

JOB TRAINING IN SCHOOL: Kyana Martinez, 17, a senior at the High School for Health Professions and Human Services, studies in a pharmacy tech class at Lehman College in the Bronx, thanks to NYACH, a program started by The Trust. Photo by Ari Mintz / The Trust



Jobs & Workforce Development Grantmaking Strategy for New York City

June 5, 2014

THE NEW YORK
COMMUNITY TRUST



BACKGROUND

The Trust has supported job training and placement services through several grant programs:

- The Youth Development program introduces young people to careers and helps those who are unemployed get jobs.
- The People with Special Needs program helps those with intellectual or physical disabilities get and hold a job.
- The Girls and Young Women program helps women under age 24 in the labor market.
- The Community Development program supports neighborhood housing and economic development groups that offer employment services.

In 1999, we started making grants to improve the City's workforce development system for all low-income job seekers.

In 2001, we established the New York City Workforce Development Fund, supported by a network of foundations interested in employment issues. They call themselves the New York City Workforce Funders.

This report was informed by discussions with grantees and workforce leaders and a consultant's analysis of the issues and opportunities in the field. It will:

- Describe the field of workforce development and its economic context.
- Describe the New York City labor market.
- Discuss issues and trends in the field.
- Describe workforce development grantmaking by The Trust and other foundations in the City.
- Recommend a grantmaking strategy.

THE FIELD OF WORKFORCE DEVELOPMENT

Workforce development programs connect individuals who want jobs with employers who want workers.

- The system of programs includes many actors: public agencies, nonprofit and for-profit organizations, businesses, educational institutions, and organized labor.
- It is funded by government and private philanthropy.
- Employers also spend an estimated \$100 billion annually for on-the-job training for their own workforce.¹

Workforce development simultaneously serves the supply side (individual job seekers and workers) and the demand side (employers who need labor). Strategies to address these needs include:

- **Training**—entry-level and on-the-job; hard skills and job-readiness skills.
- **Matching** the right worker to the right employer; this requires careful recruitment and selection of job seekers for referrals.
- **Job redesign/organizational development service**—to increase the value and productivity of the worker to the employer.
- **Career development**—focusing on continuous skill-building to increase responsibilities and wages for the worker.
- **Employee support**—job counseling and services that help workers remain and succeed in the job.²

Workforce development is in many ways a “second chance” system. It is used by:

- Individuals who did not acquire the necessary preparation and skills for getting a job during their K-12 or post-secondary education.
- Workers who are changing careers; those who lose jobs and need to retool their skills; or those who leave the workforce for some period, such as parents who care for children.

¹ Harry Holzer, “Workforce Training: What Works? Who Benefits?” Policy Institute for Family Impact Seminars, Madison, WI.

² “Re-Envisioning the New York City Workforce System”, March 2013, New York City Workforce Strategy Group.

CURRENT ECONOMIC CONTEXT FOR WORKFORCE DEVELOPMENT

Economic recovery from the Great Recession has been anemic. The U.S. economy lost 8.9 million jobs from January 2008 to February 2010. It did not regain these jobs until March 2014.¹

- In April 2014, the unemployment rate fell from 6.7 percent to 6.3 percent, and the number of unemployed persons decreased by 733,000 to 9.8 million.²
- But job growth has not kept pace with population growth.
- The labor market participation rate for working age Americans has dropped from 66.4 percent in 2007 to 62.8 percent in April 2014.
- The number of long-term unemployed (those jobless for 27 weeks or more) is 3.7 million, accounting for more than one-third of the unemployed.

The recovery has been very uneven, and dominated by poor quality, low-paying jobs.

- Between 2009 and 2013, there were 1.7 million low-wage jobs created, significantly outnumbering the 1.1 million high-wage jobs.²
- Though low-wage jobs made up less than one in five (19 percent) of all employment in 2009, they accounted for 39 percent of all new jobs created in 2013.³

