

A semi-transparent, blue-tinted image of the Statue of Liberty, where the crown and the top of the torch are replaced by a stack of various building silhouettes, symbolizing urban development and recovery.

## **Equitable Recovery for Young Adults:**

An Agenda for Young Adult  
Workforce Development  
in New York City

A decorative graphic in the bottom right corner consisting of several concentric, yellow, semi-transparent circular lines of varying thicknesses.



**Marjorie Parker**

President & CEO

JobsFirstNYC



## Mission

### **TO CREATE AND ADVANCE SOLUTIONS**

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

# SOLUTIONS

WE FOCUS ON BREAKING DOWN BARRIERS AND BUILDING TRANSFORMATIVE SOLUTIONS ACROSS THREE KEY AREAS THAT CAN INFORM POLICY INVESTMENTS:



## Community

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**Creating localized solutions** that respond to the unique needs of individual communities with high numbers of young adults who are out of school and out of work.



## Education

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**Build equitable pathways** to postsecondary education and career opportunities.



## Work

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**Identify, design, and advance** practices and policies that achieve better outcomes for employers and workers.

## Policy |

### Using the lessons learned

from our on the ground practice and robust research projects, we develop and advocate for new, innovative policy.

# PARTNERSHIPS

CREATING LOCALIZED SOLUTIONS THAT RESPOND TO THE UNIQUE NEEDS OF INDIVIDUAL COMMUNITIES



## NEW YORK CITY OUT-OF-SCHOOL, OUT-OF-WORK YOUNG ADULTS

**2005** - 19% or 127,000 18-24 year olds

**2010** - 22% or 187,000 18-24 year olds

**2015** - 17% or 136,000 18-24 year olds

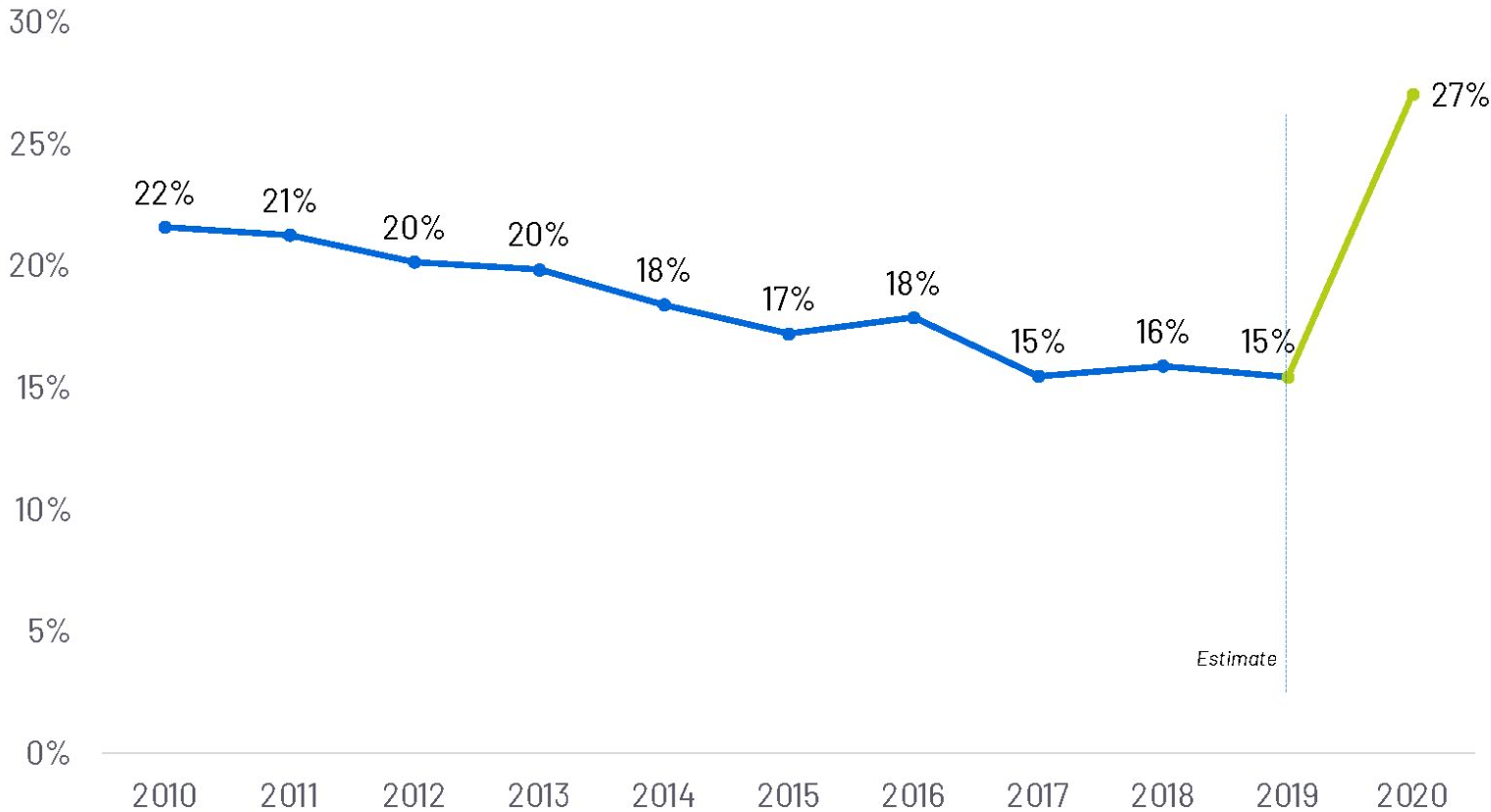
**2018** - 16% or 113,000 18-24 year olds

