

Welcome to the NYCETC 2022 Conference

# Advancing Talent & Equity for a Thriving Economy

Thursday, October 13

9 am - 5 pm

CUNY Graduate Center

365 5th Avenue, New York, NY 10016

 @nycetc\_org

#NYCETC2022Conference

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NEW YORK CITY CELEBRATES  
Employment & Training Coalition **25 YEARS**

# Welcome Remarks



**Annie Garneva**

She/her / @adventuringon  
NYC Employment & Training  
Coalition / @NYCETC\_org

# NYCETC Staff

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**Lena Bhise**

She/her / @lenabhise  
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**Stephanie Birmingham**

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**MJ Delgado Ureche**

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Share your comments, questions and pictures:

- Tag us **@nycetc\_org**  
- Tag speakers and their organizations
- Use **#NYCETC2022Conference**



# Welcome Remarks

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**Kathleen Culhane**

She/her

Nontraditional Employment for  
Women / @NEWStrongWomen

  @nycetc\_org

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# Welcome Remarks



**Gregory J. Morris**

He/him / @gregjmorris  
NYC Employment & Training  
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**Rafia Zahir-Uddin**

She/her

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# The City's Economic Recovery & the Future of Workers

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**Lauren Andersen**

She/her  
City University of New York / @CUNY



**Katy Gaul-Stigge**

She/her  
Goodwill NYNJ / @GoodwillNYNJ



**Errol Louis**

**Moderator**  
He/him / @errollouis NY1 / @NY1



**Lisette Nieves**

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Fund for the City of New York / @FundforNYC



**Abby Jo Sigal**

She/her / @abbyjosigal  
Mayor's Office of Talent and Workforce



**Alysia Steinmann**

She/her  
Ernst & Young / @EY\_US

# Implementing a Vision for a Stronger Workforce System

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**Jill Berry**

She/her  
NYC Dept. of Social Services  
/ @NYCHRA



**Je'Nean Jones-Seo**

She/Her  
NYC Dept. of Small Business  
Services / @NYC\_SBS



**Cecilia Kushner**

She/her  
NYC Economic Development  
Corporation / @NYCEDC



**Denice Williams**

She/her  
NYC Dept. of Youth &  
Community Development /  
@NYCYouth



**Nicole Hong**

She/her / @nicole\_hong  
New York Times / @nytimes

## Solution: The Promise of Good Jobs and Social Equity in New York's Cannabis Industry

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**Esta Bigler**

She/her

Cornell ILR & Cannabis Workforce Initiative /

@cornellilr

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# **The Promise of Good Jobs and Social Equity in New York's Cannabis Industry**



# Cannabis History: What is it?

- A complex plant
  - Many variations and names (cannabis, hemp, marijuana, etc.)
  - Cannabidiol (CBD) is a natural chemical that has all medicinal benefits, not the high
  - Tetrahydrocannabinol (THC) is the chemical that has all psychological effects, the one that gives the high
- Cannabis
  - Known as Marihuana (Marijuana)
  - Varying levels of THC and CBD
- Hemp
  - Industrial and medicinal use
  - Low levels of THC

# Cannabis History: Overview

- The Controlled Substances Act (1970)
  - Regulates drugs and criminalizes marijuana
- NYS Rockefeller Drug Laws (1973) (Repealed 2009)
  - Minimum sentencing for drug sales and possessions
- The NYS Compassionate Care Act (2014)
  - Established a medical cannabis program
- The NYS Marihuana Taxation and Regulation Act (MRTA) (2021)
  - Legalizes adult use of marijuana with regulations to sale and distribution
- Federal Pardon (2022)
  - People with convictions of marijuana possession pardoned by President Biden

# Cannabis: The NYS Marihuana Taxation and Regulation Act (MRTA) (2021)

- Legalizes adult use of marijuana with regulations from seed to sale
- Expungement of cannabis criminal records
- Oversight by OCM
  - Regulates production, distribution, and use of marijuana
- Licensing
- Requires Labor Peace Agreements (LPA)
- Amended NYS Labor Law
  - Generally, employers cannot test or discipline adult employees for use
- Recognizes Social Inequity
  - Giving people discriminated against by the criminal legal system regarding marijuana economic opportunities
  - Goal of 50% of adult-use licenses are granted to social equity applicants

# A Conversation with City Council Leaders

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**Gale Brewer**

She/her / @galeabrewer  
NYC Council



**Amanda Farías**

She/her /  
@CMAmandaFarias  
NYC Council



**Brian Pascus**

He/him / @brianpascus  
Crain's New York Business  
/ @CrainsNewYork

## Morning Remarks

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### Eric Adams

He/him / @NYCMayor

Mayor of New York City / @NYCMayorsOffice

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# A Conversation with Labor Leaders

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**Henry Garrido**

He/him / @HenryGarrido17  
District Council 37 /  
@DC37nyc



**Gary LaBarbera**

He/him  
Building & Construction Trades  
Council of Greater New York /  
@NYCBldgTrades



**Sandi Vito**

She/her  
1199SEIU Training and  
Employment Funds /  
@1199SEIUTEF



**Kathleen Culhane**

**Moderator**  
She/her  
Nontraditional Employment  
for Women /  
@NEWStrongWomen

## Solution: Mapping the Skills of New Yorkers to Drive Place- and Industry-Based Development and Reskilling

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**Keri Faulhaber**

She/her / @KFaulhaber  
JobsFirstNYC /  
@JobsFirstNYC



**Alison Lands**

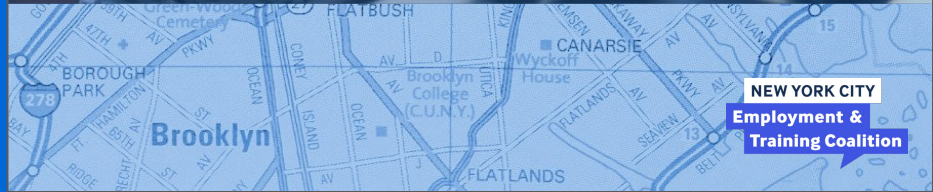
She/her / @Alison\_Lands  
SkyHive / @SkyHiveAI

# Tending Our Own Garden

Skills Mapping to Drive Place- and Industry-Based Development and Reskilling

**Keri Faulhaber**  
Vice President

**Alison Lands**  
Director of Strategy



**NEW YORK CITY**  
**Employment & Training Coalition**





Economic Mobility for All Young Adults

**JobsFirstNYC creates and advances solutions**

that break down barriers and transform the systems supporting young adults and their communities in the pursuit of economic opportunities.



**SkyHive**

Unleashing Human Potential


**SkyHive leverages the world's most powerful skills intelligence**

to analyze labor markets in real time, democratizing access to opportunities so we can all benefit from a more capable workforce and a more efficient global economy.

# Place and context matter for workforce upskilling

Include geographic and industry influences for informed skills matching and strengthened talent pipelines

- Place has a **powerful effect on socio-economic outcomes**
- Geography influences the “**skill shapes**” and **growth of industries**
- **Skills training must *fit* the community** as much as workers must fit the requirements of employers



*“...what predicts upward mobility is not proximity to jobs, but growing up around people who have jobs.”*

– Harvard Professor Raj Chetty  
Opportunity Insights

**Workforce  
development** |

that includes the role of place, the state of industry, the social capital of the community, and the attributes of the individual will maximize effectiveness.



# THE OPPORTUNITY

Imagine being able to build reskilling and upskilling plans for an entire neighborhood...

plans that showcase the skills currency of that community to its residents – and build upon their unique strengths and abilities...

creating direct pathways to higher-wage jobs and laying a foundation for long-term economic mobility.

# SOLUTION: Use data to map a community's skills

SkyHive can align a community's skills footprint to areas of economic growth

- CVs, Resumes
- Online Profiles
- Job Descriptions
- Job Boards & Aggregators
- Government Economic Data
- WEF/OECD Reskilling Data
- Annual Reports
- Online Training Content
- Traditional Edu Content
- MOOCs
- Course Outlines
- Curriculum Documentation
- Patent Applications
- Subject Matter Expertise
- Emerging Studies
- Academic Journals

20 TB of raw data processed daily

1 billion anonymized profiles

1.6 billion job descriptions

150 trillion computations

3 trillion unique combinations

150 countries

**Quantum  
Labor  
Analysis™**

Largest data set

Real-time data

Global data

Ethical AI

**Skills intelligence helps to  
answer four questions:**

1. What are my current skills?
2. How do those skills align to the labor market (now and in the future)?
3. What is the gap between the skills I have and the skills I need?
4. What is the most efficient path to bridge that gap?

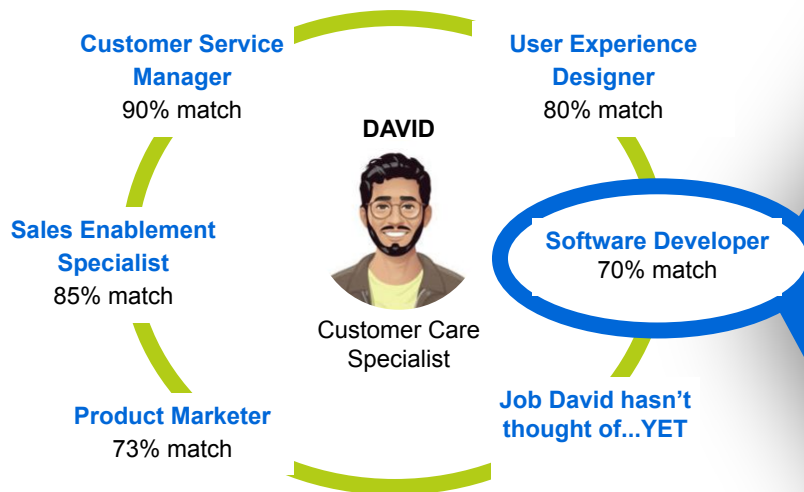
**Skills  
mapping**

creates a system of intelligence for workforce that can anticipate labor demand shifts in the economy and connect jobseekers to employment

# Help jobseekers make informed decisions

Skills mapping provides users with the strongest possible path to economic mobility

## From Customer Service to Software Development



Jobseekers can't be what they can't see

SkyHive reveals viable career paths that might get overlooked

Helps expand (or narrow) the focus of jobseekers in ways that align to real-time labor demand

Supports skills-based and equitable hiring practices with employers

# Constructing a *common language* of skills

Skills intelligence helps communities align efforts and gain agility in a turbulent economy

- **Adaptability** is critical to success in the future of work
- By mapping existing skills and those in demand, **users can adapt more quickly** to labor market shifts
- Skills intelligence supports **data-driven decision making** around what to do more of / do less of / do differently
- Using **skills as a shared language** helps the workforce ecosystem align efforts
- **Michael's story**

*"SkyHive's automated skills assessment supported our students in identifying comprehensive training and jobs with livable wages to advance their careers, showing **the power of tech in bridging the gap between current and needed skills and mapping skills that are transferable to other jobs and sectors** for growth and economic mobility."*

Daniel Diaz  
Executive Director



**East Side House**  
**SETTLEMENT**

# Skills mapping improves workforce outcomes

Systems change centers the individual and is responsive to community and industry needs



## Individual

### Skills awareness = adaptability

Identifying one's skills, how they connect to jobs, and which are needed to advance increases the agility and mobility of jobseekers.