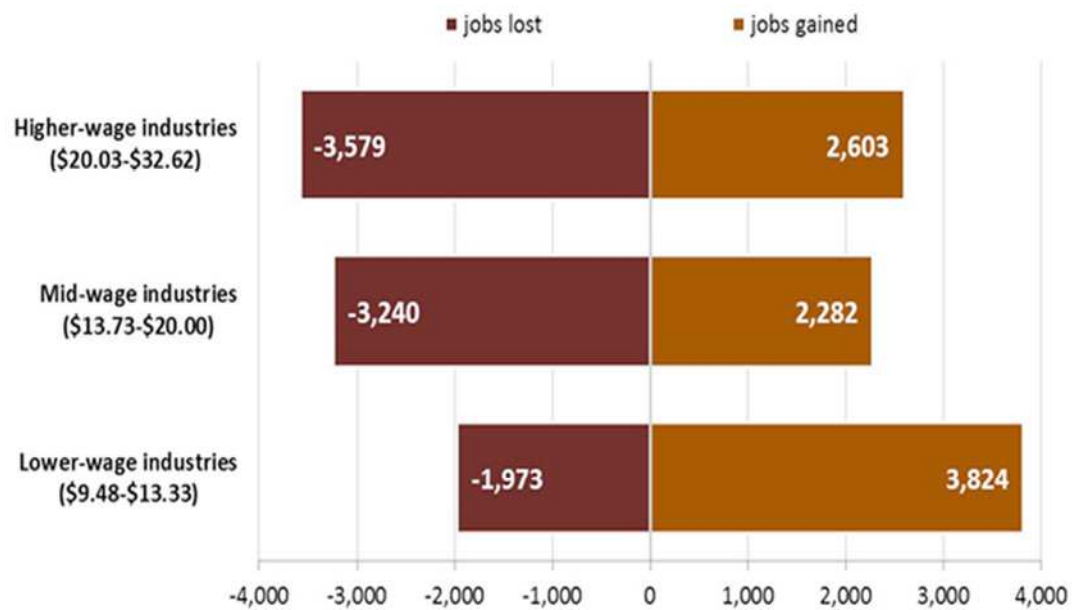
This uneven recovery has contributed to the country's growing income inequality. Wages are rising for higher educated workers, but falling for less-skilled workers.

¹ "The Low-Wage Recovery: Industry Employment and Wages Four Years into the Recovery," National Employment Law Project, April 2014.

² Bureau of Labor Statistics, U.S. Department of Labor, news release, May 2, 2014.

³ "The Uneven Growth of High and Low-Wage Jobs across America," Richard Florida, September 27, 2013, *The Atlantic Cities*.

Net Change in Private Sector Employment (in thousands)



jobs lost: January 2008 to February 2010
jobs gained: February 2010 to February 2014

Source: www.nelp.org/lowwagerecovery2014

NEED FOR A SKILLED WORKFORCE (aka the Skills Gap)

Basic literacy and numeracy skills are increasingly recognized as critical to economic success. By the standards of developed countries, the basic skills of adults in the United States are weak. ¹

- About 36 million U.S. adults have low skills:
 - one in six adult Americans have low literacy skills;
 - one in three have weak numeracy skills; and
 - one in three score slightly below the global average on problem-solving.
- Explanations for the relatively weak performance of the U.S. include poor initial schooling and lack of improvement in educational attainment over time.
- Migration status and ethnicity as well as socio-economic background have a strong influence on adult basic skills levels:
 - One-third of the low-skilled are immigrants.
 - 35 percent of black and 43 percent of Hispanic adults have low literacy skills, compared with only 10 percent of whites.
 - Poverty, disorganized families, incarceration, and substance abuse also can prevent skills acquisition.

While almost 10 million Americans are unemployed, there are still 4 million jobs that cannot be filled. This is known as the skills gap: the gulf between the skills job seekers have and the skills employers need to fill their jobs. ²

- The jobs that go unfilled are typically “middle skills jobs” for machinists, technicians, health care practitioners, advanced manufacturing and transportation. While they do not require college degrees, they do require specialized skills.
- There are many reasons for this skills gap:
 - the demands of advanced technology and new business practices;
 - lack of opportunities for workers to get training due to the high cost of education; and
 - an outdated and underfunded workforce development system.

¹ “Time for the U.S. to Reskill? What the Survey of Adult Skills Says,” OECD Skills Studies, OECD Publishing, 2013.

² Jamie Dimon and Marlene Seltzer, “Closing the Skills Gap,” Politico Magazine, January 5, 2014.

NEW YORK CITY LABOR MARKET: Part One

THE LABOR SUPPLY OR PEOPLE PART OF THE EQUATION

New York City has rebounded from the recession better than other areas of the country, but unemployment remains high.

- In early 2014, the number of workers in New York City reached an all-time high of 4 million.
- But New York City's unemployment rate continues to be higher than the national rate. The City's rate for April 2014 was 7.9 percent, in contrast to 6.3 percent for the U.S. ¹
- The divergence between the growth in jobs and the high unemployment rate is most likely caused by the higher number of workers who are looking for jobs in New York City, in contrast to the rest of the country, where large numbers have stopped looking.

The City unemployment rate varies considerably across the five boroughs as shown below; the Bronx has the highest rate.