**2019** - 15% or 106,670 of 18-24 year olds

**2020** - 27% or 183,734 of 18-24 year olds



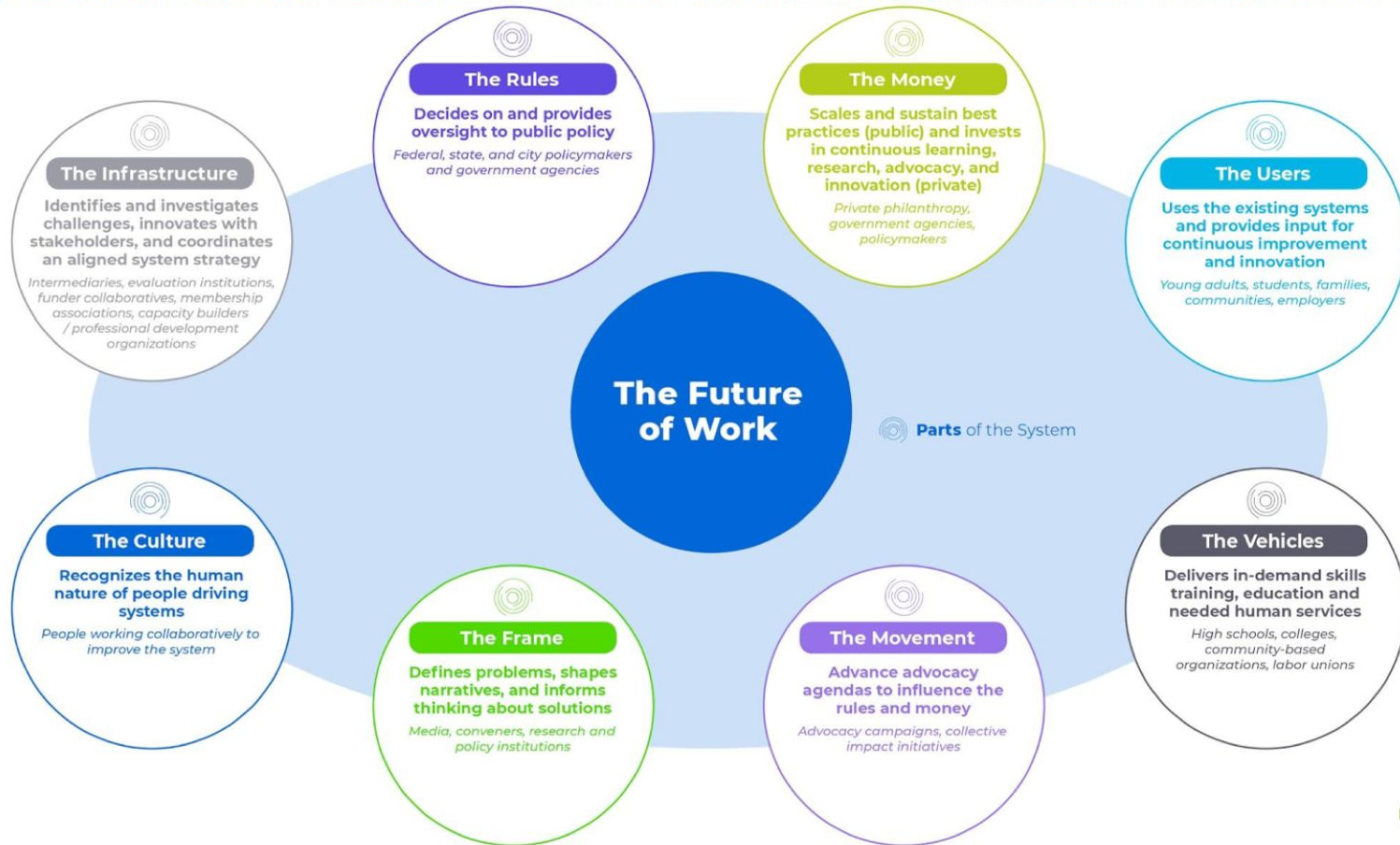
# 18- to 24-year-olds OSOW 2010-2020





# MAPPING THE SYSTEM

COLLABORATIVE SYSTEMS CHANGE FRAMEWORK TO PREPARE RISING GENERATIONS FOR THE FUTURE OF WORK





# **Equitable Recovery for Young Adults:** An Agenda for Young Adult Workforce Development in New York City

**Provides a set of citywide policy priorities rooted in the real needs of young people, the perspectives of on-the-ground practitioners, and the literature on successful policies and interventions.