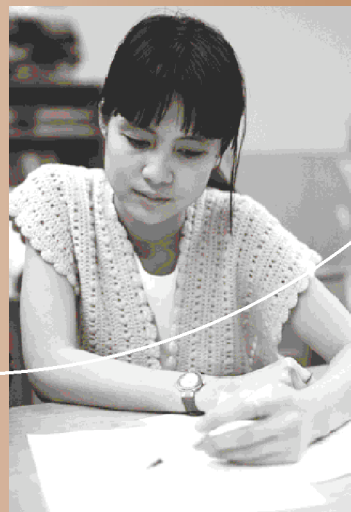


THE TIME IS NOW

Implementing One System for New York City's Emerging Workforce

*A Working Paper
Developed by:
New York City's Young
Adult Task Force*

November 2005



“The Task Force and its report are uniquely valuable to the work of the Workforce Investment Board Youth Council. The broad consultation process behind the report gives us a rich mix of viewpoints, from government, employers and service agencies, and the resulting recommendations touch on all the issues that need to be addressed in fashioning a system to serve our youth, such as resources, program quality, information and data, and the need for coordination. It provides a template that can guide the work of the Council into the future.” – Reg Foster, Chairman, NYC Workforce Investment Board Youth Council, IBM Corporate Community Relations Manager

The Time is Now is dedicated to the memory of Sister Mary Franciscus, founder of “Opportunities For A Better Tomorrow” in Brooklyn. Sister Mary was a friend, colleague, and respected practitioner whose passion, determination, dedication to young people, and humor will be missed.

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Collaboration is an important and necessary strategy but it is not a goal.

The Young Adult Task Force is an ‘ad hoc’ group of public- and private-sector stakeholders representing city agencies, community-based organizations, business, foundations, program providers, and intermediary groups with responsibility for or interest in helping young adults succeed.

Task Force members believe the time is now for New York City to work in concert and commit its collective resources toward ensuring that 25,000 young adults are connected to high quality academic learning, career development, and supportive services within the next 24 months.

This document is based on the collective views and deliberations of the Young Adult Task Force. It was written with the assistance of Neil Kleiman of The Center for Urban Future and William Bloomfield of Civic Strategies.

The members of New York City’s Young Adult Task Force would appreciate your thoughts on the issues *The Time Is Now* raises about New York City’s disconnected young adults and the recommendations the Task Force has put forward.

The Time Is Now is the NYC Young Adult Task Force’s first report in a planned series of occasional papers. If you would like to receive further information about the work of the Task Force, help to support its aims, or have specific feedback, please contact:
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Over fifty influential stakeholders have formed a remarkable public and private sector consensus to improve the economic and career prospects for unemployed young adults in New York City.

This consensus agreement is not just a policy vision of the future or simply well-meaning ‘good intentions’ – it is a framework for immediate and direct collaborative action among a powerful network of nonprofit organizations, public agencies, industry and labor, and private funders to accept joint responsibility for doing what’s necessary to build on, expand, and create job and career opportunities for a growing segment of the ‘emerging workforce’ that has been left behind.

For the first time in nearly 20 years, a core group of public and private leaders has coalesced around the issue of employment for the growing percentage of out-of-school young adults who are *not* likely to earn a high school diploma. This renewed sense of urgency is based on the fact that upwards of 200,000 young adults (16 to 24 years of age) in New York City are disconnected from the main-

stream – not attending high school and ill-prepared for work or higher education; and of that number only a small percentage (fewer than one in ten) receive any substantial assistance.

Although this is not new news, these unfortunate numbers are a direct hit to the city’s economy, which is increasingly dependent on skilled workers at the same time as skilled older workers age-out of the labor force and youth, many of them unskilled, try to enter. While there is an emerging awareness of this issue among public and private sector leaders, and an interest in finding solutions, a greater investment in connecting this growing population to good programs and to employers is needed.



Recognizing that preparing young adults for the increasing demands of today’s workforce is a critical need in the city’s economy, this group of stakeholders – the Young Adult Task Force – believes the time is now for New York City to immediately target a greater share of its collective resources toward preparing those young adults who have not graduated and are unlikely to return to high school or earn a diploma for the future. This report is just the beginning, not the end, of a process that will continue for the rest of this decade and into the next to equip NYC’s young adults for productive citizenship, entry-level jobs, and for those who pursue special skills training and higher education, rewarding careers.

There is no question that finding genuine solutions requires a targeted, innovative, and comprehensive approach using proven models. Getting from here to there is contingent on having all stakeholders be willing to acknowledge that no single institution – public or private – can succeed single-handedly and that everyone needs to play a role in building an inter-connected system for meeting the needs of disconnected young adults.

NYC YOUNG ADULT TASK FORCE RECOMMENDATIONS

The driving force behind each recommendation is the single-minded consideration of what is going to make a positive difference for 16 to 24 year-old disconnected young adults in New York City. The first tangible decision needed from public and private-sector leaders is a commitment to expand high quality community-based, academic learning and career development strategies¹ for 25,000 disconnected young adults in 2007 and 50,000 by 2010 – five times more than are presently receiving services today.

Despite uncertainty about the shifting economy, future funding, and the challenges that lay ahead, the initial step that The Young Adult Task Force recommends is for New York City stakeholders to commit the time, talent and resources to expand the city's program capability at the neighborhood and community level to:

- Prepare 50,000 disconnected young adults (not attending or returning to the public schools) – for entry-level jobs leading to career-paths and long-term economic self-sufficiency;
- Quadruple services at the neighborhood-level to engage, encourage, prepare, and successfully transition these older young adults into mainstream jobs, skills training programs, and post-secondary education;
- Raise program quality and implementation standards for all community/neighborhood-based young adult programs to meet today's labor market needs and industry requirements; and,
- Establish a citywide coordinating and convening model aligned with existing structures, systems, and networks to link multiple stakeholders and sectors together in a systemic effort to expand high quality, comprehensive community/neighborhood-based programs throughout the city.

There is also little doubt that achieving these ambitious recommendations will meet with set-backs, frustration, differences of opinion, and open disagreement. Even so, considering the alternatives, Task Force members believe that there is no time to waste in creating a comprehensive action agenda that connects at least 50 out of every 100 out-of-school young adults seeking a better life to work and learning opportunities that will lead to decent jobs and careers in the city's mainstream economy.

Background

For the past 24 months, a core group of over 50 individuals from major public and private sector stakeholder institutions and organizations spent many hours in intense discussions and small work-groups identifying gaps in the current youth system, learning about new and projected program initiatives by city and state agencies, working through roadblocks and defining bottom-line priorities, confronting assumptions and beliefs, and reviewing research about what works for this population.