	Labor Force (000's)	Unemployment Rate (%)
NEW YORK CITY	4,060.6	8.1
Bronx	558.1	11.2
Brooklyn	1,155.4	8.6
Manhattan	950.9	6.6
Queens	1,151.8	7.3
Staten Island	244.4	7.3

Source: New York State Department of Labor, January 2014 data

¹ The chart shows January 2014 data, the latest to break out unemployment rates by borough. The April 2014 unemployment rate is lower.

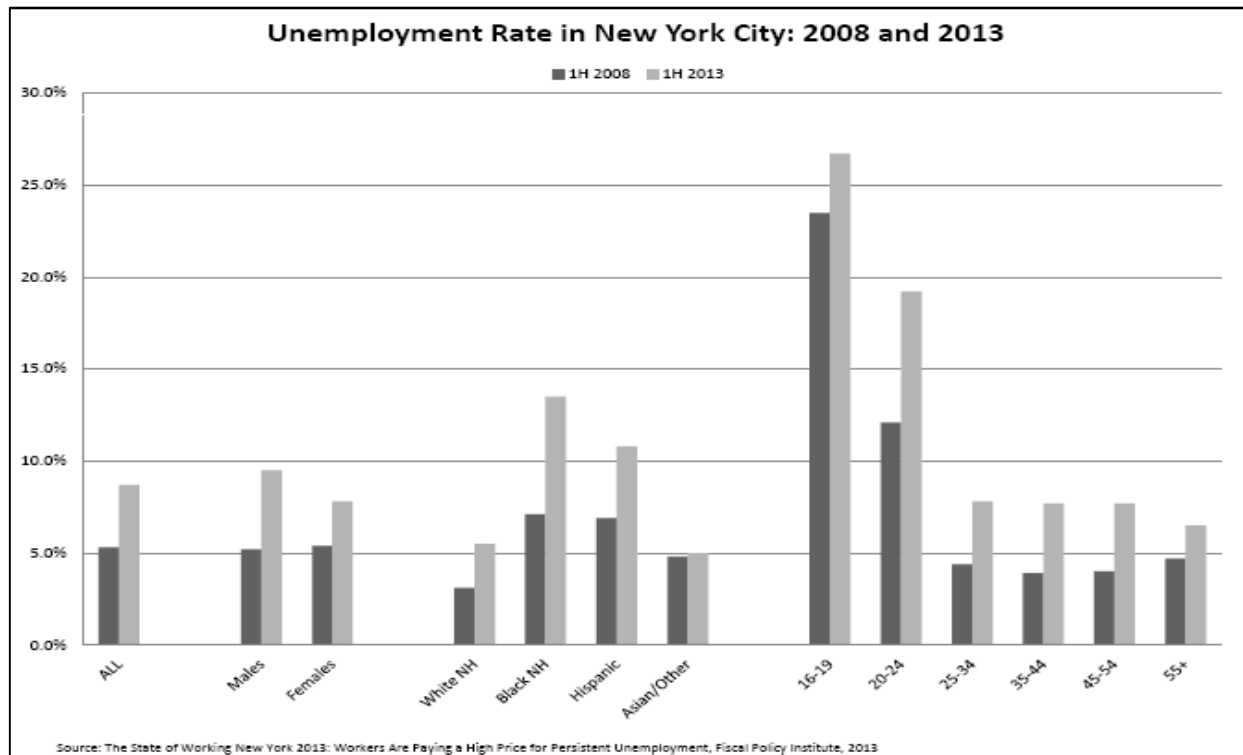
Unemployment rates drop dramatically as education levels go up.

Unemployment Rates (in %) in New York City, 2010

All	Less than High School	High School	Some college	Bachelor's Degree	Advanced Degree
10.1	15.4	12.1	11.7	7.7	4.4

Source: "Labor Market and Demographic Analysis: A Metro-level Picture of Short-Term Employment Growth in New York by Skill in New York City" by Pamela Loprest and Josh Mitchell, May 2012, Urban Institute.

Unemployment also varies by gender, ethnicity, and age. This chart displays the effect of the recession, comparing the first half of 2008 to the first half of 2013.



