKFORCE INVESTMENT BOARD





**NEW YORK CITY WORKFORCE INVESTMENT BOARD
BOARD MEMBERS**

**Kathleen Kearns
Chair**

Continuum Health Partners

**Horace Barker
Vice Chair**

Morgan Stanley Smith Barney

**William Abramson
Buchbinder & Warren**

**Edward Jay Goldberg
Macy's**

**Lilliam Barrios-Paoli
NYC Department for the Aging**

**Scott Berger
Arista Air Conditioning Corp.**

**Colvin Grannum
Bedford Stuyvesant Restoration Corporation**

**Tom Pendleton
NYC Department of Education**

**Les Bluestone
Blue Sea Development Company**

**Sarah Holloway
Hudson Heights Partners**

**Seth Pinsky
NYC Economic Development Corporation**

**Marion Boykin
Time Warner Cable**

**Deborah King
1199SEIU Training & Employment Funds**

**Robert Purga
NYS Department of Education**

Ken Dircks

**Marc Leff
Maimonides Medical Center**

**Jocelynn Rainey
Brooklyn Navy Yard Industrial Park**

**Rochelle DiRe
Hearst Television**

**Rae Linefsky
C3 Consulting**

**John B. Rhea
NYC Housing Authority**

**Robert Doar
NYC Human Resources Administration**

**Richard Mast
Bloomingdale's**

**Stuart Saft
Dewey & LeBoeuf**

**Arnold Dorin
ACCES-VR Adult Career and Continuing
Educational Services- Vocational Rehabilitation**

**Joseph McDermott
Consortium for Worker Education**

**Deirdre Scott
Bronx Council on the Arts**

**Mark Elliott
Economic Mobility Corporation**

**John Mogulescu
City University of New York**

**Robert Walsh
NYC Department of Small Business Services**

**Patricia Fahy
NYS Department of Labor**

**Thomas Moloney
Clearly Gottlieb Steen & Hamilton LLP**

**Veronica White
NYC Center for Economic Opportunity**

**Reg Foster
IBM Corporation**

**Jeanne Mullgrav
NYC Department of Youth & Community
Development**

**Richard Windram
Verizon**

**Ester Fuchs
Columbia University**

**Jesse Nieblas
CVS**

American Indian Community House

**George Ntim
Marriott Marquis**

South Bronx Job Corps Center /ResCare



QUARTERLY MEETING

New Community College
50 West 40th Street, New York, New York

Tuesday, September 27th, 2011
8:30 – 10:00 AM

AGENDA

- | | | |
|-------|---|---|
| 8:00 | Coffee and Light Refreshments | |
| 8:30 | Welcome and Opening Remarks | Kathleen Kearns, WIB Chair |
| | Action Item: | |
| | • June 16, 2011 Meeting Minutes | |
| 8:45 | Update on WIB Priorities and Activities | Committee Chairs:
Les Bluestone, Employer Engagement
Horace Barker, Workforce Policy
Reg Foster, Youth Council
Kathleen Kearns, Executive

Phil Weinberg, WIB President |
| 9:10 | New Community College | John Mogulescu, Senior University Dean
City University of New York

Dr. Scott Evenbeck, Founding President
New Community College
City University of New York |
| 10:00 | Meeting Closing and Adjournment | Kathleen Kearns, WIB Chair |

Next WIB Meeting:
Wednesday, December 7th, 2011



QUARTERLY MEETING

New Community College
50 West 40th Street, New York, New York

Tuesday, September 27th, 2011
8:30 – 10:00 AM

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2	<p><u>Memos from WIB Committee Chairs:</u></p> <ul style="list-style-type: none"> • Executive Committee Memo • Employer Engagement Memo • Workforce Policy Memo • Youth Council Memo <ul style="list-style-type: none"> • WIB President's Memo to Board Members • City of New York Workforce Development Quarterly Report (April – June 2011)
3	<ul style="list-style-type: none"> • Speaker Biographies: Dr. Scott Evenbeck, John Mogulescu, Toni Gifford • Summary of New Community College, CUNY
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QUARTERLY MEETING

Levin Institute
116 East 55th Street, New York, New York

Thursday, June 16, 2011
8:30 – 10:00 AM

MINUTES

Board Members Present:

Bill Abramson	Kathy Kearns	Tom Pendleton
Les Bluestone	Marc Leff	Robert Purga
Marion Boykin	Rae Linefsky	Jocelynn Rainey
Arnold Dorin	Richard Mast	Deirdre Scott
Patricia Fahy	Joe McDermott	Maria Serrano
Ester Fuchs	John Mogulescu	Ray Singleton
Edward Goldberg	Thomas Moloney	Robert Walsh
Sarah Holloway	Jeanne Mullgrav	

Guests Present:

David Berman	Dale Grant	Laura Noonan
Christina Burgess	Keith Hall	Marty Oesterreich
Jalio Borren	Bruce Herman	Deldreana Peterkin
Cesar Cardenas	Lesley Hirsch	Clark Reid
Chris Cesarani	Angie Kamath	Sandi Rosenthal
Alan Cheng	Megan Keenan	Lincoln Restler
Tara Colton	Lea Kilraine	Kelly Richardson
Elizabeth Deleon	Sara Krauss	Israel Rosario
Rochelle DiRe	Suzanne Lynn	Shane Spaulding
David Fischer	Jackie Mallon	Phil Weinberg
Katy Gaul	John Moye	

Approval of Minutes

The minutes of the meeting of the New York City Workforce Investment Board (WIB) were approved.

Chairman's Report

Ms. Kearns welcomed the Board. She began the meeting by announcing the appointment of a new member Jocelynn Rainey, Vice President of Human Resources for the Brooklyn Navy Yard Corporation (BNYDC), to the Board. She detailed that Jocelynn has successfully led the

human resources function in the for-profit and non-profit sectors for over 15 years and has over 20 years of corporate experience having served as both an advisor and senior executive at a number of leading corporations. Most recently, she was the Human Resources Director for specialty food retailer Agata & Valentina and served as Regional Human Resources Representative with Boar's Head Provisions.

Next, Ms. Kearns introduced the WIB's new summer intern Christina Burgess. Christina is currently pursuing a MPA at the Woodrow Wilson School of Public and International Affairs at Princeton University. Prior to joining the WIB team, she spent five years in San Francisco at Jumpstart for Young Children, a national early education organization. She will be supporting WIB staff in state and federal advocacy efforts, the collection and dissemination of workforce data, and other relevant projects.

Committee Updates

Les Bluestone, Chair of the Employer Engagement Committee, shared key items from the Committee's March meeting hosted by Richard Mast at Bloomingdale's flagship store on 59th and Lexington Avenue. Human Resources executives from Bloomingdale's shared their perspective on hiring trends in the industry, as well as their own positive experiences with the City's Summer Youth Employment Program (SYEP). Following this presentation, the NYC Department of Youth and Community Development (DYCD) and the NYC Mayor's fund presented on the City's campaign to encourage businesses to donate funds in support of SYEP slots this summer. Outreach to WIB members resulted in several member organizations signing on and donating, including CVS, Bloomingdale's and Verizon.

Next, Jeanne Mullgrav, Commissioner of the NYC Department of Youth and Community Development (DYCD), gave the members a brief update on the Summer Youth Employment Program (SYEP). She thanked the member organizations for signing on and donating to the program.

Next, Kathy Kearns, Chair of the Executive Committee, reported to the Board that at the recent Executive Committee meeting, a resolution was discussed and approved for the 2012 Workforce Investment Act (WIA) Adult and Dislocated Worker budget for New York City. Also at the meeting, the Committee received an overview of the WIA Youth budget from Suzanne Lynn, Deputy Commissioner at the Department of Youth and Community Development.

Finally, Bill Abramson, member of the Workforce Policy Committee, detailed the Committee's actions taken and outcomes of proposed federal funding cuts to Workforce Investment Act programs. He also shared that the Committee received a green jobs update from Lesley Hirsch of the NYC Labor Market Information Service.

Following the committee updates, WIB President Phil Weinberg provided a brief update on the progress of the WIB against the Board's 2011-13 Strategic Plan. He reiterated the four key priority areas from the plan: innovation, coordination, championing the system, and performance. He then provided an update on two specific initiatives to highlight progress against two of these priorities. First, he shared that the Board has been extremely active on the advocacy front, sending a Board letter to New York's U.S. Senate delegation, hosting staff from several U.S. Congressional offices, visiting Congressional leaders in DC, and partnering with the U.S. Conference of Mayors to push for common interests across cities nationally. He thanked the Board, and especially the Workforce Policy Committee, for their active involvement and support of these efforts.