**

**Details the changes needed to quickly connect young adults to employment now and to effectively prepare them for the future of work in a rapidly shifting, increasingly virtual economy.**

**Builds on JobsFirstNYC's comprehensive, system-level view of the city's young adult workforce ecosystem.**

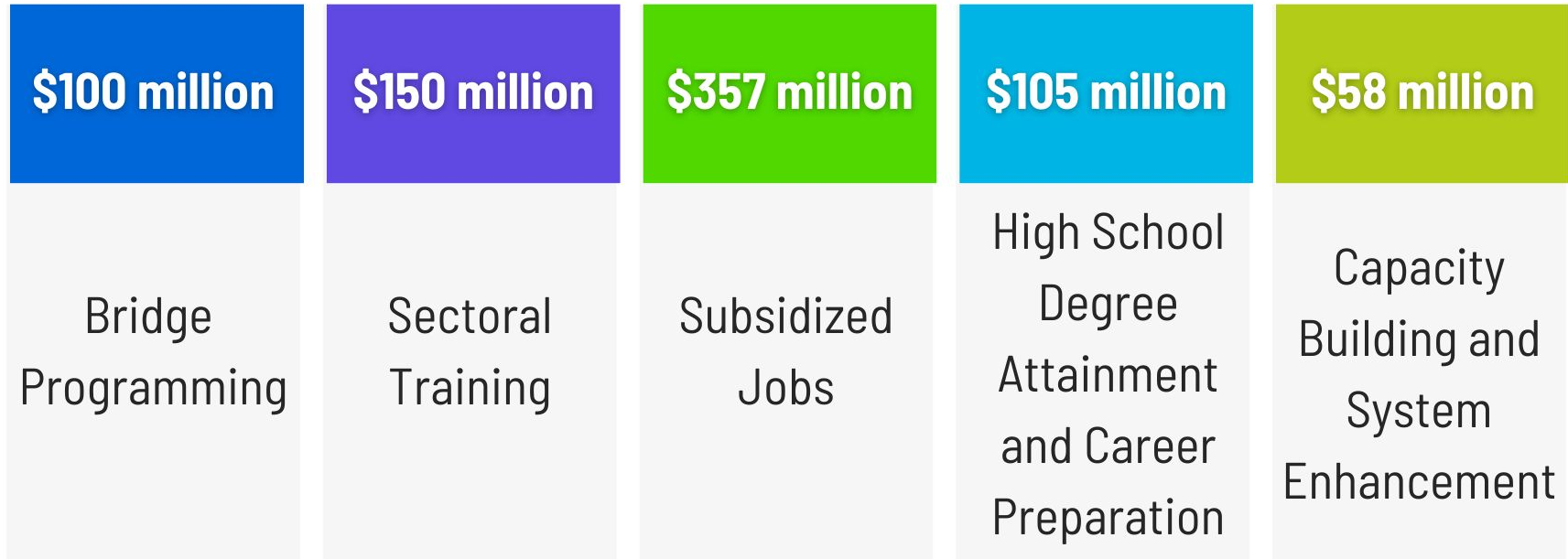
**Proposes an actionable, realistic, and timebound framework to foster citywide systems change in the young adult workforce development field.**