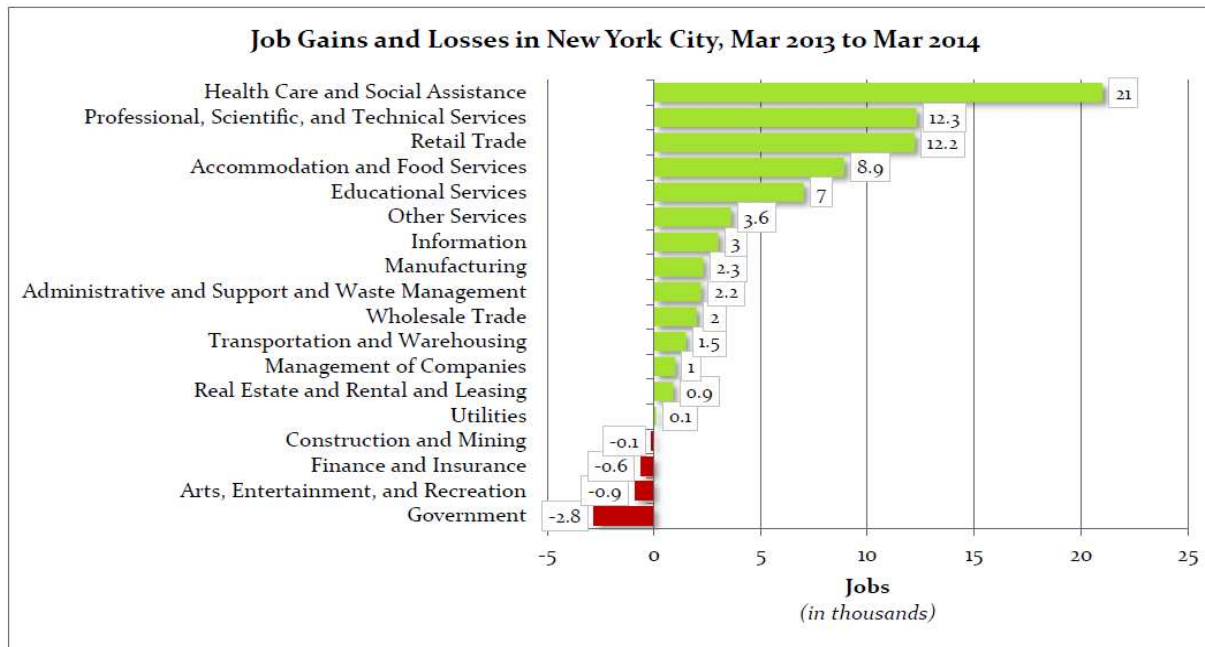
NEW YORK CITY LABOR MARKET: Part Two

THE LABOR DEMAND PART OF THE EQUATION OR WHERE ARE THE JOBS?

According to the City's Independent Budget Office, New York added 312,000 payroll jobs between 2009 and 2013, more than double the number of jobs lost in the recession. The Office projects that the City will add 67,000 jobs overall in 2014.

Modest job growth is expected to continue for the next few years. Growing sectors include the following:

- *Health care* employs 665,000 workers; *retail* employs 354,000 workers; and *hospitality* employs 306,000 workers.
- *Technology* or the “tech ecosystem” includes 291,000 jobs that are enabled by, produce, or facilitate technology.



Source: New York City Labor Market Information Service

Different economic sectors offer varying opportunities for job seekers.

- A number of the growing sectors in the City (e.g. hospitality and retail) pay less and offer fewer chances for advancement.
 - These sectors are typically where job placement programs look for first-time jobs or for low-skilled individuals to get experience.
 - Little has been done in these sectors to make the jobs better, i.e. higher wages, benefits, career ladders.
- Health care is more promising.
 - Health care is a highly regulated industry with job titles that are certified; this leads to better wages and opportunities with additional training.
 - It is not mobile and must hire locally.
 - As baby boomers age, there is increasing demand for health care.
 - In many cities, health care provides the most opportunities for low-skilled workers to advance.
- Technology also is a growing sector in the City.
 - Up to 44 percent of technology jobs do not require a bachelor's degree.
 - Workers in the New York City tech ecosystem earn 49 percent more (\$39.50) than the average citywide hourly wage (\$26.50).
 - Tech jobs are distributed throughout the economy, including in tech occupations of non-tech industries.¹

¹ “The New York City Tech Ecosystem,” prepared by HR&A Advisors, Association for a Better New York, April 2014.

BRIEF HISTORY OF WORKFORCE DEVELOPMENT

The first federal job training programs were created in the 1960s during the War on Poverty.

- From 1962 to 1969, the Manpower Development and Training Act of 1962 targeted funding for low-income individuals and welfare recipients. These resources went to local providers, bypassing state and city governments.
- The Comprehensive Employment and Training Act (CETA) of 1973 consolidated workforce programs. City and state governments were the recipients; CETA supported on-the-job and classroom training and public service employment.
- In 1982, the Job Training Partnership Act increased business involvement, and eliminated public service employment. Funds were disbursed to the states, which allocated funds to local areas. Private Industry Councils of business representatives in these areas oversaw operations of the program. Seventy percent of the funds were used for training.

The Workforce Investment Act (WIA) passed in 1998, shifted the focus to universal access for services through one-stop centers. Vouchers for training were available for dislocated workers, older young adults, and for after-school services for school-aged youth.