Next, Mr. Weinberg shared that as a result of a working group led by the WIB and the Human Resources Administration, as part of the Deputy Mayors' Workforce Cabinet, the City had

launched its first annual *State of the New York City Workforce System* report. The report was distributed to all members at the meeting. He thanked staff from the WIB and City Hall who had been instrumental in the report's publication.

Transformation to a Business Driven Workforce System

Following the update of the plan, Ms. Kearns introduced WIB member Ester Fuchs to introduce a newly-developed documentary on the transformation of New York City's workforce system. After a brief reflection by Ms. Fuchs on the history of the City's transformation since 2003, the new documentary, entitled *Putting New Yorkers to Work*, was debuted.

Following the video, Angie Kamath, Deputy Commissioner of SBS, and Jackie Mallon, Assistant Commissioner of SBS, joined the Board in a discussion on the next steps of this transformation process. They placed particular emphasis on SBS's sector-focused business development and recruitment activities and the focus on job quality and higher wage positions in 2011.

Trends and Outlook for the Economy and Labor Market

Following this video and discussion, Ms. Kearns asked Lesley Hirsch, Director of the New York City Labor Market Information Service to introduce Dr. Keith Hall, Commissioner of the U.S. Bureau of Labor Statistics. Dr. Hall led the Board through a presentation entitled *The Economy Today: What Our Measures Tell Us About the Current Labor Market*. The presentation shared national and local data on the state of the economy and labor market and led to a discussion with Board members on the implications for cities such as New York City.

Conclusion

Following the business described above, the meeting was adjourned. Ms. Kearns announced that the next quarterly WIB meeting would be held on September 27, 2011.



Scott Berger Biography

For over 50 years, Arista Air Conditioning Corporation has been installing and servicing commercial air conditioning, refrigeration, heating and ventilation systems throughout the Metropolitan area, Long Island, Upstate New York and portions of New Jersey and Connecticut. Arista Air Conditioning is the New York tri-state industry leader in air conditioning and heating sales, service and maintenance. Arista's highly-skilled staff of engineers and project coordinators will meet every technical challenge from air conditioning and heating, refrigeration, ventilation, system design, modification and replacement.



Rochelle DiRe Biography

Rochelle DiRe joined Hearst Television as Vice President, Human Resources in April 2011. She oversees corporate-wide human resource initiatives including employee development and talent acquisition.

Prior to joining Hearst Television, Rochelle was the Vice President of Human Resources for LimeWire, Inc. Previously she served as the Executive Vice President, Human Resources for Courtroom Television Networks.

Rochelle is a graduate of Bennington College in Bennington, VT. She is also a graduate of the Harvard University Executive Management Program and the Center for Creative Leadership's Betsy Magness Institute.

She has served on the board of the Bloomingdale School of Music. She is member of NYHRPS and SHRM.

Memorandum

To: NYC Workforce Investment Board Members
From: Kathleen Kearns, Chair, NYC Workforce Investment Board
Date: September 23th, 2011
Re: Executive Committee Quarterly Report

The purpose of this memo is to update the NYC Workforce Investment Board (WIB) Members on key activities of the Executive Committee since the Board's previous meeting on June 16th, 2011.

1. Committee Members

Kathleen Kearns (Chair), Horace Barker, Les Bluestone, Mark Elliott, Reg Foster, Rob Walsh

2. Key Activities

The Executive Committee focused on the following activities during the third quarter of 2011:

- **Recruitment of new board members.** Committee members, along with WIB staff, targeted and met with several prospective WIB members in an effort to identify new business members for the Board. During the quarter, four of these individuals were referred to the Mayor's Office of Appointments for consideration and vetting. We are pleased to introduce two of these new members (Rochelle DiRe from Hearst Television and Scott Berger from Arista Air Conditioning) to the Board during the September 27th Board meeting and expect to introduce the others during the next Board meeting in December 2011.
- **Oversight of the WIA one stop system.** Committee members convened to discuss allegations that surfaced in a *New York Times* column on August 8, 2011. In the column, a former staff member from SEEDCO, which operates the Upper Manhattan and Bronx Workforce1 Career Centers, alleges that SEEDCO incorrectly claimed credit for helping individuals obtain employment, and when informed of such behavior, failed to remedy the situation. Committee members spoke with leadership from the NYC Department of Small Business Services (SBS) to review the allegations and the procedures SBS has in place to validate outcomes – including newly instituted controls. The matter has been referred to the NYC Department of Investigation.

3. Next Steps

The Committee is scheduled to meet next on October 26th, 2011. In the meantime, the Committee will be actively recruiting new members and welcomes recommendations from all Board members.

Memorandum

To: NYC Workforce Investment Board Members
From: Les Bluestone, Employer Engagement Committee Chair, NYC WIB
Date: September 27, 2011
Re: Employer Engagement Committee Quarterly Report

The purpose of this memo is to inform NYC Workforce Investment Board (WIB) Members on the activities of the Employer Engagement Committee since the Board's previous meeting which was on June 16, 2011.

1. Committee Members

- Chair – Les Bluestone, Blue Sea Development
- Marion Boykin, Time Warner Cable
- Lakythia Ferby, HRA
- Katy Gaul, HRA
- Nikki Georges-Clapp, NYCHA
- Richard Mast, Bloomingdale's
- Daphne Montanez, DYCD
- Jesse Nieblas, CVS
- George Ntim, Marriott
- Michelle Pinnock, NYCHA
- Ray Singleton, HRA
- Marc Leff, Maimonides Medical Center
- Rae Linefsky, C3 Consulting
- Jackie Mallon, SBS

2. Key Activities

The Committee conducted the following business during the third quarter of 2011:

The following priorities and role of the committee for the first and second quarters include:

- **Promote NYC's workforce system in business community** by serving as ambassadors to external audiences and potential partners (i.e. committee members advocate to their networks the Department of Small Business (SBS): NYC Business Solutions Recruitment Services (middle wage jobs).
- **Increase utilization** of the public workforce system by WIB business members- goal for 100% utilization,
- Mobilize committee members to **fundraise** from the private sector for the **Summer Youth Employment Program (SYEP)**.

During the September meeting hosted by Marion Boykin at Time Warner Cable (TWC), the committee heard from several individuals. Council Member Diana Reyna spoke about Jobs and Workforce Development in New York City from her perspective as the Chairperson of the NYC Council's Committee on Small Business. She noted the importance of making New Yorkers more aware of the public workforce development and business services offered. In conversations with businesses she has heard concerns that range from having difficulty accessing capital to being financially unable to keep or expand their workforce. She stressed to the members to think creatively about ways in which the public sector can more effectively make alliances with businesses, i.e. utilizing technology for marketing purposes.

The Committee also heard from individuals at Time Warner Cable. Director of Recruiting, James Molloy, spoke about hiring and training opportunities and skill level requirements. Mr. Molloy noted that having consistency and an open dialogue between the employer and public workforce system is key to creating and maintaining a successful relationship. He also reiterated the importance of soft skills while hiring.

At the same meeting, the Committee further discussed accomplishments and challenges to date, and possible future direction and goals. Some accomplishments noted included fundraising for the SYEP program and the Professional and Financial Services Roundtable for NYC Business Solutions recruitment staff. The Roundtable was graciously hosted by member Stuart Saft at Dewey & LeBoeuf, LLP. Positive feedback was received from event attendees and a strong interest for additional events was stressed. Outreach through board members' personal networks has been challenging and all members' feedback on how to generate involvement is

encouraged. The Committee will continue to focus on employer engagement issues, some of which are noted above, and explore other strategies to assist City agency workforce services and advocate for them to the business community.

Some of the additional initiatives mentioned include:

- **Increase advocacy and marketing efforts** of successful public workforce development programs and services offered. (i.e. develop **Op Eds and or an article/column** in neighborhood papers that highlight a particular program and services to be co-authored by and attributed to WIB members. Potentially utilizing TWC's On-demand platform was also suggested).
- **Increase knowledge about career pathways in to High Schools** (i.e. informing students of the opportunities and basic foundations, curriculum development). The WIB Policy Committee is currently exploring this matter so we will work to align efforts.
- **Learn more from employers** how the public workforce system can better engage them in these initiatives (i.e. placement and retention).
- **Explore ways to attract and make unemployed and under-employed** workers aware of how the City's workforce development services can provide benefit to them.
- **Roundtables**. Host additional forums with employers and NYC workforce services providers. Need to determine what fields/sectors would be ideal to highlight (i.e. retail, hospitality, technology, transportation, etc.).