## Community

### Addressing “skills deserts”

Aligning training to local needs and strengths keeps vulnerable populations from being left out of job growth.



## Industry

### Overcoming skills shortages

Workforce programs responsive to the skills needs of industry encourage employer partnership and increased hiring.

## Insight |

Aligning workforce programs to the unique skills footprints of the communities they serve **provides residents with the strongest possible path to economic mobility.**

# Every community can benefit from skills mapping

- Join JobsFirstNYC and SkyHive in connecting New York communities to greater career and economic mobility through the power of skills intelligence.
- For more information about JobsFirstNYC and SkyHive:



[www.jobsfirstnyc.org](http://www.jobsfirstnyc.org)



[www.skyhive.ai](http://www.skyhive.ai)

Scan to express interest:





# A Conversation with NYCETC's Leadership

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**Annie Garneva**

She/her / @adventuringon  
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**Angela Pinsky**

She/her

Google NY/ @angelapinsky

# Post-Pandemic Economy and Skills for the 21st Century

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**Angie Kamath**

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New York University /  
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**Matthew Klein**

He/him / @mattklein\_  
Robin Hood /  
@RobinHoodNYC



**Angela Pinsky**

She/her / @angelapinsky  
Google / @google



**Merrill Pond**

She/her  
Partnership for New York City  
/ @Partnership4NYC



**Ben Max**

**Moderator**  
He/him / @TweetBenMax  
Gotham Gazette /  
@GothamGazette

## Solution: Bridging the College-to-Career Gap through Mentorship and Foundational 21st Century Skills

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**Kilsys Payamps-Roure**

She/her

Braven / @BeBraven

 @nycetc\_org

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# BRIDGING THE COLLEGE-TO-CAREER GAP THROUGH MENTORSHIP & 21ST CENTURY SKILLS



**BRAVEN**



**NADGEDA MAGLOIRE**  
Spring 2021 Fellow

# NO LONGER A GUARANTEE

Each year, 1.3 million low-income and first generation students go to college.

**Only 30% graduate and emerge with strong jobs.**



**66¢**

## Early Career:

Low-income BA holders **earn only 66¢ on the dollar** compared to high-income peers



**50¢**

## Mid Career:

Low-income BA holders **earn only 50¢ on the dollar** compared to high-income peers

## EARNINGS

\$100,000

\$80,000

\$60,000

\$40,000

\$20,000

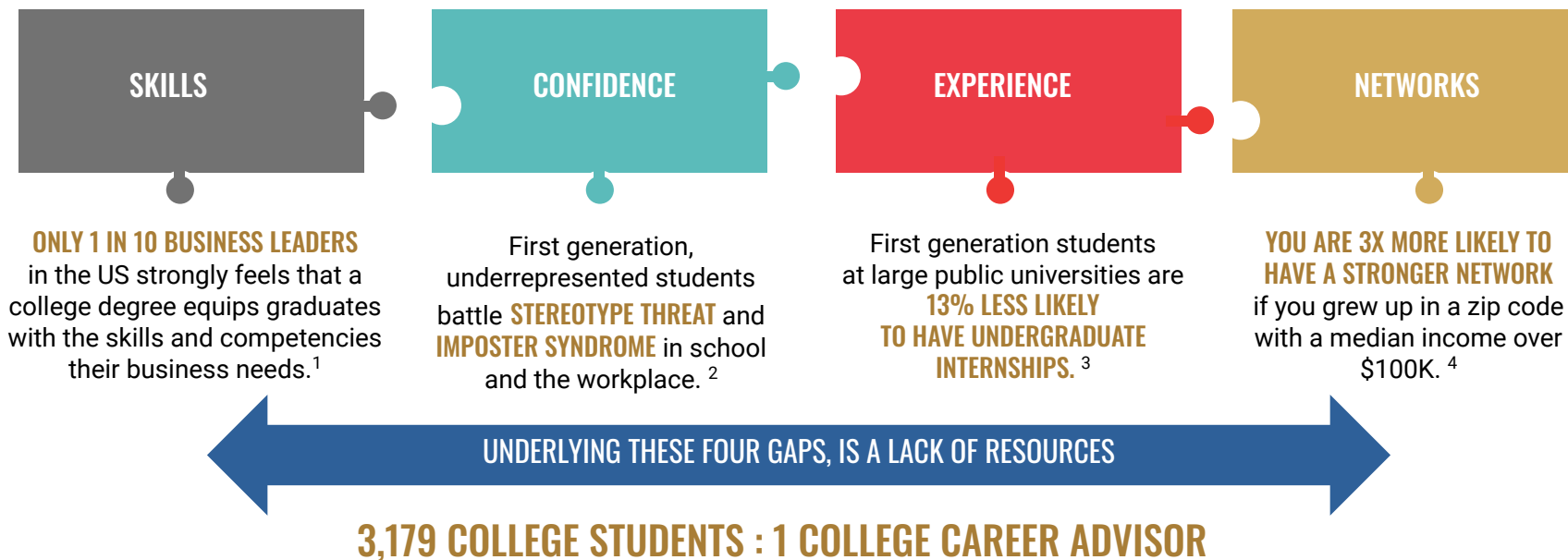
25 27 29 31 33 35 37 39 41 43 45 47 49 51 53 55 57 59 61

AGE

- BA & Above \$49,000 for a Family of 4
- BA & Below \$49,000 for a Family of 4
- HS & Above \$49,000 for a Family of 4
- HS & Below \$49,000 for a Family of 4

# THE 4 ACCESS GAPS

Current systems aren't set up to help students build critical skills, confidence, experience and networks:



<sup>1</sup> Gallup Poll, <sup>2</sup> Whistling Vivaldi, <sup>3</sup> NACE First Destination Survey, <sup>4</sup> LinkedIn

# NYC LOCAL WORKFORCE ISN'T DIVERSE OR HOMEGROWN

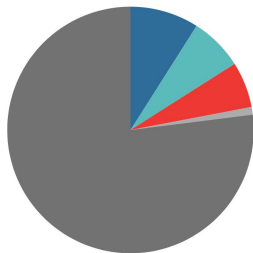
WE'RE AN ENGINE OF  
ECONOMIC OPPORTUNITY...

## Strongest Job Growth in:

- Health Care/Social Services
- Finance & Insurance
- Sciences & Tech

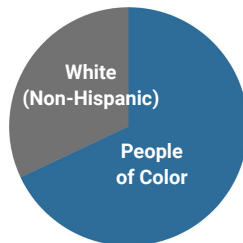
IN DESPERATE NEED OF  
DIVERSE TALENT...

BUT LOSING OUT ON TALENT IN  
OUR OWN BACKYARD.



## Among first, mid and senior level management in Finance:

- White (77%)
- Asian (9%)
- Black (7%)
- Latinx (6%)
- Other (1%)



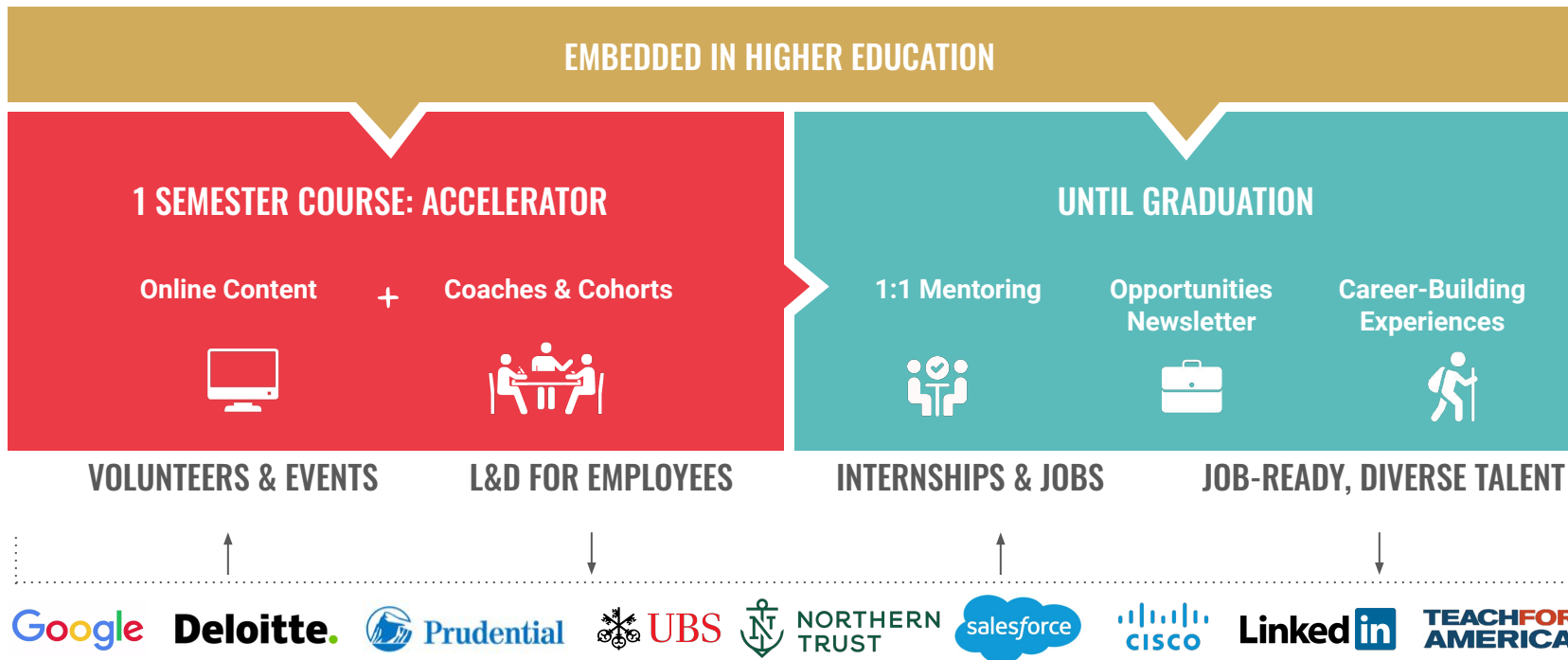
NYC's population is:  
**68% People of Color**  
**32% White (non-Hispanic)**





# THE BRAVEN MODEL

Braven empowers promising, underrepresented young people on their paths to launching successfully in the modern economy.



