

# CAREER PATHWAYS

## PARTNER AGENCIES & OFFICES

-  BPL
-  CUNY
-  DCWP
-  DFTA
-  DOC
-  DOE
-  DOHMH
-  DOP
-  DPR
-  DSNY
-  DYCD
-  HRA
-  NYCEDC
-  NYCHA
-  NYPL
-  QPL
-  SBS

- Center for Youth Employment
- Mayor's Office of Economic Opportunity
- Mayor's Office of Criminal Justice
- Mayor's Office of Immigrant Affairs
- Mayor's Office of Media and Entertainment
- Mayor's Office for People with Disabilities
- Mayor's Office of Workforce Development
- NYC Service
- Young Men's Initiative

The City's Career Pathways strategy aims to create a more inclusive workforce, one that provides New Yorkers with opportunities to develop new skills, enter the workforce and earn wages that allow them to achieve economic stability, regardless of their starting skill level or educational attainment. The COVID-19 pandemic dramatically transformed the environment in which City agencies help prepare New Yorkers for and connect them to jobs and careers. In past years in this chapter, the Mayor's Office of Workforce Development (WKDEV) has described the City's progress towards investing in career pathways and building a true system among City-administered programs. This year, the chapter emphasizes some of the extraordinary steps the City has taken to ensure low-income communities of color have greater access to good jobs, to offer new services or maintain existing ones virtually and to support workers and employers in key sectors. Additionally, the chapter highlights the City's significant progress developing and preparing for the launch of an integrated data platform for aggregating and analyzing workforce program data across multiple agencies and other Career Pathway goals.

## EXPANDING ACCESS TO JOBS FOR COMMUNITIES OF COLOR: COMMUNITY HIRING

Over half of adult New York City residents live in high-poverty communities. These areas tend to be predominantly communities of color and have been hit especially hard by COVID-19. Community Hiring is the next step in the City's plan to leverage its economic power to ensure that low-income residents and communities get good jobs and apprentice opportunities created through City spending. This approach is not allowed under current state law, so the Mayor is proposing legislation in Albany that would enable the City to require contractors to hire low-income individuals and residents of high poverty communities. Under the leadership of Deputy Mayor J. Phillip Thompson, the Mayor's Office of Workforce Development partnered with the Law Department, the Mayor's Office of Contract Services and the NYC Department of Small Business Services to draft this legislation. The bill would prioritize thousands of good jobs for low-income individuals and economically disadvantaged communities based on the billions of dollars spent by the City annually on capital construction and other goods and services.

Although beyond the timeframe of this report, at a press conference on August 13, the Mayor announced Community Hiring legislation, as well as an historic Project Labor Agreement in which labor unions agreed to prioritize 30 percent of their work hours on City contracts for residents of high-poverty communities. Towards that same goal, the NYC Department of Small Business Services, in partnership with the Mayor's Office of Workforce Development, coordinated a series of recruitment events in high-poverty communities to recruit individuals to participate in pre-apprenticeship training. Such training prepares individuals for and connects them to union apprenticeship programs, a fast-track to the middle class.

## CHANGING SERVICE DELIVERY AND LAUNCHING NEW SERVICES

**NYC Department of Small Business Services:** In response to the pandemic, the NYC Department of Small Business Services (SBS) transitioned in-person services from its 18 Workforce1 Career Centers to be completely online or over the phone in mid-March. The Virtual Workforce1 Career Center System provided a way for New Yorkers to receive help finding jobs, preparing for interviews, and accessing free training. The Workforce1 Career Centers served nearly 94,000 jobseekers in Fiscal 2020, with about 32,000 of those being served during the pandemic.

SBS also made significant progress developing a new web site, Career Discovery NYC, which launched in August of 2020. Career Discovery NYC is a centralized resource that provides online, no-cost trainings that prepare New Yorkers with the necessary skills to pursue a pathway for an in-demand career. New Yorkers will also be able to learn where to get low-cost or free internet access and support services.

**NYC Department of Youth and Community Development:** In order to maintain services to young adults, the NYC Department of Youth and Community Development (DYCD) took a number of steps to support youth workforce development programs. With respect to its Workforce Innovation and Opportunity Act (WIOA)-funded Train & Earn and Learn & Earn programs, which serve out-of-school youth and in-school youth, respectively, DYCD partnered closely with its contractors to ensure that they could continue to provide services remotely. DYCD offered technical assistance sessions to provider staff on various virtual teaching platforms and best practices, as well as help in continuing to provide remote paid work experiences so youth could continue to earn money during the pandemic.