- States allocate the resources to local Workforce Investment Boards to select contractors for adult, dislocated worker, and youth employment services.
- New York City was slow to set up the one-stop system until 2004, when Mayor Bloomberg shifted program responsibilities among agencies.

WORKFORCE DEVELOPMENT IN NEW YORK CITY

Workforce development services are provided by an array of organizations in the City, including:

- Community-based nonprofits that offer work readiness, case management, or volunteer internships for unemployed teenagers.
- Nonprofit and for-profit organizations that provide job training, placement, or support services for adults, young people, or special needs populations.
- City University of New York’s community and four-year colleges, which offer certificates, degrees, and continuing education courses for 247,000 incumbent (currently employed) workers or individuals who have been out of the workforce for some time.
- Public libraries that offer job search and remedial education classes.
- Proprietary trade schools offering skills training.
- Career and Technical Education (CTE) high schools managed by the City Department of Education, including P-Tech, a six-year high school and community college degree-granting program, first developed in Brooklyn by IBM.

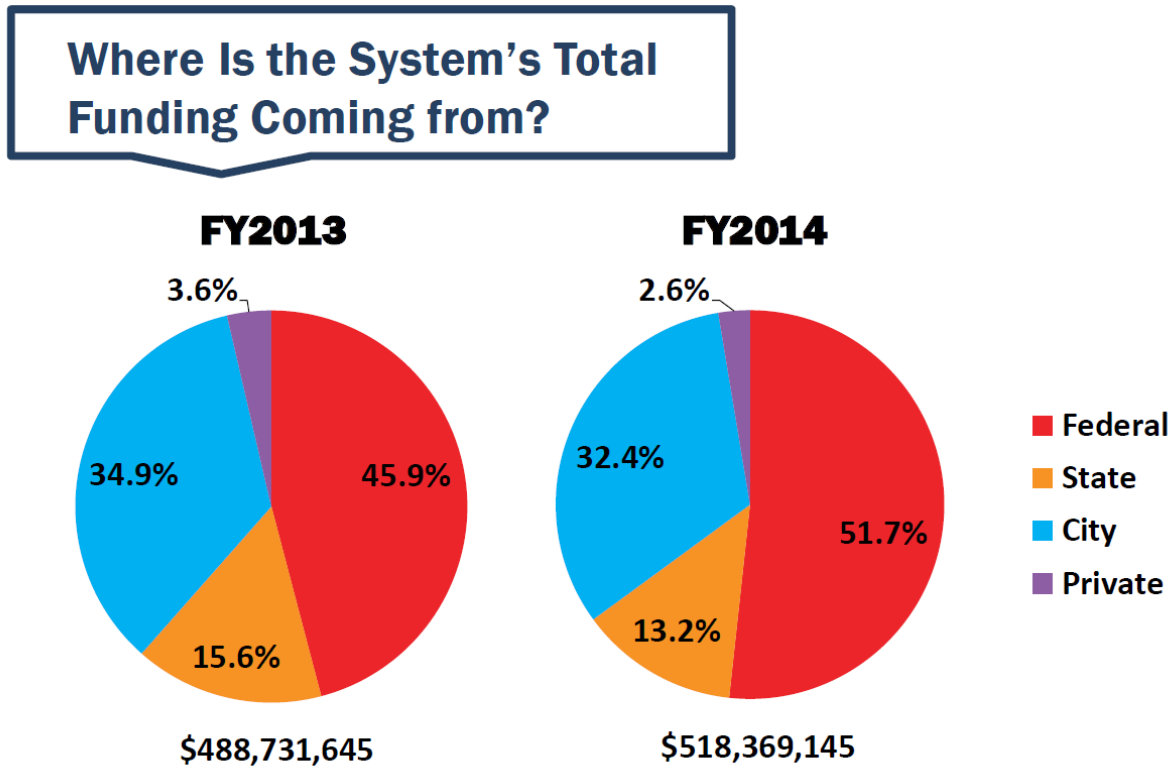
During the past decade, New York City has significantly improved its management of workforce development programs.

- In 2004, Mayor Bloomberg shifted responsibility for adult employment services to the Department of Small Business Services (SBS), and youth employment to the Department of Youth and Community Development. The Human Resources Administration (HRA) maintained responsibility for workforce programs funded by the Temporary Assistance for Needy Families (TANF) program.
- SBS established a network of 17 one-stop centers—called Workforce 1 Centers— where City job seekers can get help. They connect nearly 40,000 individuals to jobs each year.¹
- The City’s anti-poverty initiative started by Mayor Bloomberg, called Center for Economic Opportunity, spent close to \$40 million each year for workforce initiatives managed by other city agencies.¹

¹ “Eight Ideas for Improving and Expanding New York City’s Workforce Development System,” David Fischer, March 2014, Center for an Urban Future.