¹ Career development strategies include 'soft skills' (e.g.: career exposure and planning, and job readiness) and the 'hard skills' (e.g.: work skills and industry-specific training) that prepare young people for work.

In the research phase, Task Force members discovered that while various research, policy, and program entities arrived at the same conclusions about the problem, little information was available on effective solutions at the scale needed in NYC.² With all the data and history in mind the Task Force hammered out a blueprint for putting in place a coordinating and collaborative mechanism for community-based young adult initiatives with the aim of reducing programmatic fragmentation, establishing common quality and implementation standards across institutional boundaries, and a more coherent approach to funding it.

The goal at this point is not to talk more but instead, to implement high quality, comprehensive, and intensive services for disconnected young adults at a scale large enough to make a difference for individuals and to the economy of the city.

This ‘ad hoc’ coalition is built on a number of new partnerships and a growing atmosphere of collaboration within the city around better supporting young adults. The bold agenda presented here is an entirely unprecedented effort for New York City and it won’t be easy to accomplish. It will require discipline to stay focused on the big-picture and common goals. It will also require that flexibility be built into the strategy in order to overcome the inevitable hurdles, rather than being distracted, becoming polarized when confronted with competing options, or getting diverted from the important task at hand.



We know from experience that small, collaborative steps are critically important in getting things started, building confidence, and making a real difference in the short-term. The front-end work to build a common agenda, authentic trust, and momentum are necessary prerequisites in order to create the platform to connect these young adults to the economy and in doing so help New York City maintain its unique place as one of the world’s great cities.

Better preparing young people for long-term employability in local labor markets throughout the city will require public agencies, institutions, elected officials, community leaders, and private funders work in concert to make the most of their capabilities, skills, and unique roles in the city structure to create and sustain an innovative, aggressive, multi-layered across-the-board effort. Most importantly it will require the full participation of employers – private sector and nonprofit, and particularly small and medium businesses in the community – the critical partners in any workforce development strategy. Given the broad attention and initial support that the Task Force recommendations have received the larger, more comprehensive program efforts are within our grasp.

This working paper is a roadmap for how to get there.

²Ronald Soloway, Ed. “New York Foundation Conference on Youth: A Policy Perspective.” Center for Policy Advocacy Research. February 1984.

The problem of unemployed, out-of-school young adults

The numbers alone speak volumes. Recent census data show that over one million 16-to-24 year-olds live in New York City – 12.5 percent of the city's population. Among those are more than 200,000 older disconnected youth who are out-of-school, unemployed, and without sufficient literacy and/or job skills. A 2005 report by NYC's Community Services Society (CSS) represents the most recent assessment of "inactive" young adults who are not in school and not working.³ Using the Current Population Survey CSS found that New York has a far greater share of youth who are disconnected than the national urban average; 1.7 times more disconnected urban youth (16.2%) than the nation as a whole (9.3%). They include drop-outs, young people coming out of jail, foster care youth and those who have been 'pushed out' of the public schools.⁴

An earlier study by Northeastern University's Center for Labor Market Analysis also cited New York City as having the most out-of-school, out-of-work young adults of any city in the United States.

Most New Yorkers would be troubled by the idea that we can write off such a large group of young people. – Senior Policy Analyst, NYC

Number of 16-24 year old out-of-school, out-of-work young adults of the five largest cities, 2001 annual averages

New York	202,000
Chicago	97,000
Los Angeles	88,000
Houston	55,000
Dallas	49,000

Source: Northeastern University Center for Labor Market Analysis, 2001

The number of disconnected young adults has grown since the end of the 1990s boom – between 20,000 and 30,000 of the city's teens leave NYC high schools each year without graduating. Based on reported dropout figures and an estimated 10 percent increase in this population from 2000 to 2005, the number of out-of-school and out-of-work older youth in the city could be in the neighborhood of 240,000 or higher this year or next.

Using data from the Current Population Survey, CSS tabulated how many of the one million-plus 16 through 24 year-old New Yorkers were in-school or in the labor market in 2003. The pie-chart on the next page "classifies these young people into one of four mutually exclusive

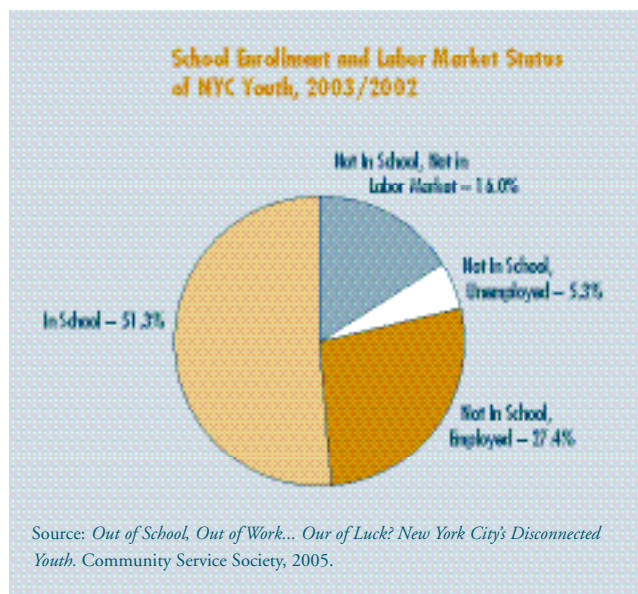
categories. Slightly more than half (51.3 percent) were in school. A little more than a quarter (27.4 percent) were not at school, but were working. A small proportion (5.3 percent) were out of school and unemployed (jobless and actively seeking work). Finally, one-in-six (16.0 percent) was neither in school, employed, nor seeking employment."⁵ While the statistics are not aggregated to show ages within this range, one can assume that the percentage of youth in school drops even more sharply for youth between 18 and 24.

³In January 2005, NYC's Community Service Society reported that in 2003/2002 there were 220,000 disconnected and unemployed young people in NYC – with significantly more males than females.

⁴The term 'push-out' refers to past practices in some NYC secondary schools whereby low-performing high school students or those with too few credits to graduate were encouraged to drop-out.

⁵Mark Levitan. *Out of School, Out of Work...Out of Luck? New York City's Disconnected Youth*. Community Service Society. New York. 2005. The Young Adult Task Force Recommendations are focused on the 22.3 percent of young people neither in school or employed.