3. Next Steps

The next Committee meeting is being scheduled for late 2011 or early 2012. Committee members are asked to approach their personal networks about the NYC Business Solutions Recruitment services. Les and Lea will be contacting individuals for feedback on methods of outreach (i.e. potential OpEd/article/column program topics), Roundtable topics, and to solicit for referrals from within their networks. Additionally outreach to business organizations and groups continue and we are planning to give a presentation at the November Brooklyn Chamber of Commerce meeting and are working to establish similar dates with the chambers of commerce for the other boroughs. Please contact myself or Lea Kilraine (lkilraine@sbs.nyc.gov) to learn more about business development services or other enquires, etc.

Memorandum

To: NYC Workforce Investment Board Members
From: Horace Barker, Workforce Policy Committee Chair, NYC WIB
Date: September 27, 2011
Re: Workforce Policy Committee Quarterly Report

The purpose of this memo is to inform the Members of the NYC Workforce Investment Board (WIB) on the activities of the Workforce Policy Committee since the Board's previous meeting which was on June 16, 2011.

1. Committee Members

- Chair – Horace Barker, MorganStanley SmithBarney
- William Abramson, Buchbinder Warren
- Richard Windram, Verizon
- Marc Leff, Maimonides Medical Center
- Patricia Fahy, NYSDOL
- John Mogulescu, CUNY
- Colvin Grannum, Bedford Stuyvesant Restoration
- Deborah King, SEIU 1199 Training Funds
- Joseph McDermott, CWE
- Jocelyn Rainey, Brooklyn Navy Yard
- Ken Dircks

2. Key Activities

- **The Committee reviewed and approved a new Department of Small Business Services training policy.** Following a brief suspension in ITG issuance and intense dialogue with the SBS training team, led by Sara Schlossberg, the Committee passed a resolution allowing SBS to direct substantially-reduced ITG funding to a narrow set of mid-wage occupations that are aligned with the workforce system's job placement goals. This new set of occupations must still be defined as "in-demand". Other criteria that apply to the new targets include specific technical skills training required by the occupation, experiential and education requirements, and limited training options for the occupations through other SBS resources or community partners. The approved changes will be implemented once ITG issuance resumes in October.
- **The Committee began a process of identifying workforce initiatives for the purpose of development and implementation by the group.** The Chair hosted a brainstorming session in advance of the August Committee meeting. Session participants identified a narrow set of initiatives to potentially develop and implement over the course of the next year. At the August Committee meeting participants signaled an interest in collaborating with education stakeholders to focus on mapping career pathways for secondary school students who may not be on a "college track". The goal of this exercise is to improve the ability of young New Yorkers compete in the local employment market. WIB staff are working to involve the necessary parties in development of this initiative.

3. Next Steps

At the request of the Chair, WIB staff will present a proposal for a WIB-guided career pathways initiative at the November Workforce Policy Committee meeting.

Memorandum

To: Members of the NYC Workforce Investment Board
From: Philip Weinberg, President, NYC Workforce Investment Board
Date: September 22, 2011
Re: President’s Quarterly Update

The purpose of this memo is to update the Members of the NYC Workforce Investment Board (WIB) on key activities that have advanced the WIB’s strategic priorities since the Board’s previous meeting on June 16th, 2011.

In December 2010, the WIB released a *2011 Action Plan*, to fulfill the priorities of the Board’s *2011-2013 Strategic Plan*. A summary of the *2011 Action Plan*’s fifteen (15) key actions is as follows:

Priorities from WIB Strategic Plan	2011 Actions
<p>a. Promote and champion the publicly-funded workforce system through advocacy to policymakers, outreach to business leaders and other key stakeholders and securing new resources to support local needs.</p>	<ol style="list-style-type: none"> 1. Strengthen employer recruitment and participation in the public workforce system, through leveraging the new WIB Employer Engagement Committee 2. Implement a broad workforce advocacy portfolio that champions NYC workforce and economic development legislative and administrative priorities 3. Pursue new funding opportunities to support the public workforce system 4. Highlight our successes and raise issues of importance through WIB-produced communications and utilizing local and national venues and events
<p>b. Identify and drive innovative workforce policies and strategies that enhance services and address needs and gaps within the workforce system.</p>	<ol style="list-style-type: none"> 5. Scale-up of <i>Scholars at Work</i>, a partnership between the City’s career and technical education high schools and the Workforce1 Career Centers 6. Strengthen connections between community colleges and the public workforce system 7. Forge high-impact connections between workforce and literacy services in NYC
<p>c. Coordinate and align the City’s workforce development resources, programs and strategies to best serve jobseekers, workers and employers.</p>	<ol style="list-style-type: none"> 8. Publish an inaugural <i>Annual State of the NYC Workforce Report</i>, bringing the public new information on the City’s public workforce system 9. Strengthen linkages within the public workforce system and with external partners, for the purpose of developing a pipeline for new clients and for referring existing clients to needed services and resources 10. Launch new deliverables and a sustainability plan for the NYC Labor Market Information Service 11. Host City-wide workforce events that advance common workforce priorities
<p>d. Focus relentlessly on the performance of our workforce services to jobseekers, workers and employers.</p>	<ol style="list-style-type: none"> 12. Refine strategies for the Workforce1 Career Centers and WIA training investments to reflect the evolving funding, economic and sector landscapes 13. Roll out new City-wide workforce performance dashboard 14. Strengthen effective collaborations with state and federal agencies 15. Leverage the Youth Council to focus on enhancing youth workforce programming

Below are updates from the 3rd quarter of 2011 on selected activities that fulfill the four priorities articulated in the Board’s *2011 Action Plan*:

Priority 1: Promote and Champion the Publicly-Funded Workforce System

WIB Joins with Local and National Leaders to Maintain Pressure Against Cuts to WIA. WIB staff are working closely with the City's Federal Legislative Affairs office and with the Departments of Small Business Services and Youth and Community Development to press federal policy-makers on reauthorization of the Workforce Investment Act, federal appropriations, and other jobs-related legislation. During the quarter, these efforts included visits by WIB staff to Washington DC to meet with key federal policy-makers, hosting visits in NYC for New York Congressional staff, issuing letters and position papers from the WIB to inform policy-makers, and teaming up with other cities to press for priorities shared by cities across the nation.

WIB Joins with DYCD and the Mayor's Fund to Expand Business Involvement in SYEP. The WIB joined the DYCD and other City agencies on a campaign to increase the number of youth served through the City's Summer Youth Employment Program (SYEP). With the help of the Mayor's Fund to Advance New York City, a new marketing campaign was launched to encourage businesses to donate funds in support of SYEP this summer. Many thanks to WIB members from Bloomingdale's, CVS and Verizon, who lent financial support to this initiative.

WIB Participates in White House Forum on Urban Entrepreneurship. On August 1st, the WIB and SBS participated in a White House Forum on Urban Entrepreneurship, held at Monroe College in the Bronx. The event was aimed at supporting local entrepreneurs and allowed us an opportunity, through a presentation to the forum and a separate panel discussion, to share with participants the resources available to entrepreneurs and small businesses by the City's public workforce system.

WIB Hosts Workforce Leaders in NYC. On September 9th, the WIB, along with SBS and DYCD, hosted leaders from Capital Workforce Partners (CWP), the WIB representing Hartford and numerous other cities across North Central Connecticut. The President of CWP currently chairs the Workforce Development Council of the U.S. Conference of Mayors. On June 13th, the WIB and SBS also hosted Jamil Dada, a member of the California WIB and former board chair of the National Association of Workforce Boards on a visit to the Brooklyn Workforce1 Career Center. Both visits provided an opportunity for NYC to share innovations in our workforce development system with other cities and national workforce leaders.

New Documentary Chronicles Turn-around of NYC Workforce System. During the WIB's June 16th quarterly Board meeting, we debuted a new video, *Putting New Yorkers to Work*, that chronicles the turn-around of the New York City Workforce1 Career Center system. The video is being utilized for advocacy and sharing of best practices with other cities nationally and is available on the WIB website.

Priority 2: Identify and Drive Innovative Workforce Policies and Strategies

WIB Policy Committee Approves New Training Policy, Holds Planning Session. On August 26th, the Workforce Policy Committee approved a new training policy for New York City's WIA Individual Training Grants (ITG), further aligning our training investments with sectors of economic strength for our City and our Workforc1 system. Previously, on July 19th, WIB Vice Chair Horace Barker hosted a planning session at Morgan Stanley Smith Barney for committee members to strategize on potential new member-driven workforce initiatives. Topics discussed included implications of the green economy on workforce development, career pathways and the connection between secondary schools and the workforce, and support for small business growth. This discussion was continued during the August 26th meeting and the committee expects to determine priority initiatives during its November session.