DYCD also redesigned the Summer Youth Employment Program. Recognizing the risk to young adults of participating in a typical in-person internship, DYCD devised SYEP Summer Bridge 2020, an engaging virtual program intended to offer young people the opportunity to learn new skills, explore potential careers and earn money over the summer. Mayor de Blasio announced that the program, a \$51 million public-private partnership, would serve 35,000 New York City youth during the summer of 2020.

**NYC Workforce Development Board:** The NYC Workforce Development Board is a board required by federal law (the Workforce Innovation and Opportunity Act, or “WIOA”) whose members are appointed by the Mayor. The Board is responsible for conducting oversight over the roughly \$60 million in WIOA funds the City receives annually. The Board is comprised of a majority of for-profit businesses and also includes labor organizations, nonprofit organizations and City agencies (including CUNY). Before the pandemic, the full Board convened on a quarterly basis. However, in response to member requests, the Office of Workforce Development convened Board meetings twice per week from mid-March through June 30 to update members on the City’s response to the Coronavirus, to identify challenges facing workers and businesses and to take appropriate action to address these challenges. Additionally, the Board began taking steps to shift its work as a champion for high road employer practices by viewing those practices through a racial equity lens.

**The Mayor’s Office of Workforce Development:** In partnership with the Mayor’s Office for Economic Opportunity, the Mayor’s Office of Workforce Development (WKDEV) began developing a new web site that will be a front door for employment-related resources the City and its partners offer. The site will include information about a variety of programs offering employment assistance, internships, job training and adult education; as well as featured jobs and other resources that help New Yorkers prepare for and find a job. Although beyond the timeframe of this report, WKDEV commenced a “soft” launch of the [Working.NYC.gov](https://www.working.nyc.gov) site in late August.

## SUPPORTING WORKERS AND EMPLOYERS IN KEY SECTORS

The City of New York’s Industry Partnerships (IPs) work with a diversity of public and private partners to support the inclusive growth of various sectors of New York City’s economy. IPs currently serve the following sectors: healthcare (New York Alliance for Careers in Healthcare), technology (NYC Tech Talent Pipeline), industrial/manufacturing (Manufacturing and Industrial Innovation Council or MaiiC), construction (Construction Industry Partnership) and food and hospitality (NYC Food and Beverage Industry Partnership). Each IP approaches its work with a focus on catalyzing systems change – encouraging the adoption of new tools and ways of working among employers, workers, educators, trade associations, organized labor, nonprofit workforce organizations and private philanthropy.

The IPs continue to focus on long-term systems change. However, in response to COVID-19, each IP has pivoted to address more immediate challenges each sector is facing. All IPs worked closely with their industry councils to understand the impact of the pandemic on employment, including hiring freezes, layoffs and revised forecasts for talent. In addition, each IP led efforts beyond these workforce issues as experts and intermediaries between public and private stakeholders to find solutions to critical challenges.

**Healthcare:** At the onset of the pandemic, the New York Alliance for Careers in Healthcare (NYACH) quickly identified the need to coordinate action among stakeholders in the long-term services and supports (LTSS) subsector of the healthcare industry. LTSS faces many systemic challenges, including chronic underfunding, rapid growth due to an aging population and more New Yorkers living longer with chronic diseases and a lack of visibility for the more than 300,000 homecare, nursing home, and other direct care workers in NYC who are predominantly low-income women of color. In partnership with Deputy Mayor J. Phillip Thompson and the Mayor's Office of Workforce Development, NYACH convened an emergency response workgroup comprised of 26 partner organizations including government, industry associations, organized labor, employers, educational institutions and advocacy groups. The workgroup focused on four priority areas: worker visibility, business viability and continuity, availability of resources for workers and clients/patients and emergency workforce shortages.

NYACH contributed by shaping a number of the City's responses to the crisis. NYACH informed how City government benefits and programs could support LTSS essential workers and facilitated the connection between 1199SEIU United Healthcare Workers East and the NYC Department of Health and Mental Hygiene, which resulted in a new system by which the City distributed much-needed personal protective equipment (PPE) to homecare agencies. Working in partnership with GetFoodNYC, NYACH also forged a new service delivery pathway for food-vulnerable New Yorkers to sign up for food delivery via their homecare agencies. Finally, NYACH launched an emergency response virtual home health aide training in partnership with SBS's Workforce Development Division to alleviate the staffing burdens on employers and workers brought on by the pandemic. Homecare agencies were faced with increased absenteeism and attrition of existing workers and a dramatic collapse of the Home Health Aide (HHA) pipeline, given the fact that all existing programs in the city were required to be in-person. By working with state regulators to allow the didactic portion of the emergency HHA training program to be virtual, this program helped address the staffing shortage and provides critical lessons learned for the city and state about restarting the workforce pipeline using virtual modalities.