FUNDING FOR WORKFORCE DEVELOPMENT

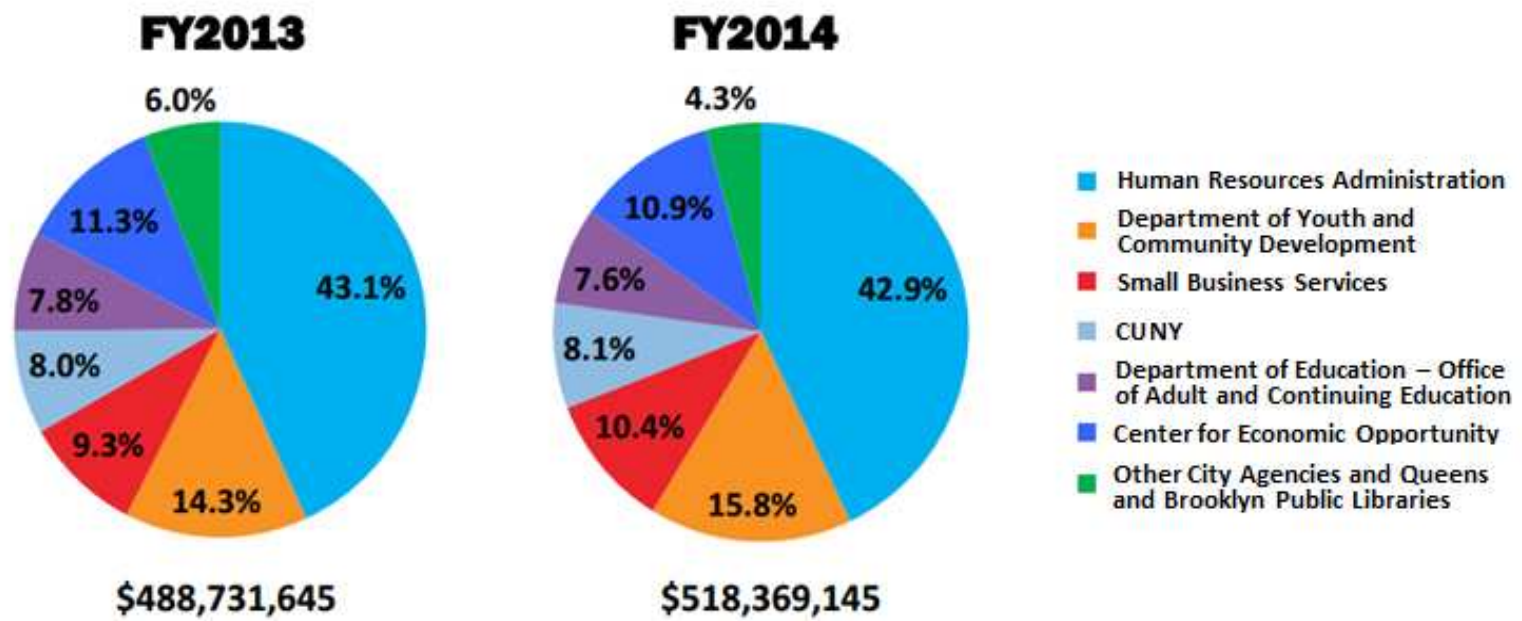
New York City spends more than \$518 million annually for workforce development and adult education. The sources of these funds are shown below.



Source: New York City Office of Human Capital Development, "Following the Money: An Analysis of FY 2013-FY2014 Funding for New York City Workforce Development and Adult Education," March 2014.

These funds are spent by a large number of agencies rather than managed by a single entity that can coordinate them to get the best outcomes.

Which Agencies Use These Funds?



Source: New York City Office of Human Capital Development, “Following the Money: An Analysis of FY 2013-FY2014 Funding for New York City Workforce Development and Adult Education,” March 2014.

ISSUES AND TRENDS IN THE FIELD

The U.S. economy has changed since the mid-1990s when many jobs were being created and unemployment was at historic lows. Employers are creating fewer good jobs with family-supporting wages.

- The occupations that will have the largest growth include retail sales, home health aides, food prep and food service workers, landscapers and groundskeepers, security guards, and child care workers.
- Not only are these low-wage jobs, but many are part-time and/or temporary with irregular hours, few or no employment benefits, and limited advancement opportunities.

Good jobs that pay living wages and provide opportunities for advancement demand higher levels of education and skills. Many New Yorkers cannot compete for these jobs.