WIB, SBS and DOE Celebrate 2nd Annual *Scholars at Work* Graduation, Gear-up for Year 3 Launch. On June 14th, the second annual cohort of *Scholars at Work* participants were recognized at the Brooklyn Public Library at Grand Army Plaza. For 2011-12, *Scholars at Work* will expand to include seven schools in internships and fifteen schools in career exploration activities.

WIB, SBS, and DOE Scale-up Bridge to Tomorrow Literacy Initiative. Following its early 2011 launch at the Upper Manhattan and Brooklyn Workforce1 Career Centers, *Bridge to Tomorrow* expanded this quarter to a full service site at the Bronx Workforce1 Career Center. The City-wide initiative is funded in partnership with the New York City Council.

Priority 3: Coordinate and Align the City's Workforce Development Resources and Strategies

WIB Participates in Mayor's Workforce Cabinet to Strengthen System Coordination. Since early 2010, the WIB has been actively participating in an initiative on City-wide workforce coordination convened by Deputy Mayors Robert Steel and Linda Gibbs and Chancellor Dennis Walcott. The goal of the initiative is to further strengthen our City's workforce system through increased coordination around shared goals. The WIB has been particularly active on cross-agency initiatives focused on employer engagement, advocacy, and system-wide performance reporting.

WIB Presents at Event for NY State Department of Labor. On June 24th, WIB President Phil Weinberg joined Department of Labor staff at the International Association of Workforce Professionals annual gathering, where he shared priorities of the City's workforce system and fielded questions from DOL staff.

WIB and SBS Partner to Serve Veterans. On July 6th, the WIB and SBS hosted the Commissioner of the NYC Department of Veterans Affairs for a tour of the Upper Manhattan Workforce1 Career Center and a discussion of workforce services to veterans. The visit provided an opportunity to discuss Seedco's newly-launched VETERANS initiative, designed to serve veteran jobseekers.

Priority 4: Focus on Workforce System Performance, Including WIA Oversight Role

Employer Engagement Holds Employer Roundtable, Planning Session. On August 16th, the WIB's Employer Engagement Committee hosted a Professional Services Roundtable event at Dewey & LeBeouf, in partnership with NYC Business Solutions. The event brought together human resources professionals from legal and financial services firms with SBS staff from NYC Business Solutions and other city agencies, for the purpose of providing City staff with insight and guidance on how to best partner with these types of firms. On September 20, the committee held a meeting at Time Warner Cable (TWC) to review progress and plan for future initiatives. The committee was joined at the meeting by human resources executives from TWC who shared their perspective on hiring and trends in the marketplace, as well as by Diana Reyna, Chair of the City Council Small Business Committee, who engaged members in a discussion of the workforce needs of small businesses and opportunities to further engage the business community with the public workforce system.

WIB Joins with Mayors Cabinet to Launch New Quarterly Workforce Report

During the quarter, a new public report entitled *City of New York Workforce Development Quarterly Report* was launched and distributed to a public audience. The report is an effort of the Deputy Mayors' Workforce Cabinet to bring increased transparency to the City's workforce development activities across agencies.



City of New York
Workforce
DEVELOPMENT
QUARTERLY REPORT
April 2011 - June 2011

NYC
Michael R. Bloomberg
Mayor

Introduction

After the most recent economic downturn, New York City’s workforce development system is more important than ever in assisting in the recovery and helping the city emerge from economic hard times in a stronger position. The goal of the public workforce system is to help businesses meet their labor market needs and to help jobseekers find stable jobs with advancement potential. By investing in these areas, New York City can sharpen its own competitiveness in the global economy while improving the quality of life for its most important resources – our residents.

Cross-agency communication, data-driven programming and high levels of accountability are key to ensuring that the workforce development system is performing to meet the needs of New Yorkers. To this end, the *City of New York Workforce Development Quarterly Report* provides timely data on the performance of the City’s public workforce system. By reporting on a common set of performance indicators, the report reflects the diverse work of each agency, while also providing an overview of the city’s workforce system as a whole.

The New York City agencies included in the *Workforce Development Quarterly Report* are:

- Center for Economic Opportunity (CEO)
- City University of New York (CUNY)
- Economic Development Corporation (NYCEDC)
- Department for the Aging (DFTA)
- Department of Education, Office of Adult and Continuing Education (DOE OACE)
- Department of Health and Mental Hygiene (DOHMH)
- Department of Small Business Services (SBS)
- Department of Youth and Community Development (DYCD)
- Human Resources Administration (HRA)
- NYC Housing Authority (NYCHA)
- Workforce Investment Board (WIB)

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The *Workforce Development Quarterly Report* is an initiative of the NYC Workforce Cabinet, led by Deputy Mayors Linda Gibbs and Robert Steel, and Chancellor Dennis Walcott, and it stemmed from a workgroup co-chaired by the NYC Workforce Investment Board and the Human Resources Administration. Members of the workgroup included representatives from the agencies listed above.

Quarter Highlights

System Highlights

- The New York City public workforce agencies included in this dashboard served over 139,000* New Yorkers in the second quarter of 2011. Of those served, the vast majority (81%) do not have more than a high school diploma or GED and are between the ages of 25 and 49 (56%).
- Of the 28,152 New Yorkers placed into jobs this quarter, the majority were in the following occupational areas, which were also growth sectors for our economy during this period of time: sales, retail, healthcare and administrative support services.
- 5,467 New Yorkers received training, job readiness and/or skills development this quarter, with the highest concentration in the following fields: healthcare, information technology, and construction.
- 2,775 New Yorkers participated in subsidized employment opportunities through the Human Resources Administration and the Department for the Aging.
- 4,226 businesses were served this quarter by participating agencies, placing New Yorkers into jobs with median wages ranging from \$7.25/hour by the Department for the Aging to \$28.45/hour for construction jobs with the New York City Housing Authority.

Agency Highlights**

Agency	Quarter Highlights
CEO	<ul style="list-style-type: none"> • CEO's workforce development programs served over 4,300 individuals during April-June 2011. 936 participants gained job placements or promotions during the quarter. Last quarter, 514 individuals successfully completed one of the following programs: MillionTrees Training Program, Nursing Career Ladders RN & LPN Programs, NYC Justice Corps, and Young Adult Internship Program.
CUNY	<ul style="list-style-type: none"> • In 2010-2011, CUNY colleges awarded an estimated 11,000 associate degrees and 19,000 baccalaureate degrees. • CUNY is currently expanding a pilot college transition program, called CUNY Start, that serves CUNY applicants whose assessment test scores indicate that they are not yet prepared to do college-level coursework. Students defer enrollment in credit courses to enroll in the semester-long program. The program provides reading, writing and math instruction and preparation for taking college credit courses, allows students to save their financial aid for college-level work, and has been shown to significantly reduce participants' required remedial coursework once they start college.
DFTA	<ul style="list-style-type: none"> • Sixteen new training worksites opened this quarter, and 116 new participants were enrolled in the program. Nearly 300 participants attended job fair events during the same period, including the 6th Congressional District's Job Fair & Conference in Queens, as well as two job fairs held in Manhattan. DFTA also provided 15 participants to work with the New York Public Library Summer Meals Program.
DOHMH	<ul style="list-style-type: none"> • Co-sponsored a five-day Work Incentives Certificate Training funded through the New York State Office of Mental Health for 35 community-based mental health providers including supported employment providers on benefits for people with serious mental illness and how to work while maintaining their insurance coverage and other benefits through such programs as the Medicaid buy-in which offers Medicaid coverage to people with disabilities who are working and earning more than the allowable limits for regular Medicaid. During this quarter 1,115 individuals were enrolled in its Assisted Competitive Employment.
DYCD	<ul style="list-style-type: none"> • Over 131,000 applications for approximately 30,000 summer job placements were received from April 25 to June 3, the SYEP application period. Through a private fundraising campaign, DYCD and the Mayor's Fund to Advance New York City received more than \$6 million in donation commitments from over 30 companies and private parties, including the 4As, ABNY, American Airlines, Bank of America, Bloomingdale's, CVS, David Rockefeller, Goldman Sachs, JPMorgan Chase, Tishman Speyer, Verizon, Walmart, and West Harlem LDC.
HRA	<ul style="list-style-type: none"> • HRA is roughly halfway to its yearly job placement goal of 85,000 jobs; a goal that is higher than the 75,000 job placement goals of past years. To date, HRA has found employment for 41,742 New Yorkers.
NYCHA	<ul style="list-style-type: none"> • This quarter marks the final quarter for the first year of the NYCHA Resident Training Academy. Over the course of the pilot year, 178 residents enrolled in the program, 138 residents completed training, and 117 have secured employment to date at NYCHA or with NYCHA vendors. The Training Academy stands as a prime example of the ways in which NYCHA is leveraging its spending to support residents' economic success.
NYCEDC	<ul style="list-style-type: none"> • NYCEDC led Coney Island targeted hiring for amusement park operators: at Luna Park, Scream Zone, and the Cyclone. Outcomes included 171 new hires and 85 individuals re-hired from last year's employment season.
OACE	<ul style="list-style-type: none"> • In an effort to put New Yorkers back to work and create a stable economy, the City Council provided funding to OACE to partner with SBS and the WIB to develop the Bridge to Tomorrow (BTT) program, to improve the employment prospects of New York job-seekers without a high school diploma. During the April - June quarter, OACE provided supports to over 800 students to put them on the path to literacy pathways and since launching in February, OACE has provided services to more than 1,200 clients.
SBS	<ul style="list-style-type: none"> • SBS and the Workforce1 Career Centers continue to build expertise in serving mid-level employers, with median placements wages rising to \$10.00 an hour during the quarter. The opening of ten expansion career centers should also lead to substantial placement volume increases during the second half of 2011.
WIB	<ul style="list-style-type: none"> • The WIB collaborated with the Mayor's Office of Federal Legislative Affairs and other City agencies to actively shape the federal debate on workforce appropriations, the reauthorization of the Workforce Investment Act, and other jobs-related legislation. WIB staff met with federal policy-makers in Washington, D.C. and hosted several meetings and events in New York City for state and federal elected officials and other policy-makers.