# 21st CENTURY SKILLS

---



# ACCELERATOR: SCOPE & SEQUENCE

Our mission is to ensure all students who have climbed the mountain to college or grad school **graduate, secure a strong first job**, and are on a **pathway to a meaningful career**. We measure this by the % of our Fellows who secure a strong job or grad school admission within 6 months of graduation.

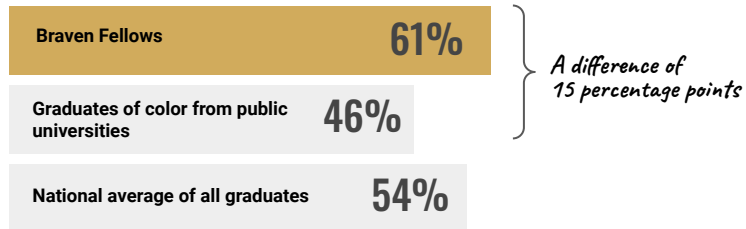




# THE AMERICAN DREAM IN ACTION

In 2021, 680 Braven Fellows graduated from college.<sup>1</sup> **This new class is outpacing their peers nationally in strong job attainment by 15 percentage points (61% vs 46%)** within six months of graduation.<sup>2</sup>

## SIX MONTHS AFTER GRADUATION



## FELLOW DEMOGRAPHICS



55%

**of Braven graduates are already outearning their parents in their very first job out of college.** By comparison, Americans have a 50-50 shot of outearning their parents by age 30.

<sup>1</sup> We have jobs data for 84% of FY21 graduates.

<sup>2</sup> National benchmark estimates are based on data from NACE's First Destination Survey, underemployment research from the Federal Reserve Bank of New York, and the volume Education, Skills, and Technical Change: Implications for Future US GDP Growth from the National Bureau of Economic Research.



**ALEX GENAO**  
Lehman Fellow, Spring '20

# THANK YOU



TANJINA CHOUDHURY  
Lehman Fellow, Fall '20

## Solution: The Emerging Leaders Program - Opening Doors to New Careers for People with Convictions

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**Ed Lucas**

He/him / @elucus

Center For Employment Opportunities /  
@ceoworks

  @nycetc\_org

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# Emerging Leaders Program



Living what's possible

# Andre Blocker







# Program Overview

**The Emerging Leaders Program (ELP) is designed to provide members with training that equips them for employment at CEO or similar organizations**

## Goals



- Boost economic mobility of ELP members
- Respond to feedback for more pay and more hours
- Support CEO teams with additional staff capacity
- “Walk the talk” of Inclusive Hiring



# Key Program Elements

The Emerging Leaders Program (ELP) is a 12 week experience designed to provide members with training that equips them for quality jobs and upward mobility



## On-the-Job Learning

**Activity:** Engage in OJL in one of the ELP “pathways,” incl. Vocational, Transitional Work, Advocacy, IT, Inclusive Hiring

### Time Commitment

3-4 days/week / Approx 20 hours



## General Professional Development

**Activity:** Complete trainings live on “Development Days” and independently on Google Classroom.

### Time Commitment

2 days/week / Approx 7 hours



## Mentoring

**Activity:** Meet 1:1 with a mentor weekly to build relationship and process their ELP experience.

### Time Commitment

1 hour/week / Approx 1 hour



# “Leveling Up” Professionally

Having mastered the CEO foundational skills, ELP members continue to grow



## Job-Specific Skills

Tasks or abilities that members can master and “sell” to new employers



## Mindsets

A set of attitudes and beliefs that will serve members long-term



## Practices

An activity, skill or commitment that members continue to refine indefinitely



# Job-Specific Skills

Preparing Members to be Competitive Job Applicants

- Each pathway has an associated “Skills Tracker” with what the members should have the opportunity to learn & do
- The expectation is familiarity and basic ability; mastery is unlikely in 12 weeks!
- Pay raises are tied to making progress through these skills trackers

On the Job Learning Tracker (Items in <i>italics</i> are in Google Classroom or done by Nation		
	Training/Task	Completed & Meets Expectations
Recruitment & Orientation	<i>Participant Recruitment Best Practices</i>	<input checked="" type="checkbox"/>
	<i>Intake/P2E CORE Training</i>	<input checked="" type="checkbox"/>
	<i>Paycard Training</i>	<input checked="" type="checkbox"/>
	<i>CORE Profile Training</i>	<input checked="" type="checkbox"/>
	Attend a resource fair as a representative of CEO	<input type="checkbox"/>
	Conduct an outreach call to someone who's been referred to CEO	<input checked="" type="checkbox"/>
	"Pitch" CEO to someone unfamiliar with us	<input checked="" type="checkbox"/>
	Present one or more topics in a P2E class	<input checked="" type="checkbox"/>
	Assist with a SNAP enrollment	<input type="checkbox"/>
	Complete a participant intake and document it in CORE	<input checked="" type="checkbox"/>
Case Management for Job Readiness and Retention	<i>Overview of Local Partnerships</i>	<input checked="" type="checkbox"/>
	<i>CORE Crash Course</i>	<input checked="" type="checkbox"/>
	<i>Case Notes Training</i>	<input checked="" type="checkbox"/>
	<i>Job Start Ready (JSR) Assessment and Goals Training</i>	<input checked="" type="checkbox"/>
	<i>Job Coach Overview Training</i>	<input checked="" type="checkbox"/>
	<i>Job Coach CORE Training</i>	<input checked="" type="checkbox"/>
	Conduct one or more job coaching meetings and enter Job Coach service entries in CORE	<input checked="" type="checkbox"/>
	Make outreach calls to participants who missed Transitional Jobs	<input checked="" type="checkbox"/>
	Work with a participant who needs help finding resources in the community; if applicable, enter an outbound referral in CORE	<input checked="" type="checkbox"/>
	Assist a participant with filling out job applications (aka self-directed job search)	<input checked="" type="checkbox"/>
	Recruit and register participants for a hard skills training (ex. OSHA)	<input checked="" type="checkbox"/>
	Complete a Job Start Ready assessment with a participant and enter the data in CORE	<input checked="" type="checkbox"/>
	Conduct a mock interview with a participant and give them feedback	<input checked="" type="checkbox"/>
	<i>Retention Overview Training</i>	<input checked="" type="checkbox"/>
	<i>Retention CORE Trainings</i>	<input checked="" type="checkbox"/>
	<i>Employment Verification Training</i>	<input checked="" type="checkbox"/>
	Conduct a Job Maintenance Assessment (JMA)	<input type="checkbox"/>



## Policy Priorities

# Expanding Programs Like ELP



Increase workforce funding for **stipends** and **supportive services** to support people while they are in training programs.



Expand **eligibility criteria for apprenticeship** programs, and **fund pre-apprenticeship** that facilitates training access to ensure equitable access to opportunities.



Remove hiring barriers and create incentives for companies to **hire job seekers with a conviction history** or who have experienced incarceration.

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Thank You!

## Solution: Partnering for Impact - The Per Scholas Satellite Model

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**Bryan Lozano**

He/him

Per Scholas / @PerScholas

  @nycetc\_org

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## Partnering for Impact: The Satellite Model



# RON DOMINGO



## Location: Staten Island

“I did research during the pandemic looking for a career change in technology and didn’t have the money for training. I found out about Per Scholas but saw they were in the Bronx and Newark, which was cost and time prohibitive. When I found out about the partnership in Staten Island with the JCC, I was so excited.”



# SATELLITE MODEL OVERVIEW



Per Scholas **identifies and selects** training partners



**COMMONPOINT  
QUEENS**  
Community happens here



Partners offer **space and recruit** candidates locally



Jewish Community Center  
Staten Island, NY



Per Scholas **connects** training to partners via blended learning model



**Isaacs  
Center**



Partners **gain** tech sector expertise and employer relationships



**CYPRESS  
HILLS**  
LOCAL  
DEVELOPMENT  
CORPORATION



# CONNECTING THE BOROUGHS



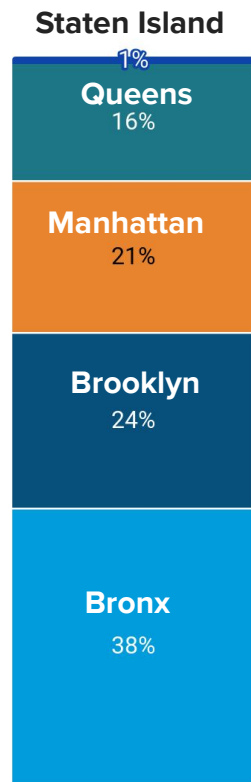
**BROOKLYN**



**QUEENS**



# SATELLITE MODEL IMPACT



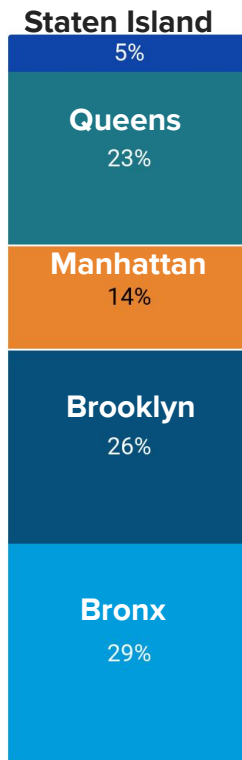
2019

Total Enrollment: 501



2020

Total Enrollment: 398



2021

Total Enrollment: 610

## 85%

of Per Scholas  
students graduate

## 80%

of graduates find jobs  
in tech.