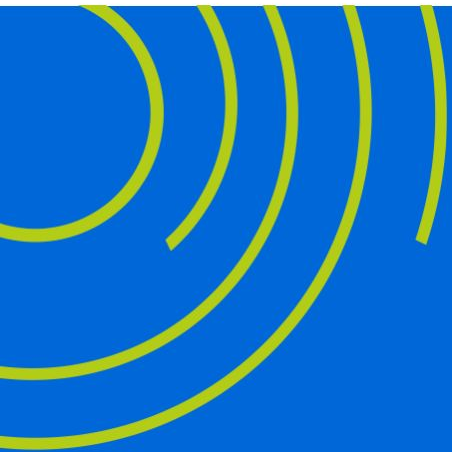
JobsFirstNYC calls for a

**\$770  
MILLION**

increase in annual investment  
by the city

# \$770 MILLION CALL TO ACTION BREAKDOWN





# 1

RECOMMENDATION 1:

## Collaboration

Encourage and reward collaboration across young adult workforce programs and providers.



# COLLABORATION

## ACTION STEPS:

- Work toward the creation of a single New York City government agency to oversee policymaking, programs, and funding for out-of-school, out-of-work young adults.
- Reduce or eliminate administrative barriers to participant data sharing and encourage data transparency.
- Advocate for increased support from and collaboration with state and federal governments.





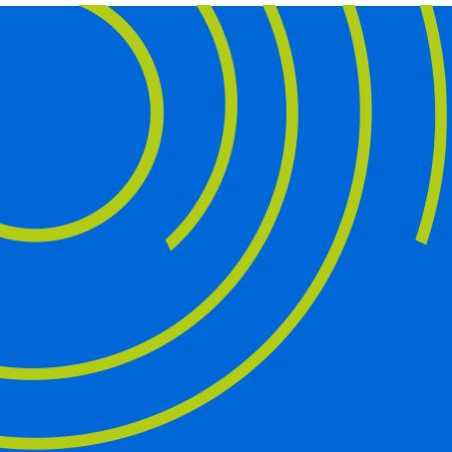
# COLLABORATION

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Centralize all funding and policies for young adult workforce development into a single city agency.	Mayor's Office	First 6 months
Create a centralized database which includes a labor market information tool and a centrally managed set of outcomes metrics for all programs and agencies.	Office of Workforce Development	Year 1
Create a single website where young adults can access information about the programs and services offered throughout the city.*	Agency designated to oversee young adult workforce programs	Year 2

\*Suggested by young adult





# 2

RECOMMENDATION 2:

## Focus on Equity

Prioritize economic mobility and pathways to prosperity for historically marginalized and disproportionately harmed communities.



# FOCUS ON EQUITY

## ACTION STEPS:

- Invite and enable broad participation in young adult workforce programs by designing initiatives with features that ensure the success of under-resourced community members, such as subsidized employment, incentivized work-based learning, fast access to entry-level jobs, and on-the-job training and skills training.
- Prioritize incentives and strategies that center economic mobility and prosperity as the desired ultimate outcome.



# FOCUS ON EQUITY

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Incorporate antiracism and trauma-informed practices into funding.	All agencies administering funds, guided by agency designated to oversee young adult workforce programs.	First 6 months
Invest in programs connected to higher wage jobs.	All agencies administering funds, guided by agency designated to oversee young adult workforce programs.	Year 1
Incorporate career development into secondary and postsecondary institutions.	Department of Education and CUNY	Year 2
Create subsidized jobs for young adults.	Agency designated to oversee young adult workforce programs	Year 2



# 3

RECOMMENDATION 3:

## Employer Partnerships

Significantly expand partnerships with employers and industry groups to create employment and career pathway opportunities.