Out-of-school young adults, particularly immigrants, African-Americans, and Hispanics lacking education and job skills tend to be locked into the low-end of the labor market through adulthood (low-level sales and services, and laborer/helper/cleaner) with little chance for advancement.⁶ Few earn a salary above the poverty line.⁷



As high as these numbers are, too little has been done over the past fifteen years to plug young adults back into school, skills training, or a job even though there are programs that really work.⁸ The Task Force conducted an informal analysis of locally-based nonprofits serving older youth to determine the number of young people served by both public and private funds. They conservatively calculated that fewer than 10,000 received any services in 2002. The various programs ran the gamut from “tryout” job placements and skill training to G.E.D. preparation and intensive academic coaching to help individuals get back on track to a degree. The best estimate of those served translates into a meager five to eight percent of the young adults who could benefit from career development strategies and employer connections.

This is obviously bad news for New York’s older youth, but it spells trouble for the local economy as well which is facing an increasingly serious and measurable gap in the labor force pipeline.⁹ Today

tens of thousands of low-skilled young people face a bleak future, at the same time as there is a growing skill shortage in a number of industry sectors within the New York workforce. This emanates from three factors – one structural and the others demographic. First, jobs are increasingly demanding higher skills, second; the most skilled workers are retiring and leaving the workforce, third, (and the only one that is potentially reversible) is the high percentage of unskilled and undereducated youth that ‘should’ be filling the first two labor gaps but do not have the skills to do so.

Indeed, the nation is at the front edge of an unprecedented demographic shift in which some 70 million members of the Baby Boom generation – the largest, best educated and most highly skilled age cohort in United States history – will begin to retire in large numbers. At the same time that skilled workers are aging out, there is a youth boom approaching – census projections note that there will be an additional 200,000 youth in the city by 2010.¹⁰ Employers frequently complain that young people are unprepared for the demands of today’s workplace but they also recognize that something must be done about it. Taken together, these major transitions offer both a tremendous opportunity, for young workers to move into well-paying jobs, and tremendous economic and social risk, if we fail to replace the millions of retiring workers with younger workers that have equivalent or better skills.

⁶Andrew Sum, Ishwan Khatiwada, et al. *Paradox of Rising Teen Joblessness in an Expanding Labor Market: The Absence of Teen Employment in the National Jobs Recovery of 2003-2004*. Center for Labor Market Studies, Northeastern University. Boston. 2005.

⁷American Youth Policy Forum. See www.apyf.org/forum/briefs/1997/fb041897.htm

⁸In its 1984 report, *Reducing Youth Unemployment in New York City: The Case for a Fresh Approach*, Interface found services for young people to be fragmented and uncoordinated and there was no city policy or structure to improve the situation.

⁹Youth suffered huge job losses in the 1970’s and have never recovered. In addition older youth have suffered disproportionate job losses since 9/11.

¹⁰In 2000, the U.S. Census Bureau projected a 20% increase in NYC’s youth population by 2010.

In other cities business leaders, government officials and nonprofit executives are recognizing that they need to combine forces to address the workforce needs of their community.¹¹ Nationally, the Ford, Annie E. Casey and Rockefeller foundations are supporting a new initiative called the Workforce Intermediary Project.¹² California is working to implement its *All Youth One System* strategy with more than 50 Youth Councils and a nonprofit intermediary, New Ways to Work. All these communities recognize that they have a vested interest in helping disconnected jobseekers connect with growth areas of the economy.



Key decision makers are coming together

A similar consensus has begun to take root in New York City through the efforts of city officials, nonprofit leaders, corporate executives, and private funders. The focus of New York's consensus is straightforward: increase the employability of New York City young adults by linking them to high quality academic learning, skills and training focused on high-demand and emerging occupations, and then connect them to employers. On the public side, there is an understanding that many city agencies provide similar services for similar groups. Recognizing that more could be accomplished by identifying and connecting these resources the Bloomberg administration has zeroed in on the issues of coordina-

tion and quality in youth services, encouraging agency heads to work together and tackle the core challenges and obstacles in the field from contracting to oversight. The Workforce Investment Board, Youth Board, and Youth Council are discussing ways to link young people to employers through the city's One-Stop Centers, including the possibility of establishing a 'youth one-stop' and other innovative employer connections.¹³ With leadership from City Hall, New York City's youth and education agencies¹⁴ have begun to focus on increasing programs serving youth in after-school programs by assembling disparate public resources and service systems created over decades into a more coherent whole.

Referencing tens of thousands of young adults who have not earned either a high school diploma or a General Equivalency Diploma in his 2005 State of the City Address, the mayor described the situation as a "tragedy and one we must address head on...to give all of our young people an opportunity to succeed." Recently, the administration formed a commission to determine how to expand job opportunities in the construction industry for young adults, and the Department of Education announced a new initiative called "Learning to Work," to help over 5,000 youth earn vocational and educational credentials in the next two years, and link them to career connections in emerging and growing sectors. Additionally, the Department of Youth and Community Development sees self-sufficiency and work readiness as critical elements in realizing its vision for NYC's young people, and

¹¹ This alignment of interests and unified effort is occurring in Philadelphia, San Diego, Baltimore, San Francisco, Los Angeles, and Boston.

¹² Efforts are underway in Austin, Boston, Northern California, here in NYC, and the Commonwealth of Pennsylvania.

¹³ In June, the Youth Board and Youth Council endorsed a Joint Resolution on Disconnected Youth, citing the Task Force's efforts and recommendations.

¹⁴ NYC Departments of Youth and Community Development, and Education

is building education and adolescent literacy components into its portfolio of youth initiatives and long-term plans. The Campaign for Fiscal Equity is looking into increasing in-school services for older youth. Innovative programs developed at City University of New York and New Visions offer additional insight about creating successful models and effective practices that can be expanded.

Over the past five years private funders have invested in a number of organizational capacity building efforts to create multiple routes to self-sufficiency for out-of-school youth and expand and improve the quality of services. These efforts include the Clark and Tiger Foundation supported Neighborhood Youth Employment Program.¹⁵ The Youth Development Institute at the Fund of City of New York has spearheaded the Young Adult Capacity Initiative (the city's largest privately funded effort) and United Neighborhood House coordinated the start-up and expansion of new programs for young adults through the Neighborhood Youth Workforce Development Program in settlement houses across the city. United Way of New York City is preparing to launch "New York Works", a major citywide effort supported by City Council.

"The work of the Task Force clearly lays out the challenge of building a comprehensive and accessible citywide network of quality employment services for disconnected young adults. This vision has been instrumental in helping UNH reassess how we and our member agencies might most effectively contribute to creating this network." — Ken Walters, Director, Membership Services, United Neighborhood Housing Services

Private foundations are leveraging their investments in New York City workforce programs through joint funding and by setting common priorities. A group of influential funders, including the New York Community Trust, The Clark Foundation, J.P. Morgan Private Bank, The Tiger Foundation, the Rockefeller Foundation, and the Altman Foundation has organized itself under the umbrella of the New York City Workforce Development Funders Group.