## \$21/hour+

average starting wage  
for Per Scholas alumni



# Per Scholas in NYC | 2022



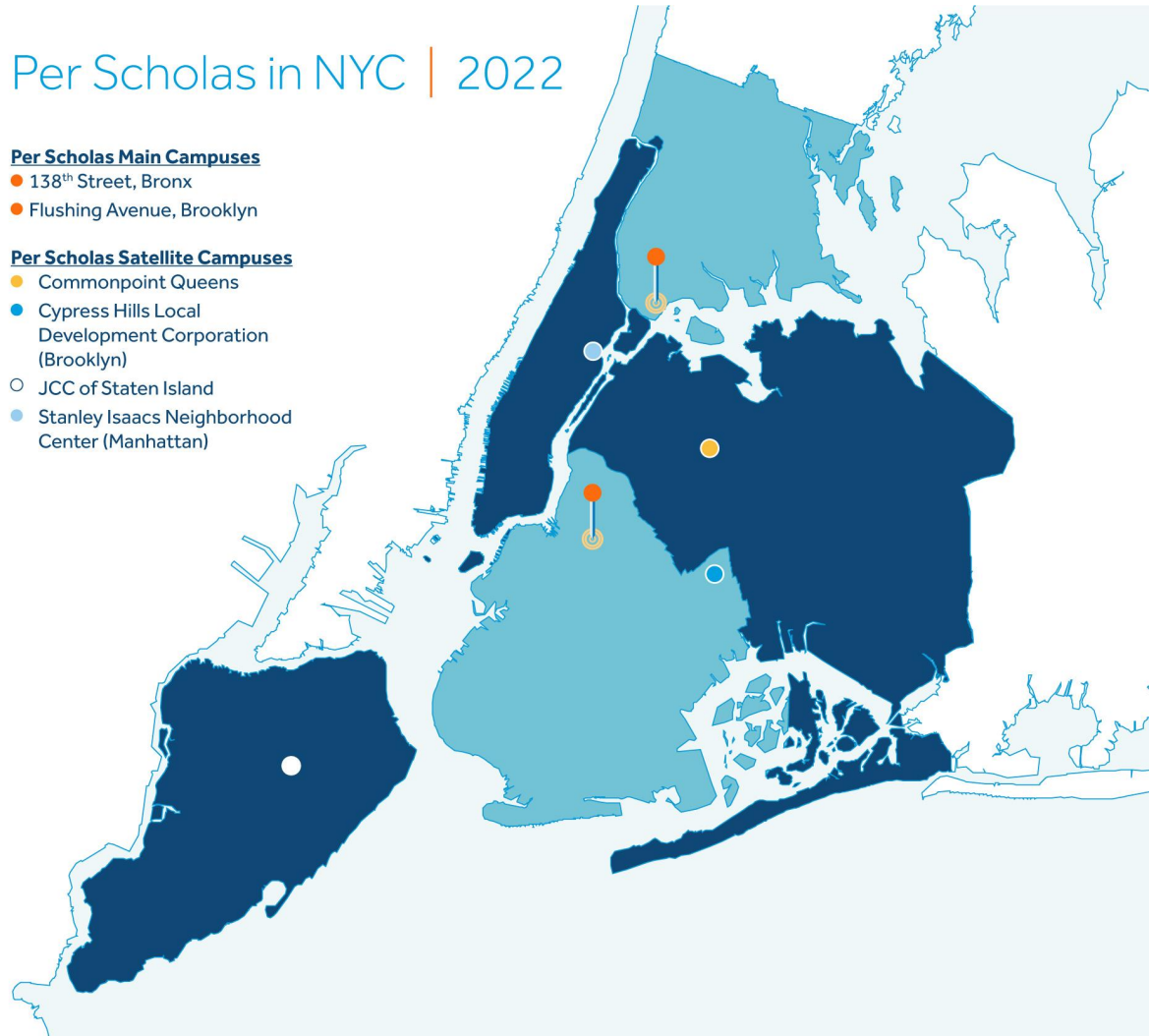
**PER SCHOLAS**

## Per Scholas Main Campuses

- 138<sup>th</sup> Street, Bronx
- Flushing Avenue, Brooklyn

## Per Scholas Satellite Campuses

- Commonpoint Queens
- Cypress Hills Local Development Corporation (Brooklyn)
- JCC of Staten Island
- Stanley Isaacs Neighborhood Center (Manhattan)





# PARTNERING FOR IMPACT

## Partnering for Impact: The Per Scholas Satellite Model

A Barclays and Per Scholas Report



## A Barclays and Per Scholas Report

“People are influenced by what’s around them. It’s interesting how you hear people in the neighborhood talk about job opportunities - ‘the court is hiring officers.’ Now we’re starting to hear kids ask, ‘what’s up with that tech program?’”

- Damion Samuels

**Release Date: 10/18/2022**



# Inclusive Growth: A Strategy for an Equitable Recovery

**NYC** 25  
**ETC** YEARS



**Nikki Evans**

She/her  
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**christian  
gonzález-rivera**

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**Yahshaanyah Hill**

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**Daphany R.  
Sanchez**

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Kinetic Communities



**Mirtha Santana**

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@mirthasantana10  
Housing Advocate



**Angelique  
Molina-Mangaro**

**Moderator**  
She/her / @Angeliquewrites  
NYN Media / @NYN\_media



@nycetc\_org

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## Solution: Making Rezoning Work - Integrating Workforce Development into Land-Use Changes

**NYC** 25  
**ETC** YEARS



**Eli Dvorkin**

He/him / @wetwax

Center for an Urban Future / @nycfuture

 @nycetc\_org

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NOVEMBER 2021



Center *for an*  
Urban  
Future

# Making Rezoning Work

INTEGRATING WORKFORCE DEVELOPMENT  
INTO NEW YORK CITY'S REZONINGS



# Economic Opportunity Indicators in New York City’s Neighborhood Rezonings

Even Before the COVID-19 Crisis, Economic Barriers Were Pervasive

Neighborhood	Poverty rate (population for whom poverty status is determined)	Unemployment rate	Share of adults 25+ with high school credential	Share of adults 25+ with bachelor's degree	Share of people with limited English proficiency	Median household income	Incarceration rate per 1000 adults 18+	Share of people in NYCHA housing	Share of residents ages
AVERAGE FOR REZONED NEIGHBOR- HOODS	27.0%	8.7%	74.7%	24.8%	24.7%	\$42,656	9.0	8.9%	15.3%
NEW YORK CITY AVERAGE	18.9%	6.9%	81.1%	37.4%	23.1%	\$60,762	3.9	4.7%	14%

Recommendations

# Building a Citywide, Neighborhood-Based Workforce Investment Strategy for Future Rezoning

## Solution: The Future is Cooperative

**NYC** 25  
**ETC** YEARS



**Rebecca Lurie**

She/they /  
[@rebecca\\_lurie](#)  
CUNY School of Labor  
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[@CunySLU](#)



**Anh-Thu Nguyen**

She/her  
Democracy at Work  
Institute / [@WeAreDAWI](#)

# The Future is Cooperative

NYCETC Conference

10/13/2022



**CUNY SCHOOL OF LABOR  
AND URBAN STUDIES**  
THE MURPHY INSTITUTE



Democracy at Work Institute  
US FEDERATION OF WORKER COOPERATIVES



Rebecca Lurie

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Community and Worker Ownership Project

**CUNY School of Labor and Urban Studies**



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Director of Strategic Partnerships

**Democracy at Work Institute**



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AND URBAN STUDIES**  
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# The Future is Cooperative

... and ancient...

**Thank the Lenape people for practices that are inclusive and cooperative with all beings.**



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Democracy at Work Institute  
US FEDERATION OF WORKER COOPERATIVES

# All these pressures rain down...

- Low wages
- Exploitative working conditions
- Mis-classification of titles
- Self-employed
- Environmental injustice
- Climate change
- Massive incarceration
- Immigration
- Forced migration
- Poverty
- Pandemic and healthcare
- Gentrification and displacement
- Homelessness
- Intergenerational oppression
- Domestic violence
- Language exclusion
- Gender oppression
- Gun violence
- Racism

**Trauma from it all**



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*Enter workforce development...*

**With a goal to train and place into jobs or upgrade employment...**

**We aim for Good jobs!!**



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AND URBAN STUDIES**  
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# Good Jobs: A Working Definition

## Economic Stability

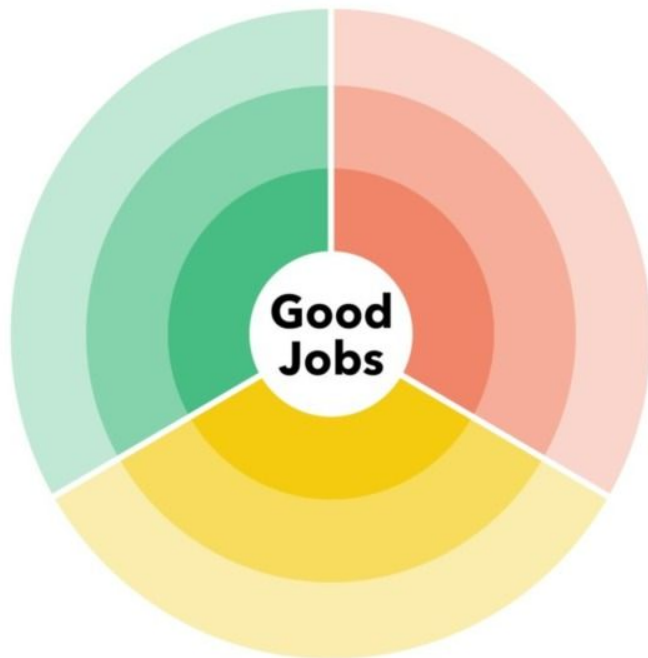
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- ☐ Stable, family-sustaining pay
- ☐ Sufficient, accessible, and broadly available benefits
- ☐ Fair, reliable scheduling practices
- ☐ Safe, healthy, and accessible working conditions

## Economic Mobility

---

- ☐ Clear and equitable hiring and advancement pathways
- ☐ Accessible, paid training and development opportunities
- ☐ Wealth-building opportunities



## Equity, Respect & Voice

---

- ☐ Organizational and management culture, policies, and practices that:
  - ☐ are transparent and enable accountability
  - ☐ support a sense of belonging and purpose
  - ☐ advance DEIA\*
  - ☐ and address discrimination.
- ☐ Ability to improve the workplace, such as through collective action or participatory management practices

\*DEIA: diversity, equity, inclusion, and accessibility

# *Enter workforce development for the 21st century*

Over 40% of the workforce are working as:

- Self-employed
- Independent contractors
- Entrepreneurs
- Off the books
- 1099 paychecks
- Miss-classified
- Zero contributions to unemployment, workers comp, healthcare, pension, etc.