# EMPLOYER PARTNERSHIPS

## ACTION STEPS:

- Centralize employer engagement efforts and create city-level industry partnerships in advance of RFPs.
- Proactively prepare employers to welcome, nurture, and grow talent from workforce development programs.
- Reframe employer partnerships from a focus on social responsibility to one on talent pipeline development.





# EMPLOYER PARTNERSHIPS

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Support gig and freelance worker rights.	Mayor's Office, City Council, and Department of Small Business Services	Year 1
Create a central place for the city to facilitate connections with employers.	Office of Workforce Development	Year 2
Create workforce and economic development coalitions of providers and employers in each community district.	City Council and Department of Small Business Services	Year 2





# 4

RECOMMENDATION 4:

## Continuum of Services

Create a seamless continuum of integrated services across education and youth development institutions.



# CONTINUUM OF SERVICES

## ACTION STEPS:

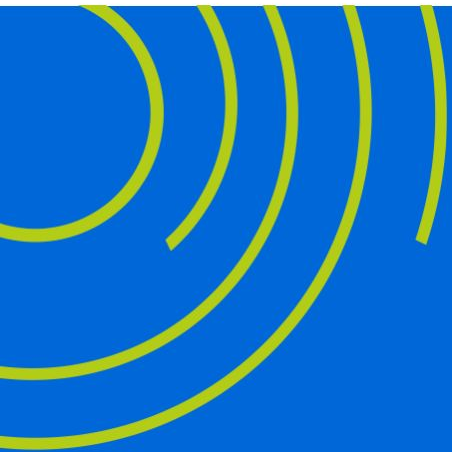
- Provide early exposure to career development and workforce opportunities throughout the public education system.
- Integrate mental health services, social-emotional learning, and financial literacy programs into schools and community-based providers as skill-building mechanisms.
- Revamp postsecondary pathways to encourage successful transitions to employment.



# CONTINUUM OF SERVICES

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Invest in training on mental health, social-emotional learning, and financial literacy.	City Council and Department of Education	Year 1
Fund alternative pathways.	City Council and Department of Education	Year 2
Increase funding and opportunities for bridge programming.	City Council, Department of Education, CUNY, Department of Small Business Services, and Department of Youth and Community Development	Year 2



# 5

RECOMMENDATION 5:

## Youth-Centered Strategies

Design youth-informed solutions that center young adults, their experiences, and goals.

# YOUTH-CENTERED STRATEGIES

## ACTION STEPS:

- Partner with young people in meaningful ways at all stages of designing, implementing, and evaluating initiatives and projects.
- Enable and encourage young adults to exert individual agency in identifying their assets and setting personal goals.
- Expand mentorship opportunities as a core component of workforce programs.



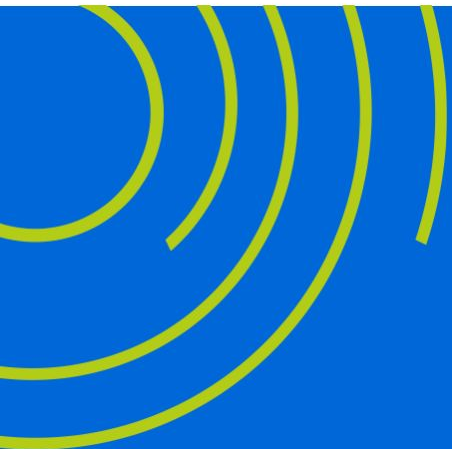


# YOUTH-CENTERED STRATEGIES

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Engage young people in proposal development.	All agencies administering funds, guided by agency designated to oversee young adult workforce programs.	First 6 months
Fund mental health services and mentorship.	City Council, Department of Education, and Department of Youth and Community Development, guided by agency designated to oversee young adult workforce development.	Year 1





# 6

RECOMMENDATION 6:

## Capacity Building

Build the capacity of workforce providers to deliver high-quality, culturally competent, market-aligned services to young adults.