Over the past three years, this relatively new assembly of over 25 funders has pooled their expertise and resources on projects of mutual interest. First, they have supported the Fund for the City of New York's Youth Development Institute to integrate youth development principles and outcome measures in WIA funded youth programs. Second, they retained SEEDCO to work with youth and workforce development agencies to strengthen their financial management systems and business practices. In 2003 the funders worked with the New York City Department of Small Business Services to support the Workforce Innovation Fund. The first initiative of this Fund is to support new collaborative sectoral employment programs in the health care and aviation sectors as prototypes for a more systemic approach to bridging the gap between the needs of employers and job seekers. Additional projects in this direction are being considered.

These and other local efforts demonstrate a growing understanding that for all young adults to be successful there needs to be more high quality coordinated interventions at all levels.

¹⁵See *Final Report on the 3-year Neighborhood Youth Employment Program*, September 2003 (available from The Clark Foundation).

As the number of early-school leavers has grown over the past 40 years, an array of out-of-school programs have been established that aim to help out of school and unemployed young adults that are in danger of leaving school to continue their education and prepare for a career. The programs span a range of activities.

Education-focused programs attempt to get young adults back into high school once they've dropped out, graduate them, or help them successfully obtain a G.E.D. Workforce-based programs teach specific work related skills aimed at getting young people jobs in an industry, for example construction, finance or healthcare. Youth development programs foster strong continuous relationships between youth and adults, along with a range of transformational life-skills, and opportunities to exercise leadership and independence – crucial components in reconnecting young people to the mainstream. Underlying all of these programs is a goal of improving young people's transition to adulthood and preparing them for long-term employability.

How what's available now is falling short

A number of public and private funders support youth development, 'recovery' and employment programs but overall, these efforts don't add up to nearly enough.¹⁶ At the same time as the number of disconnected young adults is growing, the public investment in older youth programs declined. Federal dollars, traditionally the lion's share of financial support for this population, are at their lowest level in decades.¹⁷ And during the 1990s, private foundations that had previously supported programs for older youth shifted their funding priorities to school reform efforts and after-school programs for younger populations, further reducing the resource base. As a result of public and private disinvestment there simply aren't enough community-based programs to serve the current number of disconnected young adults.

Beyond the lack of funding is the issue of program quality and standards. While there are significant examples of excellence in this field, there is a lack of implementation and oversight standards and insufficient investment in program leadership, management, and staffing. As a result, the quality and capacity of provider agencies varies tremendously. Far too many community-based programs are not fully aware of how their local labor market works, what jobs are in demand or what skills are required, nor are program services sufficiently comprehensive or intensive enough to enable disconnected young adults to successfully compete for limited entry-level positions against more experienced applicants.

Compounding this unevenness is a lack of community-based referral-networks and virtually no coordination or genuine collaboration among programs and stakeholders. Without an interconnected system in-place, employers are not consulted about current entry-level job requirements, and agencies rarely ask for help or share information and expertise to ensure that their program model is sound or cohesive, and that they are providing up-to-date information and services. These and other known implementation gaps will need to be filled well in advance of 'scaling up' community-based services for the thousands of young adults who need them. There is no time to waste.

¹⁶Reviewing existing data, Civic Strategies estimated that 10,000 young adults participated in these services in 2002 and less in 2002 and less in 2003, 2004, and 2005.

¹⁷New York City's share of Workforce Investment Act funds also show a downward trend – declining 22% from a high of \$45,013,764 in PY2001 to \$35,095,172. in PY2005. Overall federal funding has dropped from about \$15 billion in the late 1970s to about \$3 billion today, See *One Third of a Nation: Rising Dropout Rates and Declining Opportunities*. Paul Barton, Policy and Information Center, *Education and Testing Service*. February 2005

A roadmap for improving education and job preparation services for out-of-school young adults

Having fewer than 100 out of every 1,000 unemployed young adults receiving academic learning and career development services is an economic and socially detrimental position for New York to be in.

The Task Force proposes a straightforward plan:

- *Increase capacity* in programs targeting young adults;
- *Improve the quality* of these programs; and
- *Boost the coordination* of programs and organizations working with ‘disconnected’ young adults.

This means making a firm commitment to serving a much larger proportion of young adults and holding those participating in this effort to a rigorous set of standards.

Increase Capacity:

The **first** step is committing to increase the number of young adults presently served by 200% and enrolling 25,000 16 to 24 year olds who are not in-school (and not going back) in high quality programs by 2007. The **second** step is identifying the specific work readiness needs of employers in both traditional and emerging economic sectors, putting a compelling ‘package’ of services and supports together, and gaining the confidence of all stakeholders by executing the plan on-time and on-target. This can be done by creating a strategic compact between program providers, government, foundations, labor, and private sector businesses to invest in NYC’s young adults and then by tenaciously focusing on achieving the agreed upon outcomes. To accomplish this ambitious agenda, providers will need to become more accountable for results, government will need to create flexible and supportive policies and pay for it together with other funders, and businesses will need to provide pre-employment exposure, internships/work experience, and access to job opportunities.

Young adults continue losing ground in today’s economy “At the same time that the dropout rate is increasing and out-of-school education and training opportunities are dwindling, the economic status of young dropouts has been in a free fall since the late 1970s.” — Paul Barton, Education and Testing Services

A **third** crucial step toward creating this system is to quickly increase the number of high quality programs and the space available within existing programs so that more young adults can be served. Given the huge unmet need for these services, Task Force members feel that in order to make a significant dent in the high numbers of disconnected young women and men, current program capacity must be quadrupled within five years.

Many federal, state and local funding sources support programs that help young adults obtain a G.E.D. and job skills and to find work. In some cases, those funds can be better used. Improving the coordination and streamlining the reporting requirements of different funding sources that support similar or even the same programs is a cost-neutral approach that should be considered. Aligning the government bureaucracies that oversee spending can also be pushed further. The Task Force’s goal of enrolling 25,000 young adults in high quality programs by 2007 translates into more than \$100

million dollars (assuming an average per participant cost of between \$4,000 and \$8,000) to provide the range of coherent and comprehensive services required to prepare this segment of the emerging workforce. While it would be naïve and irresponsible to underestimate the challenge of raising large sums of money for disconnected young adults, a well-respected community leader stated that while \$100 million was a big number, it is not unrealistic or unattainable if it results in cost-effective solutions for what, to date, has been an intractable problem for the city.¹⁸

This is not a call for just pouring more money into a needy system. By boosting the number of qualified entry-level workers, employers benefit from lower recruitment and training costs and higher productivity, and more New Yorkers earn wages to spend on goods and services (young adults with associate's degrees earn \$6K to \$12K more than high school dropouts and there is a 70% difference in earnings between high school and college graduates). Government benefits from reductions in public assistance and other interventions, including various social costs: medical care subsidies, cash and in-kind transfers to support individuals and their families, incarceration and criminal justice system costs, and reduced incidents of poverty, dependency, and homelessness.¹⁹

The following two recommendations focus on improving quality and coordination to generate some additional dollars immediately and ensure new funds are well spent.