- More than 21 percent of New York City adults do not have a high school degree.
- Foreign-born workers account for 46 percent of the labor force; 27 percent have limited English skills.
- 65,000 ex-offenders who are released from prison each year face stigma and have few job skills.
- 75 percent of public school students who enter CUNY need remedial coursework, and more than half don't get a degree.

Best practices in the workforce field demand stronger connections between employers and employment service providers.

- Workforce partnerships of employers, community organizations, community colleges, or human service providers (also called intermediaries) started to emerge in the 1990s.
- They serve dual customers by seeking to improve the way job seekers look for work while helping employers improve job quality, career ladders, and competitiveness.

A focus on specific economic sectors allows intermediaries to acquire deep knowledge of a particular cluster of enterprises.

- Workforce strategies can focus on economic sectors that provide the most opportunities for disadvantaged job seekers who can learn a trade and advance through training and support services.
- Sector-focused programs get to know a set of employers and acquire an understanding of their labor needs. By helping them hire ready, willing, and able workers, they also help the businesses succeed.
- One important objective of sector-focused strategies is to improve job quality by changing employer hiring/firing practices, increasing wages and benefits, and creating more opportunities for workers to advance in an industry.

The \$500 million spent by the City for workforce development is fragmented across a large number of agencies; is not coordinated; and is not always spent to achieve the best outcomes for workers and employers.

- The array of federal and State-supported programs all have different approaches and expectations, and cannot be easily integrated by private or City program managers to help low-skilled individuals prepare for employment.
- There are frequent calls for more streamlined and comprehensive approaches to coordinating workforce development programs. Two examples are the “Re-Envisioning the New York City Workforce System,” prepared by a dozen workforce experts and commissioned by the New York City Workforce Funders, and the “NYC Jobs Blueprint” by the Partnership for New York City. Both were prepared for the 2014 mayoral transition.

The individuals who need help getting jobs fall along a continuum, from requiring “light touch” services to extensive and deep engagement.

- Job seekers who have an academic degree or technical certification, and work experience, need job placement services.
- Those who have skills and some experience, but lack critical credentials, will need relevant skills training and placement help.
- Individuals with multiple barriers (including low skills, no credentials, little or no work history, or a criminal record) will need longer term remedial education, perhaps set in a training program, help passing requisite exams, and internships, in order to get and keep a job.
- Those with intellectual or physical disabilities require specialized programs with job tasks that match their skill levels and ample support and supervision.

With the current proliferation of low-wage, no-benefit jobs, many experts are calling for an advocacy agenda to make bad jobs better.

- Traditional workforce development programs focus on “building career ladders,” or expanding mobility.
- But promoting mobility is no longer sufficient. New efforts are being designed to make even the lowest paid jobs more secure, with living wages and benefits.¹

Efforts to make jobs better can focus on legislative or regulatory initiatives or can focus directly on employers’ practices.

- Advocacy campaigns are being waged at the local, state, and national levels to raise minimum wages and protect workers (i.e., the sick leave legislation passed by the New York City Council in March 2014).
- The work of Cooperative Home Care in the Bronx, and its affiliate Paraprofessional Healthcare Institute (PHI), with employers over the past 20 years has brought improvements in direct care jobs, including overtime pay and health benefits.

Benefits of improving job quality for the workers through these efforts include:

- Higher compensation and improved health insurance, paid leave, and retirement benefits.
- More predictable, full-time work and access to promotions.
- Protection against wage theft (illegal withholding of wages or denial of benefits) and other forms of illegal worker exploitation.

Benefits to the employers include:

- Higher productivity from a stable and well-trained workforce.
- Lower recruitment and termination costs.
- Improved reputation in the community.

¹ “Build Ladders and Raise the Floor,” Maureen Conway and Steven Dawson, Aspen Institute and Paraprofessional Healthcare Institute, October 2013.

PRIVATE SUPPORT FOR WORKFORCE DEVELOPMENT IN NEW YORK CITY

New York City foundations have supported employment services for decades.

- The formation of the New York City Workforce Funders and a collaborative fund at The Trust in 2001 is credited with expanding philanthropic resources available for workforce development services.
- A survey of the Workforce Funders shows steady growth in workforce development resources from \$18.4 million in 2004 to \$64.7 million in 2013, a 250 percent increase.