A hand is shown holding a glowing, networked brain structure. The brain is composed of numerous interconnected nodes and lines, creating a complex, web-like pattern. The background is a solid blue color, and the hand is positioned at the bottom left, with the fingers gently cradling the base of the brain structure.

# CAPACITY BUILDING

## ACTION STEPS:

- Invest in professional development and ongoing training for workforce development professionals.
- Incorporate the needs, skills, and goals of youth participants in evaluation tools and standards.
- Create training programs for non-traditional jobs, industries, and work arrangements, including entrepreneurship and self-employment.



# CAPACITY BUILDING

## POTENTIAL POLICY LEVERS

Policy Lever	Agency(ies) Responsible	Timeline for Next Administration
Allow flexibility in RFPs for young adult workforce programs.	All agencies administering funds, guided by agency designated to oversee young adult workforce programs.	First 6 months
Fund regular professional development for city employees and grantees.	City Council and all agencies administering funds, guided by agency designated to oversee young adult workforce programs.	Year 1
Fund a user-friendly online labor market information hub.	City of New York partnership with New York State Department of Labor	Year 2



Thank you!  
Contact Marjorie Parker  
[mparker@jobsfirstnyc.org](mailto:mparker@jobsfirstnyc.org)

[jobsfirstnyc.org](https://jobsfirstnyc.org)

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#wkdev

#equitablerecovery #nyc

#futureofwork #OSOWYouth #workforce

#YouthWorkers #JobQuality #YouthJobs

#partnership #HireYouth #HireSTARs



# Appendix





# Data

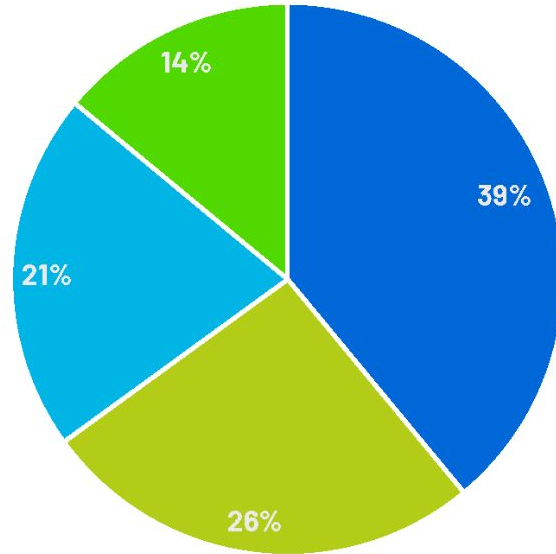
18- to 24-year-olds were less likely to be in school in 2020 and more likely to postpone or interrupt college. The average out of school rate for 2020 was 59% vs. 47% in 2019.