Improve Program Quality and Participant Outcomes:

Operating guidelines and quality standards for all program providers must be established as part of any expansion plan. To that end, Task Force members call for the implementation of clear and concrete performance measurements for the multitude of programs in the city serving older out-of-school young adults. The success of programs should be judged based on whether the participants successfully complete a core curriculum leading to three critical and interconnected outcomes and can demonstrate their newly acquired skill-set by:

- Earning an education credential (e.g., G.E.D., Regents diploma);
- Becoming proficient in the critical 'soft' skills all industries and employers now require and in key career and life-skill competency areas (e.g., career development, workforce readiness, day-to-day self-sufficiency, citizenship and social skills);
- Enrolling in and completing an academic development/career preparation program from an accredited post-secondary institution (e.g., certificate, associates or bachelors degree); and finding a good job that might lead to further advancement, additional training, higher wages, or a long-term career.

Task Force members recognize that a differentiated approach is best and that each and every out-of-school young adult is not starting out in the same place or has the same interests. Program models and services need to be flexible because every participant will not be involved in the same activities and will not advance at the same pace or rate. Therefore, the outcomes cannot be mutually exclusive— young adults will achieve one or more of them at different times based on their individual needs and capabilities, motivation, and goals.

¹⁸Twenty years ago, CityWorks' (a NYC coalition focused on youth employment and education) annual budget was in the range of \$10 to \$12 million of tax-levy dollars. Recently Boston's foundation community has leveraged private and public dollars by combining forces with city and state government to create a \$15 million pool of funds to help low-wage adult workers.

¹⁹Andrew Sum, Ishwan Khawiwada, et al. *Paradox of Rising Teen Joblessness in an Expanding Labor Market: The Absence of Teen Employment in the National Jobs Recovery of 2003-2004*. Center for Labor Market Studies, Northeastern University. Boston. 2005.

Rigorously pursuing these standards citywide will make it possible to reduce dramatically the number of directionless young adults as well as evaluate and improve program quality. This can be done while also responding to the diverse range of young people's skills, interests and backgrounds. For example, there can be no "one size fits all" approach to programs or evaluation. Readiness criteria and assessments need to be built into program practices and become part of the graduate's new résumé and/or college application, which might include portfolios, recorded presentations and demonstrations, internship evaluations, and job simulations.

One possibility is the Workforce Readiness Credential project under development by two subcommittees of the New York State Workforce Investment Board (SWIB). If adopted, this valid and reliable national, portable credential will provide youth and adults with a standardized legal and defensible way to document their work readiness skills to employers.

Imagine what might be possible if operating guidelines and quality standards for program providers were built around these outcome standards, prompting organizations to improve how they recruit, hire, and support qualified staff, how they manage fiscal and administrative operations, and how they provide services on a day-to-day basis. Standards and progress benchmarks would serve to advance sound, innovative and rigorous program models, and provide existing and new program providers with the impetus to upgrade the professionalism of their staff and services, enabling more participants to achieve positive outcomes. Higher standards provide funders and employers with clear proof of success.

Increase coordination and connectedness:

Greater coordination and alignment is crucial to this entire effort – it will benefit youth and their families through easier access to information and services. Those running programs will have new resources and tools to reduce the barriers to success, help those they can help and send those they

can't to the right place. This level of coordination and institutional connectedness can only be accomplished by expanding and strengthening the capacity of New York City intermediary organizations and establishing a neutral and sophisticated structure to oversee the entire effort.²⁰

This does not necessarily necessitate creating a new organization. The last thing needed is another layer of bureaucracy. Instead, Task Force members are calling for a convening and coordinating structure to outreach effectively to businesses, city government, and foundations, broker key partnerships amongst public and private leaders, and provide technical support and assistance to all organizations involved in assisting young

adults. While it is not yet determined whether one or more existing organizations have the capacity and interest in fulfilling this role, the Task Force is clear about its mission. The pressing question is who will step into this role and what is the most effective way to do it over the long-term?



²⁰The work of the Intermediary Network (INet) offers concrete examples of how this array of functions are accomplished in other cities, <http://www.intermediary-network.org/>

This convening and coordinating structure envisioned by The Task Force will fulfill several important functions that will improve young adult services including:

- *Represent the system to employers and to the public.* This will be done by establishing genuine partnership relationships with employers and employer groups, K-16 education and other postsecondary institutions, community-based and proprietary organizations. This body will also engage in a city-wide communication/marketing campaign to increase public awareness and garner support from a range of key audiences, diverse constituencies, and communities in all five boroughs.
- *Function as a central convening and information-gathering body.* There needs to be one place offering up to date, reliable information about existing programs, new approaches and effective practices. This might be done through a ‘virtual’ information technology structure, linked to key public and private agencies with responsibility for older teens and young adults and to community-based organizations and other engaged partners. Having this central function would make it easier for those groups concerned with youth employment policy, such as the Youth Council and Youth Board, the Interagency Coordinating Council, and private funders review the recommendations and incorporate the underlying principles into their oversight of existing and new funding streams.
- *Coordinate and cultivate mutually beneficial working relationships.* The ongoing sustainability of this effort requires keeping the momentum going by organizing and coordinating stakeholders to work together on citywide and more focused neighborhood initiatives, facilitating cross-sector/institutional relationships, identifying mutual priorities and brokering sustainable and beneficial relationships among the various stakeholders as the need arise, and staying focused on achieving scale and reliable outcomes.
- *Collect current data.* Every stakeholder needs to know the current conditions in NYC for young adults borough-by-borough. That data can be used to assist organizations providing services to tailor those services to actual needs.
- *Identify effective practices.* Data assessment and outcome standards will encourage wider use of those practices proven to work. This structure will provide ongoing opportunities to test the efficacy of different types of services, program models, and innovative approaches. Knowing ‘what works’ makes it possible to better advocate for the routine adoption and institutionalization of proven breakthrough solutions. The structure would also maintain a user-friendly information system that produces real-time program data and intermediate evaluation reports to enable providers to continually manage performance and measure their long-term impact.
- *Provide technical support and assistance.* This function is universally needed by policymakers, funders, organizations that design and operate programs, and those that intersect with young adults and agencies. This needs to be done in part by formal training and intensive ongoing coaching to embed sound program standards and proven implementation methods into day-to-day practice. Increasing peer-to-peer support can expand existing forums and start new networks where sub-sets and groups of stakeholders can listen to, discuss and debate, and learn from one another’s experiences and knowledge as colleagues.