**Food and Hospitality:** The NYC Food and Beverage IP has been at the center of work to help support what is perhaps the hardest-hit industry in NYC since the onset of the crisis. The IP has led constant communication with business stakeholders to inform the City's policies to address the challenges the food service sector now faces.

The Food and Beverage IP joined the inter-agency restaurant recovery task force convened in May 2020 to develop short and medium-term strategies and work streams. The primary recommendations of the task force led to the design and implementation of the City's "Open Restaurants" and "Open Streets: Restaurants" programs. The Food and Beverage IP team continues to support city agencies with the amplification and clarification of guidelines for business operators to ensure compliance and mitigate penalties and fines. In addition, during the height of the crisis the Food and Beverage IP partnered in the development of the Restaurant Revitalization Program, a joint effort between the Mayor's Office for Economic Opportunity, the Mayor's Fund, the Human Resources Administration and the One Fair Wage coalition. This initiative, launched in June 2020, is structured to provide a restaurant worker wage subsidy to businesses that commit to supporting the economic well-being of their workers and to making meals accessible to community members facing food insecurity.

**Industrial / Manufacturing:** In response to a gap it forecasted in the market for personal and protective equipment (PPE), the Manufacturing and Industrial Innovation Council (MaiiC) partnered with the NYC Tech Talent Pipeline to create the [PPE + Reopening Supply Marketplace](#), an online platform for matching organizations seeking PPE with local manufacturers that can fabricate it. Additionally, MaiiC helped manufacturers to pivot their operations and provided guidance for changing the type of production and the resources needed to produce items such as masks, face shields, gowns, ventilators and plexiglass shields. In addition MaiiC made connections to the Workforce1 Industrial & Transportation Career Centers for hiring services across the city as businesses sought to reopen with new staffing needs.

Finally, MaiiC staff has supported resiliency efforts in the Food Supply Chain by establishing and leading a multi-agency collaboration to collect and determine operational best practices related to resiliency. MaiiC established connections

among food manufacturers, distributors and meal providers to City food provision contracting opportunities, providing growth opportunities to local manufacturers and simultaneously helping make food more accessible to New Yorkers in need.

**Tech:** Tech firms have been particularly willing to help and donate resources in response to the crisis. The NYC Tech Talent Pipeline (TTP) mobilized their industry partners to assist in creating COVID-19 technical solutions. TTP established a Volunteer Industry Partner Corps, a network of tech professionals from businesses such as LinkedIn, Salesforce and Google to help inform and rapidly prototype and deploy technical products at no cost to share City-wide. These solutions included the [PPE + Reopening Supply Marketplace](#), developed in partnership with MaiiC as described above. Partners also consulted on the content and architecture of other solutions, including the NDD [Neighborhood Challenge website](#).

TTP partnered with other SBS colleagues to identify professional experiences for students whose tech internships were cancelled due to COVID-19. Through an expansion of their work with Major League Hacking, TTP ensured CUNY students had the opportunity to work in teams on Open Source projects managed by industry mentors. Additionally, all CUNY 2x Tech services (adjuncts, faculty, advisors, internships) transitioned to a remote setting. TTP also surveyed 300 computer science and boot camp faculty and students to understand the greatest barriers and obstacles to remote learning in computer science and published tips for remote teaching for industry adjuncts and Computer Science faculty within CUNY.

**Construction:** The Construction Industry Partnership continued its pursuit of a system that provides New Yorkers with greater access to the sector and the opportunity to advance within it. In Fiscal 2020, the Construction Industry Partnership shaped the curriculum and approach to deliver Site Safety Training to meet the requirements of Local Law 196 of 2017 and led the effort to open access to the trades through pre-apprenticeship programs through the NYC Green Jobs Corps. In response to the COVID-19 pandemic, the Construction Industry Partnership has led the effort to pivot both Site Safety training and pre-apprenticeship training—training that exposes students to the sector and connects them directly to union apprenticeship programs—to be delivered remotely.