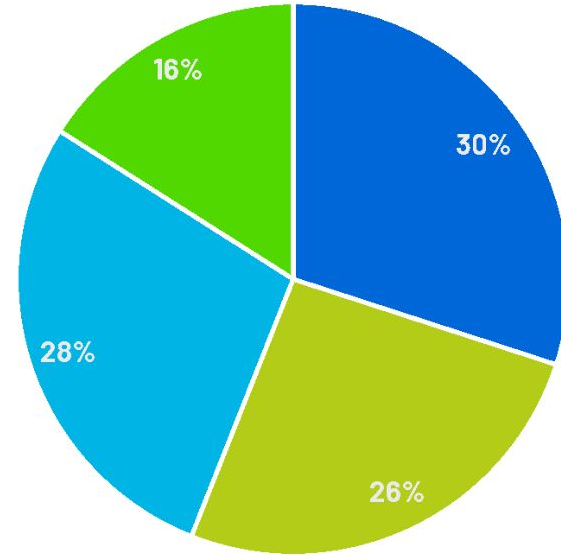
Image source: The Knowledge House

# OSOW compared to all 18- to 24-year-olds in 2020

Young Adults OSOW



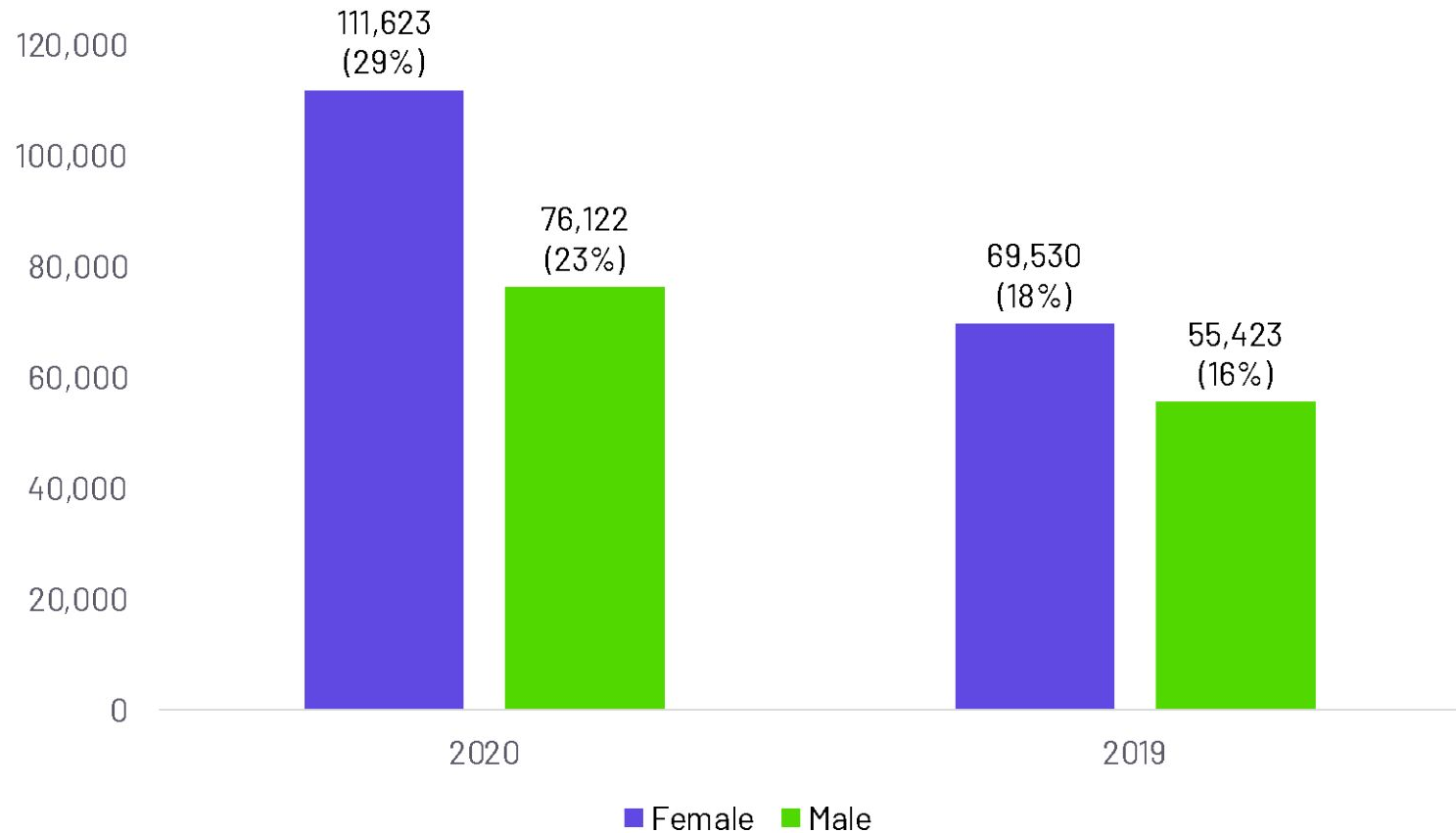
Total Young Adults



■ Latinx ■ Black ■ White ■ Asian Plus Other

Other race includes Native American or Pacific Islander, and two or more races.

# 18- to 24-year-olds OSOW in 2019 and 2020 by sex





# Call to Action Breakdown



# \$770 MILLION CALL TO ACTION BREAKDOWN



## What

Bridge Programming

## Amount

\$100 million

## Definition

Bridge programs are specialized courses that help students build basic reading, language, and math skills, while also preparing them for their chosen career.