A PRAGMATIC PROGRAM APPROACH

Connecting thousands of New York City's out-of-school and unemployed young people to community-based programs is achievable by 2010 if public and private-sector stakeholders commit the necessary time, talent, and resources to creating coherent and comprehensive program models that provide young adults with literacy, basic academic skills, and supportive services necessary to turn their lives around and to meet employers expectations in today's changing labor market. This requires:

- Upgrading the design and delivery of services based on proven practices, rigorous performance expectations, cutting-edge curriculum, and measurable outcomes;
- Recruiting qualified professionals with the skills, experience, and credibility to work with New York City's disconnected young adult population; and
- Increasing the capacity of community-based providers to build stable, professional, and accountable organizations with the capability to scale-up services without a decline in quality, and the leadership to effectively manage and support staff in doing so.

'The Time is Now' for policy-makers, city agencies, funders, employers, and program providers to work in concert so that thousands of disconnected young adults – a growing percentage of the city's emerging workforce – will have a fighting chance to gain the critical knowledge, competence, and confidence to make connections to decent jobs and careers, thus improving their lives and the lives of their family, and become contributing members of New York City's diverse economy.

"In order to serve disengaged older youth/young adults more effectively in the future, partnerships should be encouraged between community-based organizations and youth employment agencies. CBOs would do the outreach and connect with the youth. They would provide the initial soft skills, literacy assistance, G.E.D. preparation, education/career counseling, social services and referrals to child care, health and housing. The CBOs would then refer the participants to youth employment agencies with training programs that best suit the participants' interests, whether it be for example office skills, graphic design or medical billing. The purpose of such a partnership is that quality training would be delivered within a broader context; young people would have more options and be able to make more informed choices about their future; their obstacles could be better met; and the limited funding for these activities would, hopefully, be more efficiently distributed and result in better outcomes for youth." – Laurie R. Dien, Senior

Program Officer, The Pinkerton Foundation

PRELIMINARY TASK FORCE FRAMEWORK FOR DISCONNECTED YOUNG ADULT PROGRAMS

Performance Expectations for NYC Program Providers

- Young adult program providers will develop and deliver program services that:*
- Promote high expectations for all young adult participants
 - Initiate and follow-through with direct services or referrals to remove obstacles to participation and successful program completion
 - Provide a safe, caring, and engaging environment
 - Develop and deliver rigorous, relevant and consistently high quality, curriculum, skill-building activities and supportive services
 - Provide appropriate connections to families and significant others
 - Offer young adults a range of opportunities to serve their community now and in the future
 - Work with community and citywide stakeholders to access resources, services, technical assistance, and operational/administrative support as needed

Core Curriculum and Essential 'Program' Elements for Young Adult Multi-level Program Models

Core curriculum and essential program elements are drawn from proven program models and best practices:

Academic development

- ESOL, financial literacy, conversational/workplace English, numeracy
- Basic skills
- A.B.E./G.E.D. preparation
- Awareness of post-secondary training and higher education options

Career development

- 'First job'/intermediate job readiness and life skills
- Vocational/technical and workplace training to industry standards
- Work experience/workplace learning
- Entrepreneurship and self-employment options

Youth development

- Connection to adults role models/mentors
- Self-reliance and resilience
- Balancing day-to-day life demands
- Commitment to responsible citizenship, sense of community, and positive peer networks

Case management and ongoing supportive services

- Life/social skills assistance
- Counseling, mentoring, and advocacy (healthcare, housing, transportation, childcare, financial, legal, etc.)
- Crisis management
- Follow-up, referral, and access

Measurable Completion Outcomes for Graduates

Attainment of academic credential

- G.E.D.
- Post-secondary certificate and/or A.A./B.A college degree
- Career-technical certification
- Continuing education credits

Sustainable employment

- Job/career plan and readiness skills
- Public-private sector opportunities
- Entry-level or career-track employment
- Self-employment

Other outcomes

- Self-sufficiency and interpersonal skills
- Sense of belonging
- Career awareness and career planning
- Citizenship and community connection
- Ability to negotiate professional, social, and community systems



This Task Force report is asking for a big lift – for business, government and nonprofit leaders to join together in a major effort to move struggling young adults onto a solid career track.

This document is not a policy report but a framework for direct action. Top leaders in New York City have come together to find common ground, develop an action agenda, and produce this document. While collaboration is an important and necessary strategy, it is not the goal. The goal of serving 25,000 young adults over the next two years is the target the Task Force has set before us all. Yes, we need buy-in, plans, more capacity – and additional funding. Yes, we need to be cognizant of what's been effective in the past, what's already in the policy pipeline, and we must build on it. Yes, there are many initial activities that can start to make an important difference. But without the public and political will to rethink existing efforts, consider alternatives, and generate resources to implement these recommendations now, it is a given that the headline of tomorrow will scream out that New York City has failed to invest in its 'emerging workforce' because it failed to act in time.

“As New York City seeks to create greater linkages and better alignment between workforce and economic development, it is becoming increasingly important that we actively engage out-of-school young adults through coordinated, effective programming. The Brooklyn Chamber understands the opportunities small businesses can provide for young people. We also recognize the value young people can bring to these companies. Working together we have a truly historic opportunity to create a system that can effectively prepare and link young adults to the labor market, while simultaneously meeting the needs of emerging sectors in our local economy.” –

Randolph Peers, Vice President for Economic Development. Brooklyn Chamber of Commerce

There is great power in mutual accountability. Now, the circle of leadership must be broadened to determine who can and should take responsibility for different component parts, create and enforce new accountability measures, overcome policy and structural impediments to action, and commit the human and financial resources that will spur the economy and put this and future generations of young adults into NYC's vibrant job market. Nothing less will do.

IMAGINING FUTURE SCENARIOS

Similar efforts in other cities have focused more narrowly on reducing juvenile crime, improving foster care services, dropout prevention, and youth employment, but no city has taken on the scale or scope of New York City's Young Adult Task Force recommendations.

Taking immediate and decisive action to act upon the Task Force Recommendations is the most important next step and also the most difficult because it involves leadership, change, and risk. The challenge is significant, the stakes are high, and no one has all the answers. Bob Granger, president

of the W.T. Grant Foundation, points out that it is possible to make a genuine difference for this population as long as the high numbers “don’t paralyze people.” The problem is big, but Granger thinks that it is possible to tackle this issue and gain significant ground.

Because of the sheer size and complexity of the city, it is difficult to imagine how a citywide effort would work. The good news is that one doesn’t need to start from scratch. Even though there are program and quality gaps in the existing system there are also excellent and effective models, capacity-building efforts, and structures already in-place and operating. What’s needed now is to use these recommendations to connect the dots and build on what is already taking place throughout the city.