Small business owners who may want to sell their businesses cannot find enough buyers. Incumbent workers can purchase!



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Additional skills for workers creating, framing and organizing good quality jobs.

- Business Skills
- Advocacy Skills
- Organizing Skills
- Cooperative Skills



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# 7 Cooperative Principles



# **Our Solution:      Cooperative skills education and training**

- Bookkeeping
- Marketing
- Dispute resolution
- HR and labor law
- Organizational development
- Facilitation
- Nonviolent communication
- Policy and regulation
- Management
- Collective power and team building



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# **Self-actualization**

desire to become the most that one can be

## **Esteem**

respect, self-esteem, status, recognition, strength, freedom

## **Love and belonging**

friendship, intimacy, family, sense of connection

## **Safety needs**

personal security, employment, resources, health, property

## **Physiological needs**

air, water, food, shelter, sleep, clothing, reproduction



The pandemic shined a light on ancient and indigenous practices, aka survival skills:

## Mutual Aid and Cooperative Enterprises

We can see this response to trauma (and hardship) as ways humans come together to build caring economic exchange.

We can look to apply to business development and workforce training some of these same principles of collective care.

Work can be a place for healing from some of the trauma raining down...

Quality work allows for self-actualization



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Let's see how this works in a franchise-like cooperative model focused on workers with barriers to employment.

A new solution to a common problem.

We need a worker cooperative model that sets up quickly and is accessible to workers locked out of good jobs.

OWNERSHIP NOW for EQUITABLE RECOVERY | DAWI 2021



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# Rapid Response Cooperatives

1.

A mission-aligned partnership designed to meet multiple needs with integrity.



2.

Client contracts with and pays the business, and works directly with owners.



3.

Members are compensated as owners, not employees or contractors.



4.

Cooperative handles billing, payment, bookkeeping, tax filing, member support.



## Learn More:

Democracy at Work Institute (DAWI) <https://institute.coop/>

And you can study at the graduate level in our 4-course certificate:  
Workplace Democracy and Community Ownership at  
CUNY's School of Labor and Urban Studies



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**Democracy  
at Work  
Institute**  
USFWC

# NYC'S Workforce Landscape: Catalyzing a Robust and Equitable Recovery

**NYC** 25  
**ETC** YEARS



**Lowell  
Herschberger**

He/him  
Cypress Hills Local  
Development Corp. /  
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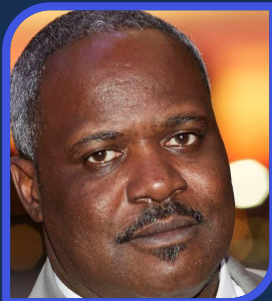
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YouthBuild /  
@YAYouthBuild



**Kevin Tse**

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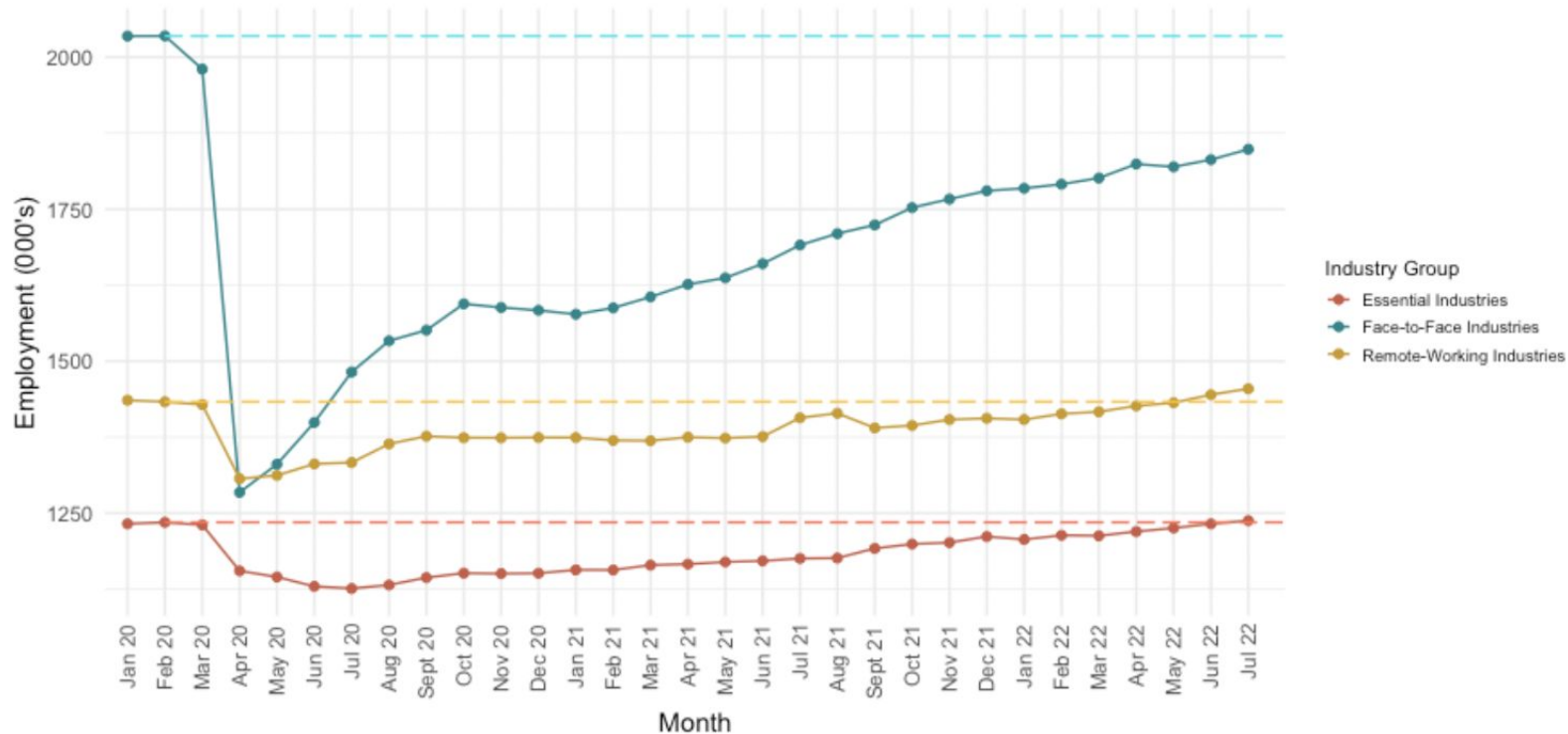
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**Ethan  
Geringer-Sameth**  
**Moderator**

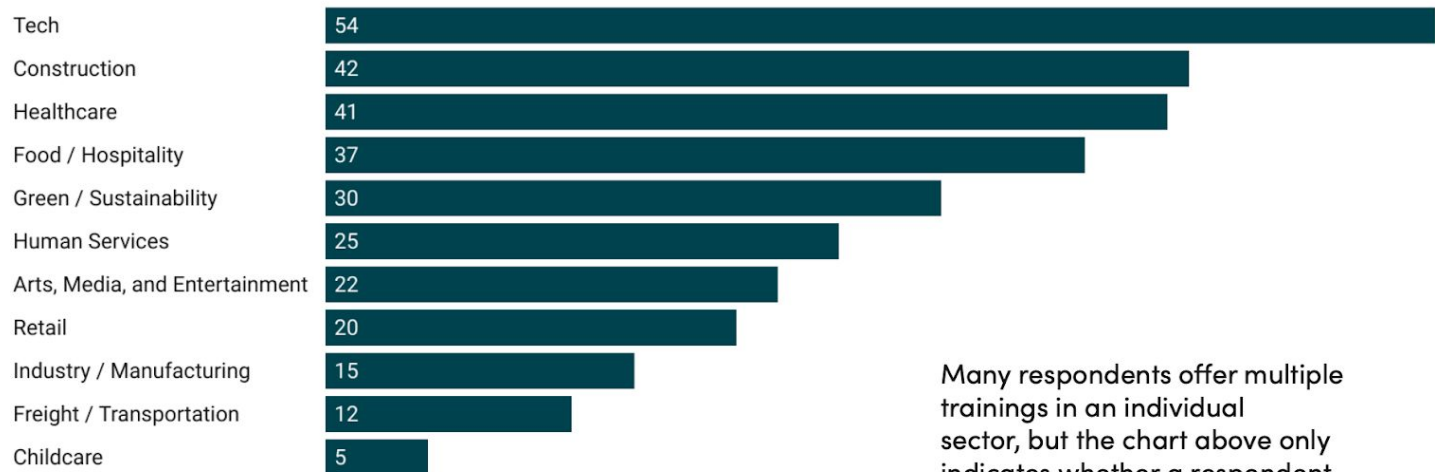
He/him /  
@GeringerSameth  
Gotham Gazette /  
@Gotham Gazette



The Center for NYC Affairs has been tracking 3 broad industry groups since the start of the pandemic.

- Jobs in remote-working and essential industries surpassed their pre-pandemic levels in May/July respectively.
- Employment in face-to-face industries remains **186,500 jobs short** of where it was in February 2020.

# Sector-specific trainings



Many respondents offer multiple trainings in an individual sector, but the chart above only indicates whether a respondent offers at least one training in that sector.