## Examples

The Bronx Tech Talent Pipeline; Advance and Earn; CYD healthcare bridge

**What**

Sectoral Training

**Amount**

\$150 million

**Definition**

Target a specific industry, develop workforce solutions specific to local dynamics within the industry, cultivate industry-specific skills for a group of job seekers, and meet the needs of local employers.

**Examples**

Young Adult Sectoral Employment Project partners

**What**

Subsidized Jobs

**Amount**

\$357 million

**Definition**

Work with earnings provided by an employer who receives a subsidy for the creation and maintenance of the position

**Examples**

Public service fellows

**What**

High School Degree Attainment and Career Exploration

**Amount**

\$105 million

**Definition**

Degree attainment and early career awareness through workplace tours and job shadowing.

**Examples**

The Transfer 2 Career Collaborative



**What**

Capacity Building and System Enhancement

**Amount**

\$58 million

**Definition**

Impactful training, resources, and data to New York City's diverse array of workforce providers

**Examples**

Advance & Earn learning community; data hub



# Process

# Equitable Recovery for Young Adults: The Process

Nov 2020

Planning Committee Meeting #1

Dec 2020

Fieldwide Convening

Dec 2020

Planning Committee Meeting #2

Jan 2021

Planning Committee Meeting #3

Jan & Feb 2021

Work Groups Meetings

Feb 2021

Planning Committee Meeting #4

Feb 2021

Young Adult Convening



# About JobsFirstNYC

# 160+ PARTNERS

Transforming systems requires  
**intentional and inclusive collaboration.**

As a **neutral partner**, we bring diverse partnerships together through our collaborative change process.



Workforce & Young Adult  
Advocates



Workforce & Young Adult  
Service Providers



Transfer  
High Schools



Colleges  
& Universities



Investors



Employers



Intermediaries



Government  
Agencies



Researchers

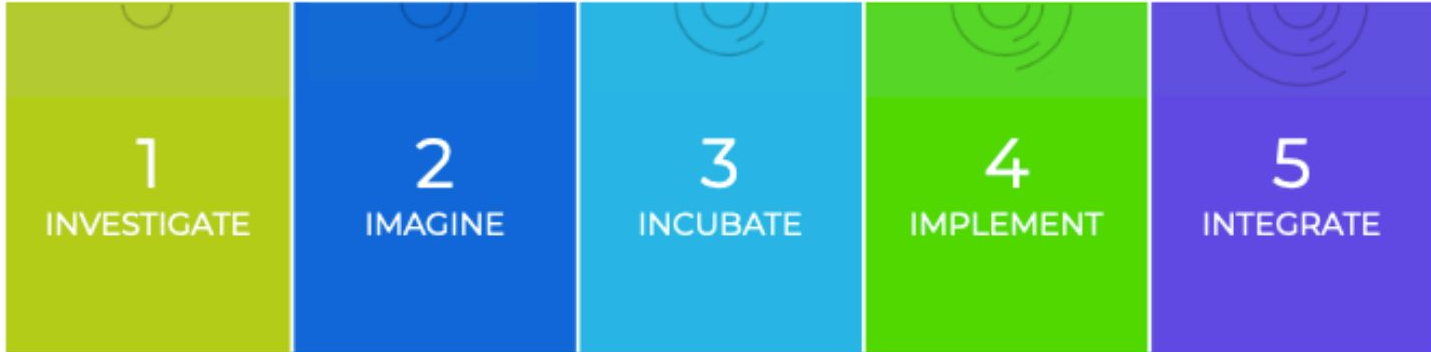


Policy Makers



# PROCESS

OUR WORK CENTERS AROUND A COLLABORATIVE 5-STEP PROCESS DESIGNED TO IDENTIFY CHALLENGES, INCUBATE NEW SOLUTIONS, AND ADVANCE WHAT WORKS.



# OUR CORE VALUES

OUR PROCESS CENTERS COMMUNITY STAKEHOLDERS  
AND ENSURES THEIR VOICES STEER COLLABORATIVE EFFORTS.



## People First

Humans – and their potential – are both the focus of our work and the source of our solutions.

## Bold Ideas

Breakthrough change won't come from doing what we've done before.

## Collective Genius

We can do more together than we can do apart.

## Informed Objectivity

We set aside agendas, listen before we act, and focus on results.