Expanding Existing Community Models

Historically, community-based programs have faced operational and resource challenges without sufficient support. Imagine the possibilities if the recommendations were implemented over the next 12 to 18 months? With additional funds, larger facilities, qualified staff, stronger labor market links, and aggressive community outreach, both established and new programs could become more stable and build capacity to increase the number of young adults they serve each year.

"Now What...?" a program of Good Shepherd Services is one of the city's best examples of a flexible wrap around case management support system built into a variety of community based employment and education services. It is designed to mobilize and sustain disconnected young adults (17 to 22 year olds) and keep them focused and engaged as they wrestle with the inevitable ups and downs that come with changing attitudes, old habits, and learning new skills. "Now What...?" programs have worked with over 500 young adults and has a solid track record of delivering measurable results over five years. Good Shepherd Services is currently operating three program versions of the "Now What...?" model in The Bronx.

The New Heights Neighborhood Center serves young adults in Manhattan’s Washington Heights neighborhood. New Heights is a relatively new program that has successfully adopted best practices from a number of disciplines to better address the range of social, emotional, academic, and pre-employment needs that surface as these young adults begin to re-connect and put their lives together.

The Door is one of the most unique and innovative models that provide comprehensive and integrated services among existing service systems. Founded in 1972, over two hundred disconnected young adults over the age of 16 are involved in The Door’s academic and career development efforts every year. Each year, over 7,000 young people come to The Door for primary health care, health education, counseling, legal services, tutoring and homework help, college preparation and computer classes, job placement, daily meals, arts, sports and recreational activities.

Brooklyn’s St. Nicholas Preservation Corporation, in Williamsburg/Greenpoint, is home to “YouthWorks”, an innovative community-based model that aims to provide basic academics and G.E.D. instruction, work readiness and occupational skill development, combined with a unique childcare career-track option that offers young adults training and practical work experience. “YouthWorks” teaches young adults to overcome personal roadblocks that can get in the way of future success. As of January 2005, 131 young adults have completed “YouthWorks.”²¹

²¹The Youth Development Institute/Fund for the City of New York. *Infocus*. Vol. 2, No. 1. January 2005.

Recognizing that long-term program success depends on a coherent vision consistent performance, solid partners, and a personalized approach with young adults, the expansion process would need to be carefully designed, structured, and implemented to retain the unique character and program elements of these and other effective models.

In addition to increasing the capacity to serve more young adults, there are systemic benefits from expanding proven community-based programs:

- They have expertise around program development, service delivery, management and staff support that new and even existing programs can learn from.
- Expansion creates opportunities for others to collaborate with organizations having special expertise without the higher cost associated with building in new program components from scratch.
- Having several ‘anchor programs’ throughout the city might lead to systematic cost savings through joint technical assistance, sharing data analysis services, cooperative social service referrals, and sharing operating expenses among several providers.

With a commitment of three to five years, it would be possible to develop and expand ‘anchor programs’ throughout the city and enroll and graduate thousands of disconnected young adults each year.

Building Real Networks with More Capacity and Expertise

The Task Force recognized early-on that there simply were not enough community-based providers with the experience and expertise of working with this population to produce the results needed in the future. The Task Force recommendations call for rigorous implementation standards, more coherent services and a comprehensive, integrated approach that connects academic learning needs with job readiness and career development with the aim of engaging, educating, and preparing young people for the demands of today’s job market.

One way to leverage the expertise of successful programs and providers is to organize and support provider networks that provide the kind of training, technical assistance, and peer support needed. There are NYC networks that do address these capacity issues and could do so much more. For instance:

- The Fund for the City of New York’s Youth Development Institute (YDI) runs the “Young Adult Capacity Initiative” (YACI) which provides training and support for 13 youth organizations and schools to embed youth development into program philosophy and activities. Increasing the number of agencies in their network would enable YACI to broaden and deepen the youth development training process.
- YDI works together with SEEDCO to provide business plan development, youth development training, and technical assistance to 8 WIA contractors. With funds to increase citywide capability with other agencies, YDI and SEEDCO could further leverage the work of both organizations.
- United Neighborhood Houses (UNH) represents 36 settlement houses and community centers throughout the city. By linking their members’ existing employment and support services with organizations having expertise in literacy, workforce readiness and career planning, UNH would fill critical service gaps and strengthen the city’s workforce development network in neighborhoods

where the needs cannot be met by a single organization. A UNH model could demonstrate how innovative strategic partnerships can make quality comprehensive services more accessible to young people where they live.

The practical effect of bridging organizational boundaries through planned collaboration would increase the capabilities of every provider to serve more young adults with higher quality programs. For example, a structured capacity building strategy will:

- Create a set of effective practices that are being used in NYC that can serve as working examples and a ‘learning lab’ for existing and new programs;
- Build an ongoing information network to disseminate training material and advice to program providers, e.g.: supporting line-staff, recruiting young adults, engaging employers, literacy and workforce readiness curriculum and instruction, case management, support services, and the like.
- Strengthening the ‘field’ as a whole by increasing the talent pool of program leaders, instructors, and counselors with the commitment and skill-set to establish successful programs for young adults.

Using ‘Best Practices’ to ‘Grow’ New Community-based Providers

Recruiting existing organizations with a track-record – to provide services to thousands more disconnected young adults – is far more cost-effective than building one from the ground-up. While some young adults have no difficulty traveling within or even between boroughs to get the services they need, others don’t have the confidence or comfort-level to seek out programs outside their neighborhood. Practically speaking, more providers need to be created or recruited in the neighborhoods in which these young adults live. New York City has effective CBOs and other agencies in just about every neighborhood but for whatever reason, many of these organizations have not yet offered academic or career development services for young adults. Assuming that these agencies are willing to consider adding services for disconnected older adolescents, next steps include:

- Establishing a steering committee including the agency director, the board president, and Task Force representatives to determine agency interest, capabilities and resources, and develop a game-plan for expanding.
- ‘Anchor’ programs – such as The Door, or “Now What...?” and other experienced Task Force members could assist in reviewing ‘best practices’ and help develop the most appropriate model, and prepare the staff to implement it successfully (e.g.: training, technical assistance, and progress reviews).
- Other key organizations (e.g.: city agencies, Chamber of Commerce, labor unions, local employers, colleges, and other CBOs) could assist in increasing the capacity of the agency to meet citywide and government performance standards (see Task Force recommendations). These collaborative efforts might include: resource development, sharing administrative/program services, recruiting and training staff, referring young people, employment services (e.g.: internships, skills training, pt/ft job placement, career planning, business enterprise, etc.), and evaluating progress.
- Within a six month period, services could be put into place, and linked with a broader network of providers and collaborators from multiple sectors: all with the same goal to assist young adults.