**FIGURE 20. CHALLENGES IN MEETING DEMAND AND RECRUITING PARTICIPANTS FOR PROGRAMS**

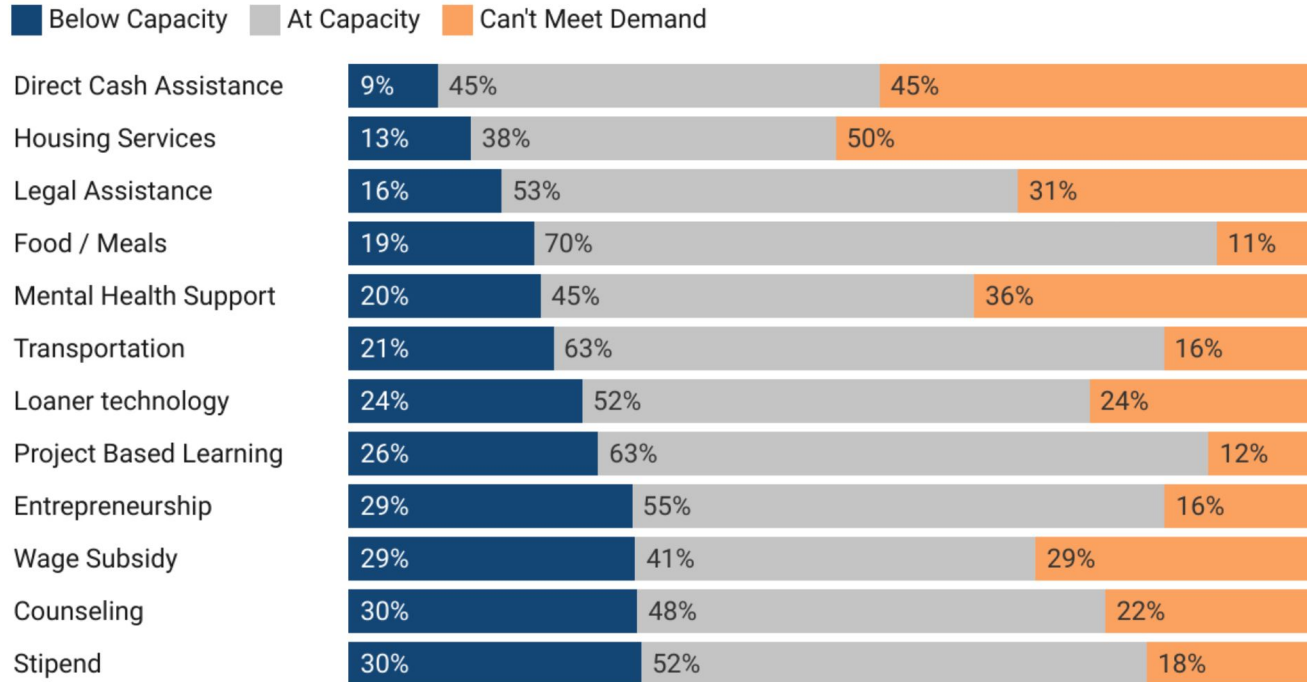
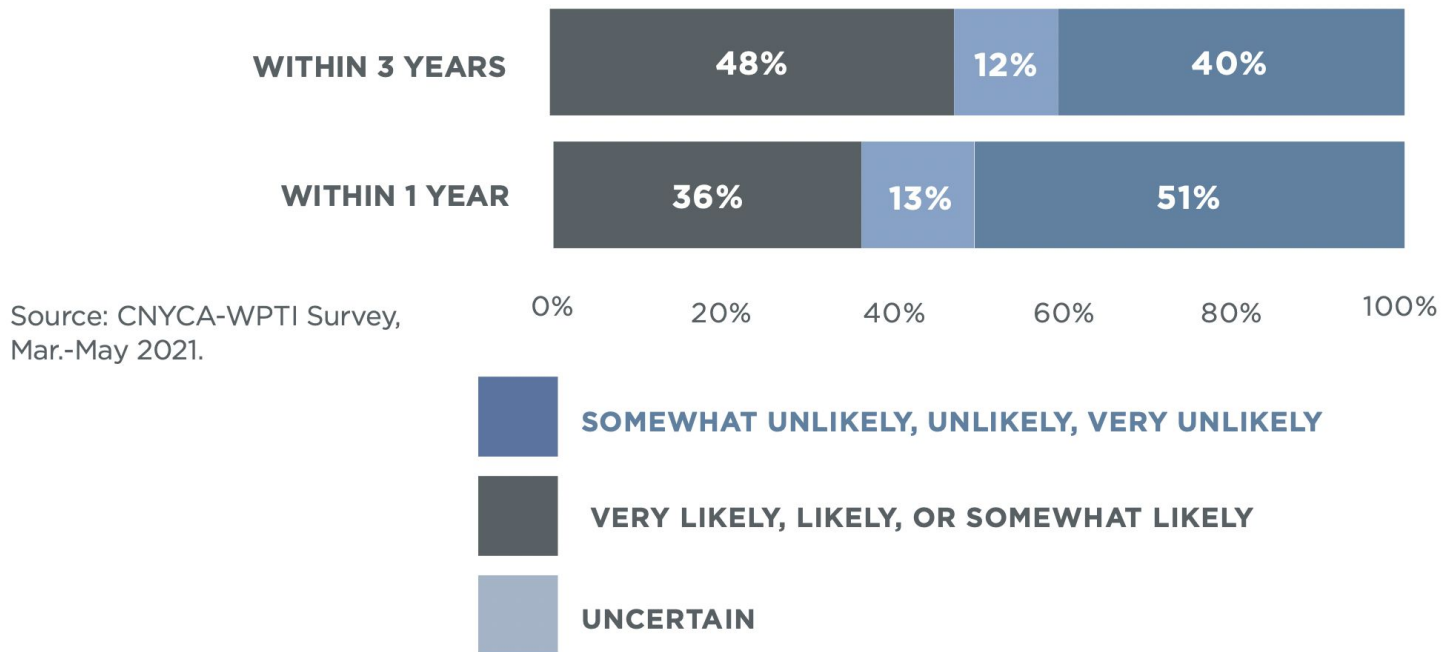


Figure 9.

## FRONTLINE RESPONDENTS CONSIDERING SEARCHING FOR ANOTHER JOB WITHIN 1-3 YEARS



## Solution: Building the Best Peer Workforce - Authentic Interviews for Individuals with Limited Work Histories

NYC 25  
ETC YEARS



**Curtis Dann-Messier**

He/him

NYC Health + Hospitals / @NYCHealthSystem

  @nycetc\_org

#NYCETC2022Conference

[www.nycetc.org](http://www.nycetc.org)

To access live captions please visit:  
[Bit.ly/NYCETCLiveCaptions](https://bit.ly/NYCETCLiveCaptions)

# Authentic Interviews for Peer Workers

Curtis Dann-Messier  
Director of H+H Peer Academy  
Office of Behavioral Health  
NYC Health + Hospitals  
[dannmec@nychhc.org](mailto:dannmec@nychhc.org)



## Who Are Peer Support Workers?

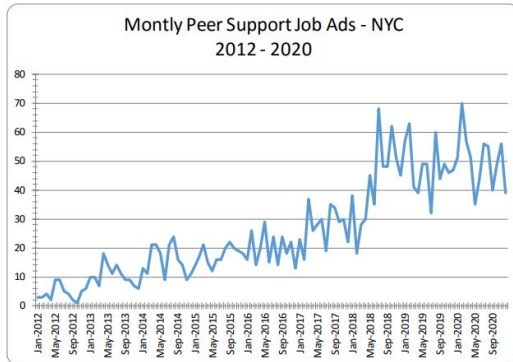
- Peer support workers use their lived experience with mental health or substance use challenges to support individuals on their path to recovery
- This is an in-demand, middle-skill occupation. Workers need industry-recognized credentials, but not a college degree
- There are lots of different titles for this position, including peer specialist, peer advocate, and peer counselor (H+H title)



## The NYC Peer Workforce

- Peer jobs have been growing steadily in NYC. We expect this trend to continue.
- There are 5 peer certifications in NYS, Peer Specialist (Mental health peers) and CRPA (Substance Use peer) being the most prevalent.
  - I started the NYC Justice Peer Initiative to expand this workforce. Housing Peers are next!

Monthly Peer Support Job Ads – NYC  
2012 - 2020



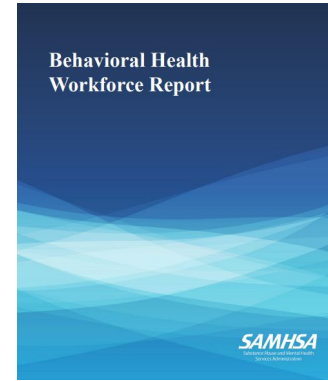
Job Posting by Year

Year	Total Postings
2020	603
2019	576
2018	516
2017	329
2016	235
2015	210
2014	188
2013	126
2012	53
2011	22



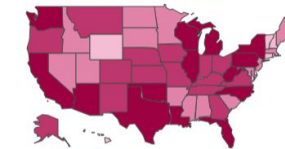
# Why are peer workers in such high demand?

- Peer support makes sense. If you struggle with mental health or substance use challenges, wouldn't you want to talk with someone in recovery to learn how they overcame the same challenges that you're facing now?
- There is a behavioral health crisis in our country exacerbated by COVID, the opioid epidemic, loneliness, famously summarized as deaths of despair and there is a severe shortage in behavioral health workers. Even if we only relied on social workers, there simply aren't enough.



Nationwide, SAMHSA estimates an additional 4,486,865 behavioral health practitioners are needed, including 1,103,388 peer support workers.

Health Professional Shortage Areas by Geographic Area  
Mental Health Professionals



Lowest Highest

Note: Non-shaded areas indicate no HPSAs. Source: HRSA 2018



## Authentic interviews

- When recruiting and selecting individuals with limited work histories, how do you know who will be a good fit?
- Step 1 – Brainstorm the ideal candidate.



## Authentic interviews

- Step 2 – Design a process to evaluate the ideal characteristics



Application – Group Interview – Online classes & HB | In-person classes & internship - Jobs



H+H Peer Academy Cohort

# Authentic Interviews for Peer Workers

- Candidates pair off and answer scripted questions.
  - We assess for listening, empathy, sharing recovery story, and commitment.
- Students pair off and role play actual real scenarios written by current peer counselors. There is no better way to assess someone's ability to do the job, than having them do the job.
- Students work in teams to complete a group art project: What does recovery mean to them, as a group?
  - We assess for teamwork and recovery focus



## Register for the NYC Health + Hospitals Peer Academy

Are you seeking a career with meaning and purpose? Would you like to earn two peer certifications? Interested in interning at a hospital?

Peer Counselors use their experience with recovery from mental health or substance use challenges to build supportive relationships with others.