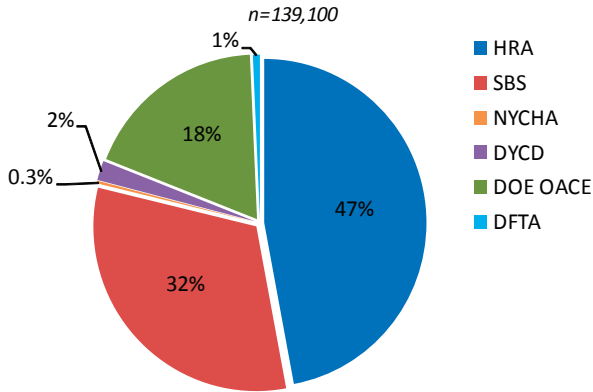
*Numbers aggregated across agencies likely include some duplication of customers who receive services from more than one agency.

**See following pages for agency overviews.

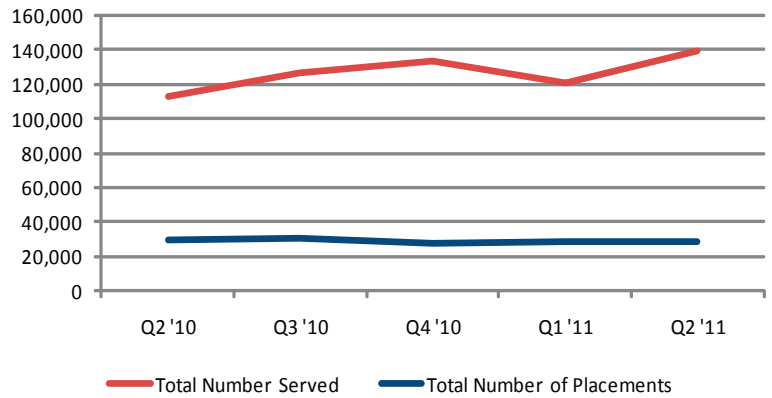
The NYC Workforce Development System

Systemwide Demographics: Q2 of Calendar Year 2011

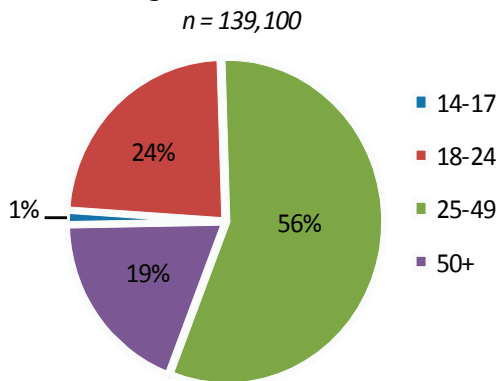
Total Workforce Customers Served



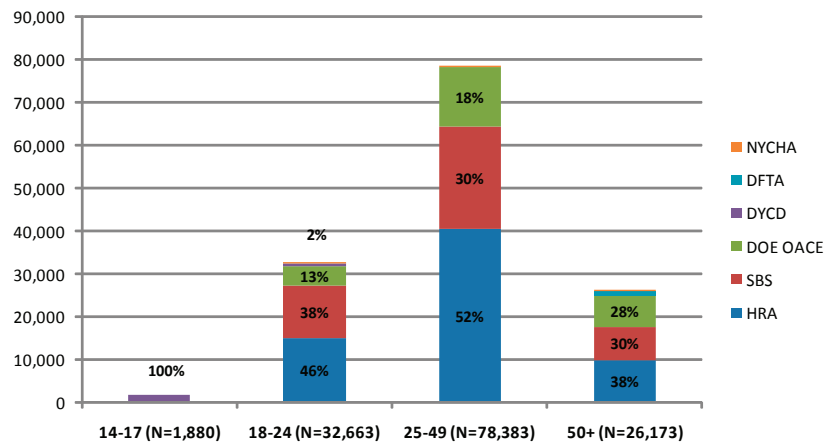
NYC Workforce System



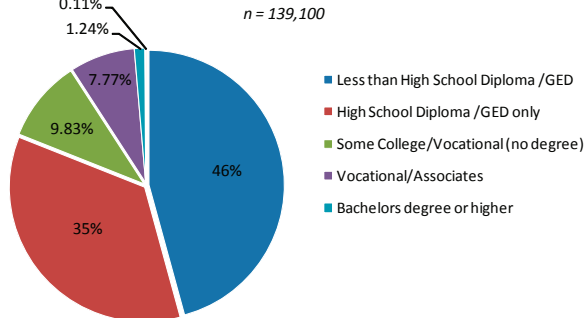
Age of Customers



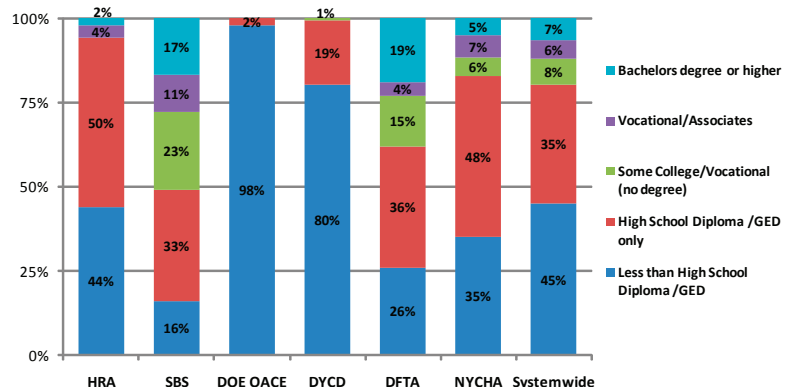
Age of Customers by Agency



Education Level of Customers



Education Level of Customers by Agency



The NYC Workforce Development System (continued)

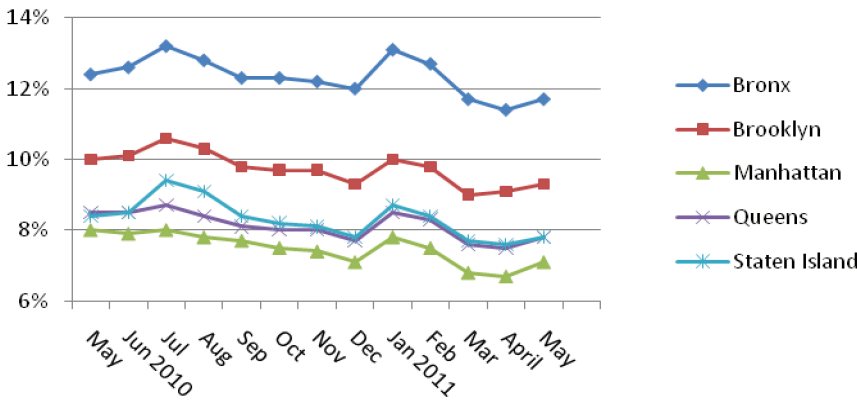
Labor Market Information Data

- The New York City unemployment rate* increased to 8.7% in June 2011 from 8.6% in May 2011, but well below the 9.5% unemployment rate one year ago.