Thus, existing CBOs can use ‘best practices’ and ‘anchor’ program models to expand services significantly to young adults, with the following benefits:

- Well-run CBOs and agencies will have a shorter ‘learning curve’ than starting a new organization from scratch and will be able to hit-the-ground running.
- New providers will have access to proven education and employment models and will not have to create a new curriculum, staff training, implementation procedures, and the like.
- Resources would be used more efficiently and effectively.
- Collaborations will emphasize the skills and abilities of different stakeholders to improve results.
- More disconnected young adults will receive the level of attention and quality services they need in their neighborhood. Both groups will benefit from a targeted expansion throughout the city.

Engaging Local Employers Borough-by-Borough

Getting employers to participate in career development programs for youth is a challenge. They are leery of getting involved in activities that take time away from their business objectives. And there is an uneasy understanding between nonprofits and employers. This can be frustrating to public sector and community-based agencies which are often more focused on social service outcomes than workforce goals. Without the active involvement of corporations and small and medium businesses, there is little potential to meet the employability needs of NYC’s disconnected young adults, now or in the future.

The first priority is getting many more employers – large corporations and (mostly) small/medium businesses – to consider helping. This is much easier to accomplish when an organization with the respect and trust of both constituencies brings everyone to the table. For example:

- The Brooklyn Chamber of Commerce is interested in recruiting and supporting Chamber members to: 1) collaborate on a workforce readiness curriculum (e.g.: the Work Readiness Credential project of the State Board) that meets industry standards, introduce young adults to Brooklyn’s unique labor market, and gives them the pre-employment tools to succeed on-the-job; 2) become a mentor to young adults, 3) provide work experience, internships, and entry-level employment to qualified young adults. Partnerships with other Chambers, trade associations, or business groups in other boroughs can use this same model.
- The Youth Council and Youth Board plans to convene a series of meetings with employers, CBOs, government, and funders to share ideas and explore how to work as partners and collaborators to support these and other efforts. Facilitating a dialogue with labor and industry leaders on how to build a stronger private sector constituency on behalf of NYC’s young adults is an important and necessary step.
- The One-Stops throughout the city could develop with providers a solid referral system to community-based programs for disconnected young adults who need pre-employment services to be successful.

The Task Force is convinced that working with the Workforce Investment Board and business to create mutually beneficial partnerships is crucial to:

- Convincing the business community – particularly those sectors likely to hire young adults – that investing time and resources will build a stable and qualified workforce over the next decade and that they will see a return on their investment;
- Showing that the public and nonprofit sector has the capability to deliver solid programs that consistently meet the changing needs of NYC’s employers;
- Enabling disconnected young adults to access both traditional and emerging industry employment opportunities, and more importantly, the hidden job market;
- Connecting these young adults to NYC’s broader economic and workforce development agenda, which can lead to future job opportunities with career potential; and
- Proving that securing jobs for disconnected young adults is a viable and important economic development strategy for New York City.

The most powerful cement in society is created by common values, mutual interests, and a sense of common destiny.

The group that came together to produce this report is a mix of senior executives and principals of nonprofits, foundations, government agencies, and business who saw the need to completely re-think youth employment programming. This effort was originally convened in 2003 with support from The Clark Foundation, which made a formative grant to Civic Strategies²² to identify key stakeholders and assess the potential for such a group. Since then, additional funding for the Task Force’s action phase has been provided by Brooklyn Chamber of Commerce, IBM, JP Morgan/Chase Foundation, W.T. Grant Foundation, and United Way of NYC. Institutional support has also come from the Department of Youth and Community Development in providing a forum to discuss the preliminary recommendations at their 2004 youth conference, the Community Service Society, and United Way of NYC for co-sponsoring Task Force Briefings.

Task Force members agreed that if they didn’t devote the energy needed to sustain the effort, it would cease to exist. Civic Strategies conducted interviews, gathered research, convened briefings, and facilitated a series of frank discussions among individuals and organizations that care about young people regarding the long-standing need to better address young people who leave school without the skills they need for working and for adult life. The group assessed and documented the education and pre-employment needs of young adults, reflected on the results of city policymakers’ actions aimed at improving these services, and examined the potential for creating a large-scale effort to improve our system of programs for young adults. Recommendations for immediate and direct action were crafted and agreed on in 2004 and Task Force members continue to meet with Civic Strategies to create the operational framework to implement the recommendations.

This working paper and its recommendations have only been possible through the commitment and thoughtful discussions of many individuals.

²²Civic Strategies is a nonprofit education, social policy, and consulting group that is well-known for bringing together disparate groups around common problems and to help them build sustainable solutions with the aim of improving learning and career opportunities for youth.

YOUNG ADULT TASK FORCE MEMBERS

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City Government

Administration for Children's Services

Commission for Fiscal Equity

Department of Education

(Former) Department of Employment

Department of Juvenile Justice

Department of Small Business Services

Department of Youth and Community Development

Office of the Deputy Mayor for Policy

Senior Policy Advisor to the Mayor

Community Based Organizations

Aspira of New York

Bronx Community Services

CASES

City Kids

Community Service Society

The Door

FEGS

Good Shepherd Services

Harlem Children's Zone

Highbridge Community Life

New Heights Neighborhood Center, Inc.@The Armory

Opportunities for a Better Tomorrow

Vocational Foundation

Employers/Business Representatives

Brooklyn Chamber of Commerce

ConEd

Deutsche Bank

IBM

Federated Department Stores

Higher Education

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Kingsborough Community College

LaGuardia Community College

Intermediary Groups

The Afterschool Corporation

Center for an Urban Future

National League of Cities

Neighborhood Family Services Coalition

New York Employment and Training Coalition

NYC School to Work

New Visions

SEEDCO

United Neighborhood Houses

Youth Development Institute-Fund for the City of New York

YMCA of New York

State Government

New York State Department of Education-Adult Literacy and Work Force Preparation

New York State Department of Labor Workforce Development and Training Division

Former Director of Youth Services – U.S. DOL Region 1

Private Funders

The Altman Foundation

The Clark Foundation

Edna McConnell Clark Foundation

The Gimbel Foundation

The Heckscher Foundation

The William T. Grant Foundation

J.P. Morgan/Chase Foundation

J.P. Morgan Private Bank

New York Community Trust

The Pinkerton Foundation

The Robin Hood Foundation

The Helena Rubenstein Foundation

The Tiger Foundation

United Way of New York City

Civic Strategies serves as the facilitator for the NYC Young Adult Task Force.