Apply for this no-cost training and internship program by scanning the QR code or going to this link:  
<https://nychealthandhospitals.surveymonkey.com/r/HHPeerF22>

For more information or to join an info session, email:  
OBHPeerAcademy@nychhc.org

**Deadline to apply: July 22, 2022 Extended to: July 28, 2022**

## NYC H+H Peer Academy Outcomes



- 21 individuals started the first cohort
- 18 individuals graduated
- 14 have been offered positions in a hospital (13 at H+H)
- 23 individuals started cohort 2
- I've used an authentic interview / selection process for a wide variety of positions and programs. It works.

## Authentic interviews

- This process works well for any competitive occupation / program.
- As you graduate / hire candidates and learn about the most important characteristics, you can tweak your process.
- How would you design an authentic interview for cooks, assistant teachers, entrepreneurs or other positions?

smartasset

BY THE 123 NUMBERS

### THE MOST IN-DEMAND JOBS in the U.S.

Rank	Occupation	Percent Change 2015 - 2016		Projected Change 2016 - 2026		Index
		Total Employment	Average Income	Total Employment Growth	Percent Employment Growth	
1	Personal Care Aides	9.0%	4.2%	754,000	37%	100.00
2	Food Preparation and Serving Workers, Including Fast Food	6.5%	3.8%	579,900	17%	94.37
3	Postsecondary Health Specialties Teachers	4.4%	9.5%	60,500	26%	93.76
4	Nurse Practitioners	10.4%	3.3%	56,000	36%	93.15
5	Non-Farm Animal Caretakers	7.6%	3.3%	52,800	22%	90.98
6	Restaurant Cooks	5.8%	4.1%	145,300	12%	90.64
7	Medical and Health Services Managers	5.5%	3.1%	69,800	20%	87.04
8	Information Security Analysts	9.0%	3.0%	28,400	28%	86.02
9	Financial Managers	2.3%	4.0%	108,400	19%	85.14
10	Medical Assistants	3.7%	2.9%	184,600	29%	85.07
11	Producers and Directors	9.4%	4.7%	16,100	12%	84.80
12	Physician Assistants	5.7%	2.8%	39,700	37%	84.67
13	Fitness Trainers and Aerobics Instructors	8.3%	4.4%	29,300	10%	83.85
14	Application Software Developers	6.2%	2.1%	253,400	31%	83.18
15	Cement Masons and Concrete Finishers	6.5%	3.9%	22,600	13%	83.11
16	Construction Laborers	2.8%	3.7%	153,300	13%	82.90
17	First-line Supervisors of Personal Service Workers	7.2%	3.0%	35,900	13%	82.36
18	Physical Therapist Assistants	5.4%	2.9%	27,200	31%	81.68
19	Veterinary Assistants and Laboratory Animal Caretakers	5.8%	3.4%	16,300	19%	81.61
20	Massage Therapists	4.1%	3.0%	37,700	24%	81.55
21	Personal Financial Advisors	2.2%	4.3%	39,300	14%	80.05
22	Medical Secretaries	5.0%	2.1%	129,100	23%	79.65
23	Carpenters	5.9%	3.3%	87,000	9%	79.65
24	Roofers	6.1%	3.6%	16,500	11%	78.22
25	Mental Health Counselors	9.1%	2.2%	31,200	20%	78.15



**Thank You!**

**Do you know someone who would be a great peer worker? Scan the QR code to join our list serv.**



Curtis Dann-Messier  
Director H+H Peer Academy  
[dannmec@nychhc.org](mailto:dannmec@nychhc.org)



## Solution: Unlocking Employment Opportunities for Job Seekers Involved in the Legal System

**NYC** 25  
**ETC** YEARS



**Elena Sigman**

She/her  
John Jay College Institute  
for Justice & Opportunity /  
@JusticeAndOpp



**Kiana Walbrook**

She/her  
Henry Street Settlement /  
@HenryStreet





# Unlocking Employment

How to Partner with  
Job Seekers Impacted by the  
Legal System

# Four Course Modules





## PARTNER ORGANIZATIONS

Legal Action Center  
Workforce Professionals  
Training Institute  
Henry Street Settlement  
Osborne Association  
Women's Prison  
Association

## ADVISORS

Leonard Battle	Nyasha Rivera
Gyasi Headen	Daniel Salemsen
Rebekah Joab	Sabeen Pirani
Sally Friedman	Edward Santiago
Claudia Joseph	Kiana Wallbrook
Colleen McCormack-	Renee Whittick
Maitland	

## Meet the Job Seekers



# For More Information & How to Pre-Register

[bit.ly/unlocking-employment](https://bit.ly/unlocking-employment)



# Solution: Energy Transition Workforce Training Programs



**Beth Offenbacher**

She/her

NYS Energy Research & Development Authority

/ @NYSERDA





NYSERDA Workforce Training Programs  
NYC Employment & Training Coalition – 2022 Conference

**Beth Offenbacher**, Project Manager, NYSERDA Workforce Development

October 13, 2022



## Workforce Development & Training



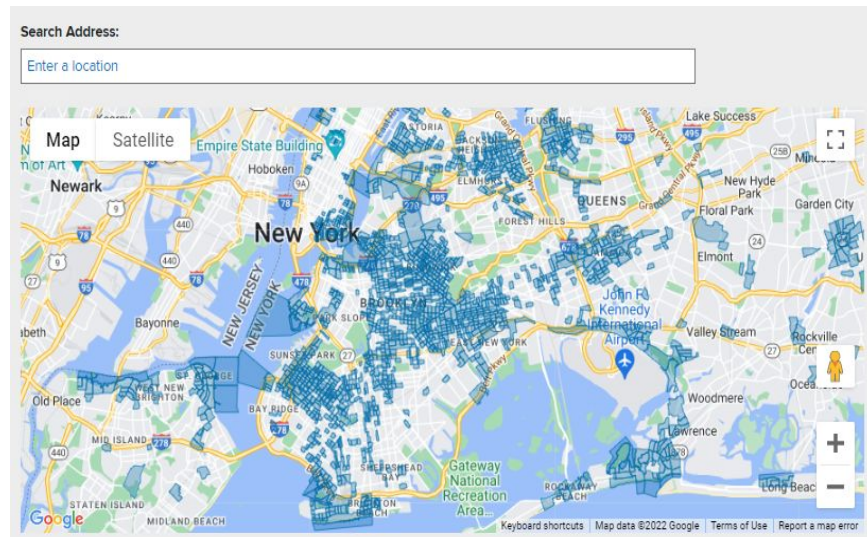
## Equitable Workforce Development

### Investing in residents of **Disadvantaged Communities** and members of **Priority Populations**

#### **Disadvantaged Communities:**

Current interim definition includes communities:

- located within **census block groups** that meet the HUD 50% Area Median Income threshold, that are also located within the DEC **Potential Environmental Justice Areas**; or
- Located within **New York State Opportunity Zones**



[www.nyserda.ny.gov/ny/disadvantaged-communities](http://www.nyserda.ny.gov/ny/disadvantaged-communities)

## NYS Clean Energy Jobs Analyses



<https://www.nyserda.ny.gov/About/Publications/New-York-Clean-Energy-Industry-Report>



<https://climate.ny.gov/Climate-Resources>

# Just Transition Working Group 2021 Jobs Study

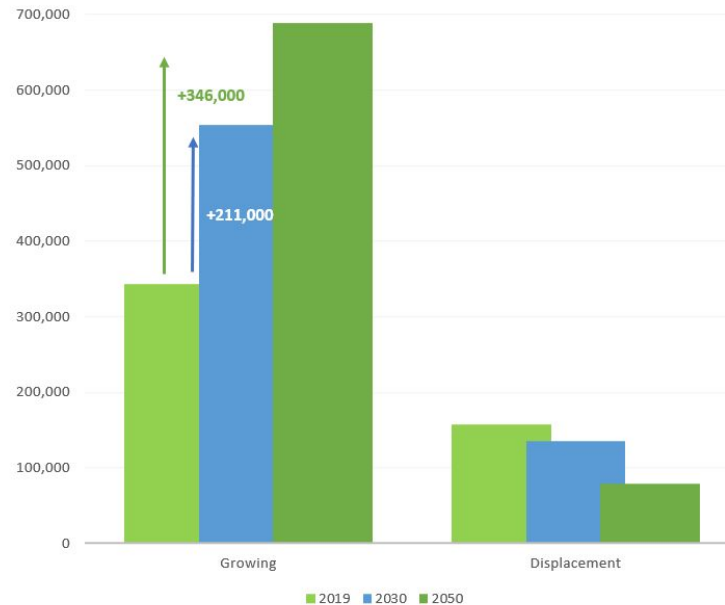
## Key Employment Findings:

## Growth and Displacement

Employment in growth sub-sectors increases by at least **211,000 jobs by 2030**, a 62 percent increase in the workforce from 2019 to 2030.

- Building Electrification (Greater than 114,000 jobs)
- Solar (Greater than 30,000 jobs)
- Advanced Manufacturing (Greater than 43,000 jobs)
- Offshore Wind (Greater than 14,000 jobs)

Employment grows in these sub-sectors by at least **346,000 jobs through 2050**.



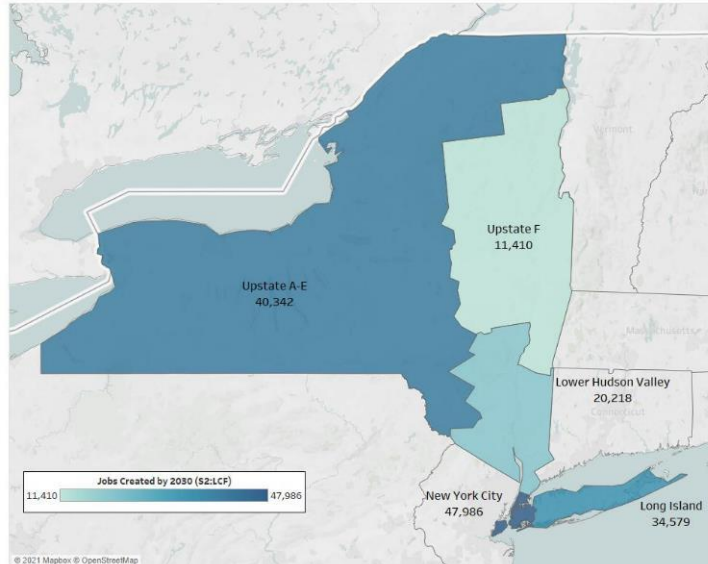
# Jobs Study

## Key Employment Findings:

## Wage & Geographic Findings

### Wage Findings

- 70 percent of jobs added in the growth sub-sectors, from 2019 to 2030, will be in the middle (\$28 to \$37 an hour) or higher (>\$37 an hour) wage paying category.
- 60 percent of jobs lost in the displaced sub-sectors, from 2019 to 2030, will be from the lower (<\$28 an hour) wage paying category



### Geographic Findings

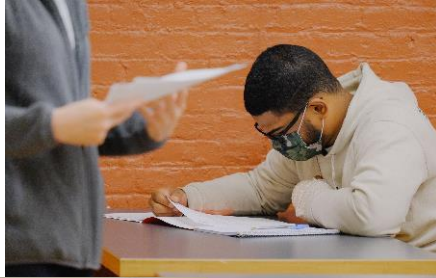
- Net job growth can be found across the state, with each of the five regions experiencing over 10,000 added jobs from 2019 to 2030.