*Rates seasonally adjusted

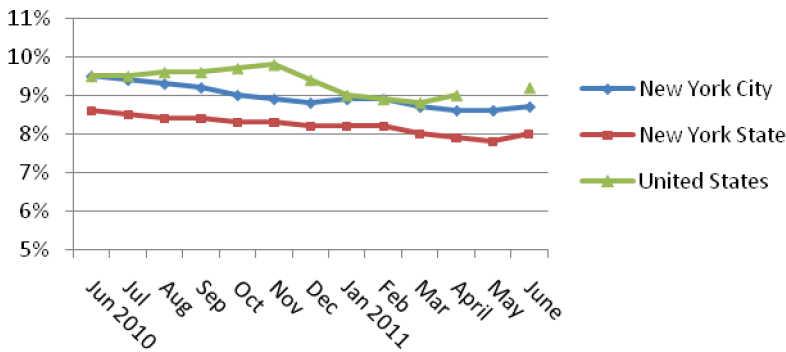
Unemployment Rates

New York City's Boroughs



	MAY 2011	MAY 2010
<i>not seasonally adjusted</i>		
Bronx	11.7%	12.4%
Brooklyn	9.3%	10.0%
Manhattan	7.1%	8.0%
Queens	7.8%	8.5%
Staten Island	7.8%	8.4%

New York City, New York State, and the Nation



	JUN 2011	JUN 2010
<i>seasonally adjusted</i>		
NY City	8.7%	9.5%
NY State	8.0%	8.6%
U.S.	9.2%	9.5%

SOURCE | New York City Labor Market Information Service (NYCLMIS) analyses of New York State Department of Labor, Local Area Unemployment Statistics Program; Bureau of Labor Statistics labor force statistics from the Current Population Survey. For more information about the NYCLMIS visit <http://www.nyc.gov/html/sbs/wib/html/data/nyclmis.shtml>.

Quarter Outcomes

METRICS*	HRA	SBS	DOE OACE	DYCD	DFTA	NYCHA	TOTAL
Job Placements							
Total # customers served in workforce programs	65,431	44,091	25,465	2,677	975	367	139,100
Total # job placements	18,957	7,918	n/a	121	893	263	28,152
Total # in subsidized jobs	1,917	n/a	n/a	0	858	n/a	2,775
Median wage for customers placed into jobs	\$9.62	\$10.00	n/a	\$12.26	\$725**	\$28.45	-
Total # businesses served	330	3,645	n/a	n/a	152	99	4,226
Top three placement industries							
#1 Industry	Sales Related 13%	Retail Trade 18%	n/a	Healthcare & Social Assistance 22%	Senior Center*** 80%	Construction 68%	-
#2 Industry	Home Health 11%	Healthcare 16%	n/a	Retail Trade 16%	Government Offices 9%	Administrative Support & Waste Mgmt & Remediation Services 11%	-
#3 Industry	Food & Drink Services 9%	Accommodation & Food 15%	n/a	Administrative Support & Waste Mgmt & Remediation Services 13%	Education 5%	Government 10%	-

Job Retention							
Job retention rate	77%	n/a	n/a	72%	n/a	n/a	-
Training and Skills Development							
Total # in training/work readiness	52, 251	297	2,906	1,899	262	103	57,718
Total # in literacy programs	2,014	n/a	22,559	n/a	51	9	24,633
Education attainment (% who completed program)	n/a	92%	42%	81%	67%	41%	-
Top three training industries							
#1 Industry	n/a	Bookkeeping, Accounting, & Auditing Clerks 47%	Computer & Networking Technology 45%	Construction 28%	Computer Skills 100%	Environmental (remediation/energy auditing) 34%	-
#2 Industry	n/a	Bus Drivers, School 46%	Office Information System 22%	Healthcare & Social Assistance 22%	Customer Service 100%	Administrative Support & Waste Mgmt & Remediation Services 30%	-
#3 Industry	n/a	Nursing Aides, Orderlies, & Attendants (CNA) 43%	Construction/Engineering Technology 11%	Information 14%	Home Health Aide 9%	Construction 26%	-

*Please see Metric Definitions on page 8.

**This number reflects both unsubsidized and subsidized median placement wages. The median wage for only unsubsidized placements is \$8.25.

***Training placement numbers reflect the rate for subsidized placements only. Unsubsidized placements include: 37% Healthcare, 34% Administrative Support, and 14% Transportation.

Spotlight

When Mario Batali, Lidia and Joe Bastianich and Oscar Farinetti, opened Eataly, a gourmet food hall near Madison Square Park, on August 31, 2010, the City's Workforce1 Career Centers helped over 200 people find jobs – as managers, sommeliers, cooks, butchers, customer service representatives and other positions.

We recently went back to Eataly and talked to the Director of Human Resources, Carol Lopera, who gave us the inside scoop on acing an interview.

What advice do you have for getting past the interview and into a job?

On an interview, ask for the job. There is a way to be confident without being boastful. Close the interview and talk about some of the things that you were asked: "We talked about what you are looking for. I've done this." Give some specific examples. And, ask the interviewer if they have any hesitations. Chances are – if there are any hesitations, they'll let you know. And, that can be your opportunity to reinforce your skill set and your interest.

What else can people do to stand out in an interview?

Understand the company. Understand the department. Understand the interviewer. These days you can access anything on the Internet. You can go online. Run a search on Eataly. Run a search on Carol Lopera. You'll find my profile on LinkedIn. If you see any articles, it is a great icebreaker: "Oh hey, I just saw you guys on Time Out New York" or "I just saw you guys have this market at Madison Square Garden going on this week." It really shows us that you are invested in the company and are really interested.

What percentage of candidates do any research?

For every 5 candidates, 2 have done their research. And, we only hire candidates who are passionate about our company. It's really hard to get to know a candidate who didn't take the time to get to know you. Even if we don't have a position, but you came in and interviewed with us and we saw your passion, we will absolutely keep you in mind for another position. But it is really about showing us that you are passionate.

Demonstrating that you have done some research sounds like an easy way to stand out if only 2 out of every 5 candidates do it.

And, I'll tell you, it doesn't take a lot of time. If you don't have the Internet, go to a Workforce1 Career Center. It's available.

What about things not to do on an interview? What are some common faux pas?

Some of the common faux pas are not even knowing where you are going, not knowing what position you've applied for. I've had candidates come in and not even know who to ask for. Or, if I ask them why they want this job, they say, "what job did I apply for again?" Another thing is dressing the part. Not every job interview requires you to come in a full three-piece suit, but do your homework. Know the company. Know the job you're applying for. Dressing the part will help us see that you'll be a good fit for not just the job but the culture as well.

Have you seen some funny outfits?

I once had someone come in Hawaiian shoes, flip flops, and a suitcase. He said, "excuse my appearance, but I'm going on vacation because I plan to get a job soon." Needless to say, he didn't get the job. That really showed us he wasn't interested in what he was coming in for. I had someone else interview for a line cook position. As you know, Mario Batali is one of our partners here. [The candidate] came in wearing orange Crocs. It was funny. And to this day I'll never forget him because of it.

The orange crocs were at least in the right theme.

They were kind of in the right theme. Ultimately he didn't get the job, but not because of that. It was a quirky interview.

You want to stand out in ways that highlight your skills.

That is exactly it. We want to see your individuality. We're not looking for robots. We want to see someone that has personality and can be a part of our team. But we are looking for someone who is going to highlight their skills as opposed to just stand out.

Switching gears slightly, how many rounds of interviews do you have?

Two. And, a lot of candidates get thrown off by the interview process. A lot of times they're not expecting to meet someone else [after meeting with me]. Sometimes because of time constraints we have them meet a hiring manager the same day. So I always tell people to be prepared to meet more than one person and bring extra copies of their resume.

Is there any other advice you would like to give?

One thing I want to offer: the job search doesn't just end at the interview. [The candidate] should also exercise follow-up. Take the time to write a thank you note. I would suggest that after the interview, the candidate take some notes on what was talked about while it is fresh in their mind. When they write the thank you note, refer to those points. Reaffirm some of the things that you discussed. It is really about a well-written thank you note.

Can the thank you be an email? Or should it be a written letter?

I've always encouraged the handwritten thank you note – if you have nice handwriting. In this day and age nobody hand-writes a thank you note so that is a personal touch. But take the time to pick a nice thank you card – nothing over the top. Make sure you write it very clearly. If not, an email is acceptable. And I always like for the candidates to make sure they spell my name right and the company's name right! It is about paying attention.