## SYSTEM COORDINATION

For several years, the Mayor’s Office for Economic Opportunity (NYC Opportunity) has been leading the development of an integrated data platform to analyze workforce program services and outcomes data from multiple City agencies. In Fiscal 2020, they made significant progress developing a “portal” for viewing data from this platform: NYC Opportunity launched a beta version of the portal for City agencies in December 2019. NYC Opportunity is now preparing a public release for Fiscal 2021. At present, five City agencies report 18 programs into the integrated data platform. In Fiscal 2020, the platform contained data for 74,875 unique individuals receiving workforce services from the City. For the first time, certain indicators in this chapter will be based exclusively on data from programs reported into the integrated data platform.

## PERFORMANCE INDICATORS

| Indicator   | Actual                            |        |        |                           |
|---|-----------------------------------|--------|--------|---------------------------|
|   | FY17                              | FY18   | FY19   | FY20                      |
| Programs that refer participants to trainings developed with the City's industry partnerships (%)   | NA                                | NA     | NA     | NA                        |
| Workforce development models or solutions informed by industry partnerships   | 15                                | 18     | 22     | 25                        |
| Indicator   | FY17                              | FY18   | FY19   | FY20                      |
|   | Prior to Integrated Data Platform |        |        | Integrated Data Platform* |
| Agencies reporting performance into the integrated data platform  |                                   |        |        | 5                         |
| Programs reporting performance into the integrated data platform  |                                   |        |        | 18                        |
| Customers served  |                                   |        |        | 74,875                    |
| Individuals enrolled in industry-based training   | 21,331                            | 28,750 | 28,266 | 2,595                     |
| Individuals obtaining industry-based training credentials   | 7,037                             | 8,298  | 14,430 | 2,713                     |
| Individuals connected to employment   | 57,127                            | 66,390 | 73,084 | 12,710                    |
| *Data for Fiscal 2020 reflects only agency programs reported into the integrated data platform. Additional agencies and programs will be incorporated into the platform in future years. Data reported from the platform excludes data from May and June due to the data transfer schedule. |                                   |        |        |                           |

## NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- The reporting mechanism for the indicator 'Programs that refer participants to trainings developed with the City's industry partnerships (%)' remains under development, but will be available in future fiscal years through the integrated data platform.
- The indicator 'Workforce development models or solutions informed by industry partnerships' is reported cumulatively across fiscal years.
- Some indicators this year reflect data sourced from programs that reported into the integrated data platform, described in the "System Coordination" section above. In past years, the figures reflected data provided from all relevant agencies. By contrast, these Fiscal 2020 indicators comprise data from fewer agencies, which largely explains the decreases in volume. Additionally, the data reported from the platform excludes data from May and June due to the data transfer schedule.
- The indicator 'Agencies reporting performance into the integrated data platform' has been added to measure agency participation with the platform.
- The indicator 'Programs reporting performance into the integrated data platform' has been added to measure program coverage within the platform. WKDEV and NYC Opportunity are working to add more agency programs into the platform.
- The indicator "Customers served," has been added which reflects unique individuals who have received value-added services (excluding activities such as registration, enrollment, assessment or brief orientations) that directly contribute to customers attaining an outcome.

- Prior to Fiscal 2020, the indicator ‘Individuals enrolled in industry-based training’ reflected a non-unique count from all relevant agencies of individuals participating in services that helped them learn a new skill. Starting in Fiscal 2020, the indicator reflects the count of unique individuals enrolled in a training program that leads to an industry-recognized credential.
- Prior to Fiscal 2020, the indicator ‘Individuals obtaining industry-based training credentials’ captured the non-unique count from all relevant agencies of jobseekers who earned a credential, certification or license through training. Starting in Fiscal 2020, the indicator includes the count of unique individuals who participated in training and earned one or more credentials recognized by employers, an industry association or other authoritative body. This count does not match that of training enrollments because enrollments reflect training start dates, whereas credentials reflect the date a credential was earned.
- Prior to Fiscal 2020, the indicator ‘Individuals connected to employment’ included the non-unique count from all relevant agencies of all individuals who found a job. Starting in Fiscal 2020, the indicator captures the count of unique individuals who found a new, unsubsidized job after receiving City workforce services.

## ADDITIONAL RESOURCES

For additional information on items referenced in the narrative, go to:

- Career Pathways: Progress Update, December 2015:  
<https://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>
- New York Alliance for Careers in Healthcare:  
<https://nyachnyc.org/>
- NYC Tech Talent Pipeline:  
<https://www.techtalentpipeline.nyc/>
- Career Discovery NYC:  
<https://careerdiscovery.cityofnewyork.us/>
- WorkingNYC:  
[Working.NYC.gov](http://Working.NYC.gov)