Key Highlights	PON 3981 Energy Efficiency & Clean Technology Training	
Goal	Supports technical training, hands-on learning, job placement, and supportive services for new and existing workers, apprentices, journeypersons, and students.	
Technology Focus Areas	<ul style="list-style-type: none"><li>• Energy efficiency</li><li>• Building electrification/heat pump technologies</li><li>• Insulation &amp; air sealing; smart grid, energy storage</li><li>• High-efficiency lighting, building automation &amp; controls</li><li>• Electric vehicle maintenance &amp; charging station installation</li><li>• Large-scale, land-based renewable energy generation</li></ul>	
Categories	<u>Category 1:</u> Upskilling/reskilling for existing workers and individuals in formal training programs <ul style="list-style-type: none"><li>• Higher NYSERDA funding for qualifying union-led training and pre-apprenticeship programs</li></ul>	
	<u>Category 2:</u> Training for new workers/new entrants to clean energy <ul style="list-style-type: none"><li>• At least 50% of trainees from Disadvantaged Communities (DAC)/Priority Populations (PP)</li><li>• Higher NYSERDA funding if 100% trainees from DACs or PPs</li><li>• Placement in a paid internship, apprenticeship, full-time job or advanced formal training (minimum 80%)</li></ul>	
Impact	46 Projects Funded to date	
	15,000 Individuals to be Trained	
	\$12,700,000 Contracted to Date	



# NYCHA/Fund for Public Housing: NYCHA Clean Energy Academy



**Fund for Public Housing** is partnering with the **NYC Housing Authority** to design and deliver a comprehensive training program that connects academy grads with contractors delivering heat pump installations and maintenance, energy performance contracts and other energy retrofits at NYCHA properties.

- **Target Audience:** 100 NYCHA residents in New York City
- **Curriculum:** Four courses featuring Building Electrification, Energy Efficiency, and Solar Installation tracks, plus Workforce Preparation and Safety & Industry certifications
- **Goal:** Accelerate building decarbonization by developing a custom-trained workforce of individuals from environmental justice communities.

**100**

NYCHA Residents to  
be trained

**100**

from Environmental  
Justice Communities

**3**

New curricula to be  
developed

\*Based on project goals



## Non-Traditional Employment for Women: Green Collar Prep

**Nontraditional Employment for Women (NEW)** prepares, trains, and places women in careers in the skilled construction, utility, and maintenance trades, helping women achieve economic independence and a secure future for themselves and their families. At the same time, NEW provides a pipeline of qualified workers to the industries that build, move, power, green, and maintain New York.



- **Curriculum:** Environmental literacy, sustainability, efficiency, construction
- **Activities:** Hands-on skills training, soft skills workshops, physical conditioning, mentoring/networking with SMEs, site tours, certifications + job/apprenticeship placement support
- **Partners:** Con Edison, National Grid and PSEG, Cushman & Wakefield, the Metropolitan Transit Authority (MTA), the City of New York's Department of Environmental Protection, and 30+ registered apprenticeship programs

**102**

Individuals Trained,  
incl. 100%  
Low-income DACs/PPs

**32**

Interviews Facilitated  
to Date

**8**

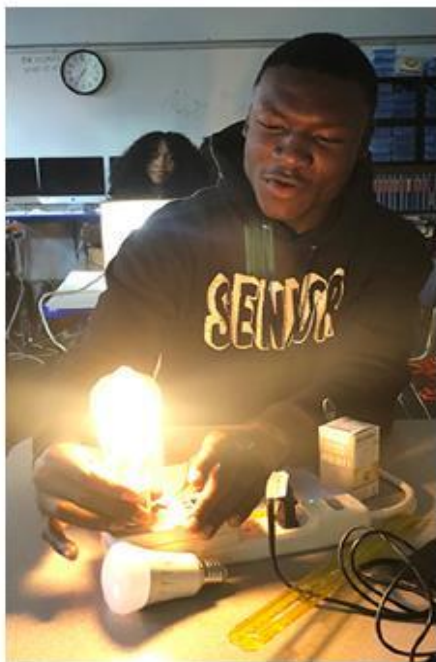
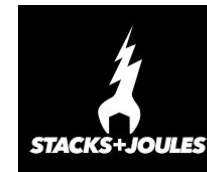
Paid Internships  
Secured

**12**

Apprenticeship &  
Full-time Job  
Placements Achieved



## Stacks+Joules: New Collar Careers in Building Automation



**Stacks+Joules** is a 401(c)3 nonprofit workforce development program that trains NYC high school students in advanced lighting controls, heat pumps, building integration and professional soft skills all towards family-sustaining careers in the burgeoning building automation industry.

- **Partners:** UA Maker Academy, S Bronx Community Charter High School & LES Girls Club
- **Curriculum:** Computer programming, wireless networking, HVAC and lighting controls, and automated building systems
- **Activities:** Technical training, career exploration, hands-on learning, mentorship, credentials

**120**

NYC Youth (113  
Low-Income) from  
High Schools &  
Community Centers  
Trained

**173**

Building Automation  
Industry-Recognized  
Certificates Earned

**96**

Paid Internships  
Secured

**5**

Full-time Job  
Placements in  
Building Automation

\*Based on final report data through Q4 2021

## Current Training Partners



- Andromeda Community Initiative
- CUNY Building Performance Lab
- Energy Economic Development Corp (EEDC)
- Green City Force
- Nontraditional Employment for Women (NEW)
- Resilience Education Training and Innovation Center (RETI)
- Solar One
- Stacks + Joules
- Sustainable South Bronx
- The HOPE Program
- Urban Green Council
- Westchester Community Opportunity Program (WestCOP)
- Willdan Clean Energy Academy
- Youth Action Program & Home ... [and more!](#)



Key Highlights	PON 4000 Clean Energy Internship Program	
Goal	Provides funding to clean energy businesses, organizations, and local municipalities to hire interns for the clean energy sector. Interns may be hired full-time under PON 3982 OJT upon completing their internship.	
Technology Areas	<ul style="list-style-type: none"><li>• Energy Efficiency; Renewable Electric Power Generation</li><li>• Grid Modernization and Energy Storage; Alternative Transportation; Renewable Fuels</li></ul>	
Eligible Applicants	<ul style="list-style-type: none"><li>• <u>Businesses</u>: Contractors, Developers, Manufacturers; Municipalities, Counties; Not-for-Profits, Direct-entry Pre-apprenticeship Programs</li><li>• <u>Interns</u>: NYS residents who are current college students, recent graduates, members of DACs or PPs</li></ul>	
Wage Reimbursement	<ul style="list-style-type: none"><li>• Reimbursement for wages up to \$17/hr, up to 480 hours</li><li>• <b>75-90%</b> of intern wages covered based on company size</li></ul>	
Average Subsidy	<ul style="list-style-type: none"><li>• \$6,500 per intern</li><li>• Up to 30 interns; no cap for MWBEs/SDVOBs</li><li>• Maximum internship term is 480 hours</li></ul>	
Impact		
	450	Businesses Approved
	1,454	Interns Hired
	\$9,400,000	Funding Spent & Reserved



Key Highlights	PON 3982 On-the-Job (OJT) Training Program								
Goal	Provides wage subsidies to clean energy businesses to hire and train workers on the job, enabling them to quickly ramp up to full productivity.								
Eligible Businesses	<ul style="list-style-type: none"><li>• <u>Energy Efficiency and Building Electrification</u>: Lighting; Heating, Ventilation and Air Conditioning; Air Source Heat Pumps; Advanced Building Materials; Insulation and Air Sealing; Other High-Efficiency Products and Services</li><li>• <u>Renewable Electric Power Generation</u>: Geothermal; Solar; Hydroelectric Power, Offshore Wind</li><li>• <u>Grid Modernization and Energy Storage</u>: Smart Grid; Micro-grid; Demand Response Management</li></ul>								
Wage Reimbursement	<ul style="list-style-type: none"><li>• <b>50%-75%</b> wage reimbursement up to \$24/hr for 4-6 months of a new hire's training period.</li></ul>								
Average Subsidy	<ul style="list-style-type: none"><li>• \$8,500 per new hire</li><li>• Up to \$150K for traditional workers; no cap on DACs/PPs</li></ul>								
Impact	<table><tr><td><b>141</b></td><td>Businesses Supported</td><td rowspan="3"><ul style="list-style-type: none"><li>• Bloc Power</li><li>• Energy EDC</li><li>• Gree Mechanical Services</li><li>• Sunlight Energy Group</li></ul></td></tr><tr><td><b>1,100</b></td><td>Individuals Hired</td></tr><tr><td><b>\$6,600,000</b></td><td>Wage Supports Provided</td></tr></table>		<b>141</b>	Businesses Supported	<ul style="list-style-type: none"><li>• Bloc Power</li><li>• Energy EDC</li><li>• Gree Mechanical Services</li><li>• Sunlight Energy Group</li></ul>	<b>1,100</b>	Individuals Hired	<b>\$6,600,000</b>	Wage Supports Provided
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<b>1,100</b>	Individuals Hired								
<b>\$6,600,000</b>	Wage Supports Provided								





**Thank You!**

Beth Offenbacher

[wfinfo@nyserda.ny.gov](mailto:wfinfo@nyserda.ny.gov)

# A Conversation with NYCETC's Founders

**NYC** 25  
**ETC** YEARS



**Virginia Cruickshank**

She/her



**Kathleen A. Masters**

She/her



**Valerie Payne**

She/her / @vwestpayne  
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