Agency Overviews

Agency	Overview	Programs
CEO	The Center for Economic Opportunity (CEO) was created to implement and evaluate innovative new anti-poverty programs in New York City. The Center works collaboratively with City agencies to design, implement, and advocate for a range of programs, policy proposals, and research projects that represent nationwide best practices and cutting-edge ideas. CEO oversees the evaluation of each initiative and shares results with colleagues across the country. Visit www.nyc.gov/ceo for more information.	<i>*CEO programs are included in the program lists of a number of participating City agencies.</i>
CUNY	The City University of New York (CUNY) comprises 24 institutions and provides post-secondary learning opportunities at every level, from basic literacy, to non-credit training, to associate, bachelors and advanced degrees. CUNY has over 260,000 degree program students, and offers 1,918 degree programs to a highly diverse student body that is mostly women, immigrants, racial minority groups, and students from households with less than \$30,000 in yearly income. Continuing education programs are also an important locus of workforce development activity at CUNY; there were over 217,000 registrations in adult and continuing education programs with a vocational or basic skills focus in 2010-2011. Visit www.cuny.edu for more information.	<ul style="list-style-type: none"> • Degree Programs • Workforce and Professional Development Programs in Continuing Education • Numerous Grant-funded Initiatives: NYC Justice Corps, Green Buildings Initiative with Local 32BJ, etc.
DFTA	The NYC Department for the Aging (DFTA) supports the empowerment, independence, dignity and quality of life of New York City's diverse older adults and their families through advocacy, education and the coordination and delivery of services. DFTA fosters independence, confronts ageism and promotes opportunities for older New Yorkers to share their leadership, knowledge and skills. Visit www.nyc.gov/dfta for more information.	<ul style="list-style-type: none"> • Senior Community Service Employment Program (SCSEP)
DOHMH	The Department of Health and Mental Hygiene (DOHMH) is responsible for protecting and promoting the physical and mental health of all New Yorkers. DOHMH focuses on public policies that improve environmental, economic, and social conditions impacting health; improving access to and quality of care; and informing, educating, and engaging New Yorkers to improve their health and the health of their communities. Visit www.nyc.gov/doh for more information.	<ul style="list-style-type: none"> • Assisted Competitive Employment
DYCD	The NYC Department of Youth and Community Development (DYCD) supports youth and adults through 2,572 contracts with community-based organizations throughout New York City. DYCD funded programs promote and support the development of healthy, educated youth and work to strengthen and revitalize the communities of New York City. DYCD implements and oversees the City's youth workforce development initiatives, providing summer employment and year-round services to introduce youth and young adults to the job market and help them develop the skills to succeed. Visit www.nyc.gov/dycd for more information.	<ul style="list-style-type: none"> • Young Adult Internship Program • Immigrant Opportunity Program • NYC Ladders for Leaders • Out-of-School Youth Program • In-School Youth Program • Summer Youth Employment (SYEP)
HRA	The NYC Human Resources Administration (HRA) provides temporary help to individuals and families with social service and economic needs to assist them in reaching self-sufficiency. This goal is accomplished through a work-first approach that emphasizes personal responsibility. HRA offers a variety of workforce development programs to meet these individual needs. After employment, HRA provides retention services for the first six months and essential work supports such as food stamps and public health insurance. Visit www.nyc.gov/hra for more information.	<ul style="list-style-type: none"> • Back to Work (BTW) • Begin Employment Gain Independence Now (BEGIN) • Wellness, Comprehensive Assessment, Rehabilitation, and Employment (WeCARE) • Subsidized Jobs Work Experience Program
NYCEDC	The NYC Economic Development Corporation (NYCEDC) is the City's primary engine for economic development charged with leveraging the City's assets to drive growth, create jobs and improve quality of life. It uses their expertise to develop, advise, manage and invest to strengthen businesses and help neighborhoods thrive. NYCEDC is dedicated to investing in both human and economic growth and capital. Visit www.nycfedc.com for more information.	<ul style="list-style-type: none"> • HireNYC • Kingsborough Community College Training Program • Willets Point Worker Assistance Program
NYCHA	The NYC Housing Authority (NYCHA) provides decent and affordable housing in a safe and secure living environment for low- and moderate-income residents throughout the five boroughs. NYCHA's Board created the Office of Resident Economic Empowerment and Sustainability (REES) in August 2009 to develop programs, policies and collaborations to support residents' increased economic opportunities with a focus on asset building, employment, advancement and business development. Visit www.nyc.gov/nycha for more information.	<ul style="list-style-type: none"> • Resident Employment Services (RES)
OACE	The NYC Department of Education's Office of Adult and Continuing Education (OACE) is the largest provider of adult literacy education services in the state, and is part of DOE's District 79 - Alternative Schools and Programs. Each year, OACE serves more than 41,000 adult New Yorkers throughout the five boroughs of New York City. OACE offers classes at 175 sites, including 4 comprehensive adult Learning Center, over 100 public school, and many community based organizations. Visit www.schools.nyc.gov/ChoicesEnrollment/AdultEd for more information.	<ul style="list-style-type: none"> • General Education Development (GED) Test Preparation • Adult Basic Education (ABE) • English for Speakers of Other Languages (ESOL) • Career and Technical Education (CTE)
SBS	The Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, compete, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. As the recipient of New York City's workforce Investment Act Adult and dislocated Worker funds, SBS oversees the operations of nine Workforce1 Career Centers throughout the city. Visit www.nyc.gov/sbs for more information.	<ul style="list-style-type: none"> • Advance at Work • NYC Business Solutions • Workforce1 Career Centers
WIB	The NYC Workforce Investment Board (WIB) is a volunteer Board appointed by the Mayor to drive, coordinate and oversee workforce development services for adults and youth in New York City. New York City has the largest local workforce investment area in the nation, with nearly four million workers across the five boroughs. The WIB's vision is for New York City to have the nation's leading workforce development system, characterized by innovation, high standards, and an intense focus on outcomes. Visit www.nyc.gov/wib for more information.	<i>*WIB does not directly operate or administer workforce programs; it is an oversight and policy-setting body.</i>

Metric Definitions

Metric Definitions	HRA	SBS	DOE OACE	DYCD	DFTA	NYCHA
Job Placements	Total number of people who were placed in a job during the quarter (unduplicated for the quarter) who were applying for or receiving benefits.	Count of placements into unsubsidized jobs with twenty hours a week or more of employment.	Not applicable.	The number of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter.	SCSEP participants who entered subsidized or unsubsidized employment.	Total number of customers reporting job placements (calculated by date received).
Education Attainment	Not available.	Of those customers projected to complete during the quarter, those whom SBS confirmed completed their training course.	Percentage of students achieving educational gain, as outlined by the National Reporting System (NRS). Under NRS, a student achieves educational gain if they advance one or more NRS educational level per program year.	The number of youth participants who attain a diploma, GED, or certificate by the end of the reporting quarter after the exit quarter divided by the number of youth participants who exit during the quarter.	The number of subsidized trainees who complete SCSEP training during the quarter, relative to all those in training during the quarter.	Total number of unique customers who completed occupational training (i.e. not work readiness or adult literacy programs).
Businesses Served	Total number of businesses who actively engaged in posting or filling job openings through agency referrals.					
Literacy Programs	Total number of people served in the quarter in the Begin Employment Gain Independence Now (BEGIN) program.	-	Students enrolled in OACE's ABE, ESOL, GED preparation, Distance Learning, and Math classes who were active students enrolled in classes from October 2010 – December 2010.	Number of participants served in Adult Basic Education and English for Speakers of Other Languages (ESOL) literacy programs. *This reflects an annual number.	The number of subsidized trainees in English as a Second Language programming. Some trainees might be included in more than one quarterly measurement because trainings can extend beyond one quarter.	Total number of unique customers enrolled in adult literacy through partner organizations or funded-directly by NYCHA.
Median Wage	The median hourly wage for all job placements with wage information in the reporting quarter.	The median hourly wage for all job placements with wage information in the reporting quarter.	The median hourly wage for all job placements with wage information in the reporting quarter.	The median hourly wage for all job placements with wage information in the reporting quarter.	The median hourly wage for job placements with wage information in the reporting quarter.	The median hourly wage for all job placements with wage information in the reporting quarter.
Retention Rate	Percent of job placements six months prior to the reporting quarter who did not return to cash assistance by the reporting quarter. This reflects all job placements for applicants and for those receiving benefits.	Of those who are employed in WIA Adult programs in the 1st quarter after exiting the WIA program, the number of participants who are employed in both Q2 and Q3 after the exit quarter divided by the number of participants who exited during Q1.	Not applicable.	Number of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter divided by the number of youth participants who exit during the quarter.	Of those unsubsidized participants who are employed in the first quarter after the exit quarter, the number employed in both the second and third quarters after the exit quarter divided by the number of participants who exit during the quarter.	Not applicable.
Subsidized Jobs	Total number of people who participated in a subsidized job during the quarter (unduplicated for the quarter).	Not applicable.	Not applicable.	The number of youth that received a subsidized internship through federal stimulus American Recovery and Reinvestment Act (ARRA) funding.	Total number of people who participated in a subsidized job during the quarter (unduplicated for the quarter).	Not applicable.
Total Number Served	Total number of people who applied for and received assistance in work programs, accessed at least one service, or were enrolled in classes during the quarter. This includes both subsidized and unsubsidized individuals.					
Training and Work Readiness	Total number of people served in workforce programs who participated in training and/or work readiness activities (unduplicated). Does not include subsidized jobs (with no training component), substance abuse, or vocational rehabilitation.	Unique count of jobseekers who are projected to complete a short-term occupational training course funded by an Individual Training Grant (ITG) issued by SBS programs and a unique count of jobseekers who received any service categorized as "job readiness" from any SBS program.	Students in OACE's Career and Technical Education (CTE) classes who were active students enrolled in classes during the quarter.	An unduplicated count of youth receiving work readiness services during the quarter.	The number of subsidized trainees participating in work readiness activities during the quarter.	Total number of unique customers served in workforce programs who participated in training and/or work readiness activities (through partner organizations or funded-directly by NYCHA).



**New Community College
Office of the President**

50 West 40th Street
New York, NY 10018
tel: 646-313-8020

September 27, 2011

Dear Members of the Workforce Investment Board,

It is my pleasure to welcome you to The New Community College! Your visit to the NCC comes at a momentous time in the history of the college. Last week, the Governor approved our application, officially making the NCC the first CUNY community college to open in 40 years. The Governor and Board of Regents recognized our unique educational model and the contributions we will make to the higher education landscape in New York City. I look forward to sharing with you aspects of the college that make the NCC unique during your visit.

The New Community College and the Workforce Investment Board share a commitment to the development of a skilled workforce and a thriving business community in New York City. Designed with the needs of both New York City students and employers in mind, the educational model at the NCC provides opportunities for students to gain exposure to work settings and develop related skillsets throughout their educational career. Beginning with the Ethnographies of Work course in students' first year and continuing with a series of service-learning courses and internships, NCC students are able to explore their professional interests, connect with business leaders around the city, and receive feedback on their professional pursuits. Such preparation is augmented by coursework that encourages students to become life-long learners and provides the knowledge and skills necessary for students to be adaptable, innovative, and thoughtful employees and citizens.

The unique educational model at The New Community College is a reflection of the incredible programs currently being implemented across CUNY and nationwide. Partnerships with other CUNY campuses, local organizations in the corporate and not-for profits sectors, and universities across the country influenced the development of curriculum as well as the professional experiences provided to students. In this spirit of collaboration, I look forward introducing the College, to an exchange of ideas, and considering possible connections in our shared goals.

Sincerely,

A handwritten signature in black ink that reads "Scott E. Evenbeck". The signature is written in a cursive style with a large, stylized "S" and "E".

Scott E. Evenbeck
President



Mission Statement

The **NEW** Community College at CUNY is an urban public institution that offers associate degree programs in an environment that nurtures student success. Based on extensive research, NCC integrates excellence in teaching, proactive and responsive student supports and external partnerships. Our primary objective is to increase the number of students, especially those not effectively served in higher education, who persist in their programs of study and attain a degree in a timely manner. We offer a clearly defined educational pathway including an integrated first-year curriculum that is inquiry-based and majors that prepare students for careers and baccalaureate study. NCC programs are academically rigorous, multidisciplinary and experientially based.

COMMUNITY is at the center of NCC's mission, and students are at the center of the NCC. NCC fosters an environment of cooperation and collaboration, where students, faculty and staff respect and appreciate each other's perspectives, commonalities, differences and contributions. Students address compelling urban issues and move into the wider community through experiential learning and internships. Graduates will have the intellectual tools and confidence to be engaged citizens and responsible leaders.

COLLEGE is a time and a place and an idea—an opportunity to cultivate the knowledge and experience required to meet intellectual, creative and professional goals. NCC supports students in developing the capacity to interpret and evaluate ideas they encounter both in and out of the classroom and to make informed judgments. Students will learn to express their ideas effectively and know that their voices are valued. They will graduate with a greater sense of responsibility for their academic success and personal growth, prepared to pursue additional studies, a career and lifelong learning.



John Mogulescu Biography

John Mogulescu is the Senior University Dean for Academic Affairs and the Dean of the CUNY School of Professional Studies. His current responsibilities involve him in many different aspects of the University's academic life. He has for many years focused on issues related to the adequate preparation of students for college-level work prior to matriculation and their transition to college. In that regard, he has been responsible for the oversight of collaborative programs between CUNY and the NYC Public Schools, CUNY Prep Transitional High School, the CUNY Language Immersion Program, CUNY Start, and the Adult Literacy and GED Preparation Programs. Dean Mogulescu also oversees the University's Workforce Development Initiative, special training initiatives for City and State workers, and programs for welfare recipients. He is responsible for Adult and Continuing Education at CUNY and its non-credit programs which serve over 250,000 students per year.

Throughout his 24 years in the Office of Academic Affairs, Dean Mogulescu has developed programs in cooperation with virtually every NYC government agency and with many state agencies as well. In the past five years alone, the programs that Dean Mogulescu oversees have generated more than \$320 million in external grants and contracts. In 2003, Dean Mogulescu was appointed as the founding Dean of the CUNY School of Professional Studies (SPS). Under his leadership, SPS has become one of the University's fastest growing institutions, currently enrolling nearly 2,000 students in its degree programs and credit-bearing courses, and thousands more in its non-credit courses and programs. Created with the purpose of meeting the educational needs of working adults, organizations, and employers, SPS is home to CUNY's first fully on-line degrees: a B.A. in Communication and Culture, a B.S. in Business, and an M.S. in Business Management and Leadership. In addition, SPS offers groundbreaking in-class master's degree programs in Applied Theatre, Disability Studies, and Labor Studies, as well as a number of professional certificate programs, such as those in Health Care Administration, Immigration Law, and Project Management, among many others.

Dean Mogulescu is frequently called upon to spearhead special initiatives for the University. From 2007-2010, he led a university team in developing plans for a new community college scheduled to open in 2012. He also co-chairs Graduate NYC, a joint project of the Mayor's Office, the NYC Department of Education, and CUNY. The project's goal is to increase the number of high school graduates prepared to do college level work and by 2020 to double the number of CUNY graduates. Dean Mogulescu also oversees the highly successful Accelerated Study in Associate Programs (ASAP).

SCOTT E. EVENBECK BIOGRAPHY

Scott E. Evenbeck is founding President of the New Community College (NCC) of the City University of New York (CUNY), joining CUNY in 2011. He had served as Professor of Psychology and founding Dean of University College at Indiana University-Purdue University at Indianapolis (IUPUI). He joined the faculty of IUPUI in psychology in 1972, after completing his Ph.D. degree in social psychology at the University of North Carolina at Chapel Hill. Evenbeck has been involved for many years in the design, implementation, and assessment of programs for students in their first years of university study. He has played a major role in various P-16 initiatives to support student academic achievement and in retention initiatives for Indiana higher education. He has given over 100 presentations on serving entering students and written many articles and chapters on enhancing student academic achievement and persistence. He served as a Task Force Advisor in the Foundations of Excellence in the First College Year and as a board member of the American Conference of Academic Deans. Evenbeck is a resource faculty member at the Summer Quality Academy of the Institute for Higher Education Policy and for the General Education and Assessment Institute of the Association of American Colleges and Universities (AAC&U). He served as a member of the Advisory Board for the National Resource Center for the First-Year Experience and Students in Transition. Evenbeck has been on accreditation teams for three regional associations, with focus on general education, assessment, and programs for entering students

TONI GIFFORD BIOGRAPHY

As the Associate Director of the New Community College Initiative, Toni Gifford is working on the development of several components of the new college, including the Office of Partnerships and the Center for College Effectiveness. She also oversees many of the administrative operations for the project. Toni spent 14 years at the Bank Street College of Education. As chief of staff, she worked with the senior leadership team, trustees, faculty and staff on a range of projects including strategic planning, accreditation, assessment, development, and external relations. In 2007, she was asked to establish the Office of Institutional Research, and served as its first director. Prior to her work in higher education, Toni served as a policy researcher working in the public and private sectors. During her years at MPR Associates, a research and consulting firm that specializes in education, she worked on a number of studies related to educational quality and access for the National Center for Research in Vocational Education, the National Assessment of Vocational Education, and the National Center for Educational Statistics. Toni received her PhD in higher education administration from New York University and has an M.P.P. from the University of California, Berkeley and a B.A. in Political Science from Swarthmore College.