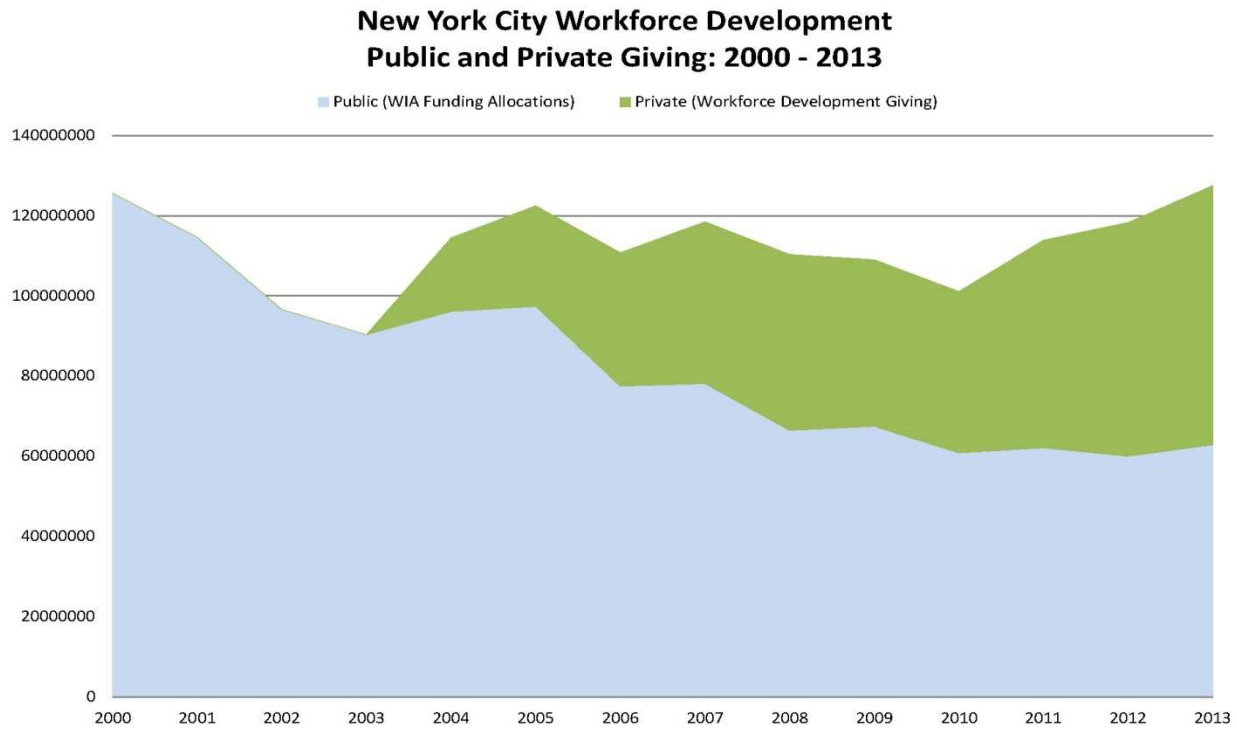
NEW YORK CITY WORKFORCE FUNDERS

Year	# of Funders Reporting	Adult Direct Services ¹	Youth Direct Services	Total Direct Service Giving	Intermediary Activities Giving ²	Total Giving	% Change
2004	20	\$11,034,404	\$4,866,000	\$15,900,404	\$2,509,500	\$18,409,904	n/a
2005	16	\$15,471,250	\$8,004,000	\$23,475,250	\$1,651,480	\$25,126,730	36.48%
2006	20	\$14,932,500	\$14,763,745	\$29,696,245	\$3,622,500	\$33,318,745	32.60%
2007	24	\$19,606,850	\$15,045,045	\$34,651,895	\$5,730,794	\$40,382,689	21.20%
2008	23	\$20,875,500	\$16,965,500	\$37,841,000	\$6,081,500	\$43,922,500	8.77%
2009	26	\$22,702,125	\$12,695,599	\$35,397,724	\$6,204,950	\$41,602,674	-5.28%
2010	26	\$24,329,829	\$12,223,000	\$36,552,829	\$3,739,500	\$40,292,329	-3.15%
2011	26	\$25,858,875	\$22,355,820	\$48,214,695	\$3,625,492	\$51,840,187	28.66%
2012	28	\$28,445,708	\$25,667,558	\$54,113,266	\$4,225,000	\$58,338,266	12.53%
2013	25	\$27,929,683	\$28,691,570	\$56,621,253	\$8,059,568	\$64,680,821	10.87%

¹ Direct services refer to programs that help job seekers prepare for and get jobs.

² Intermediary activities refer to organizations that link employers with programs that train job seekers, or provide other non-direct services such as advocacy or technical assistance.

As federal Workforce Investment Act dollars have decreased since 2000, philanthropic funding has increased.



Source: NYC Workforce Funders &
NYC Workforce Investment Board

Following is a list of the top private funders of workforce development in New York City in 2013.

	Foundation	\$ Amount of 2013 Giving
1.	Robin Hood Foundation	21,663,500
2.	Pinkerton Foundation	12,528,457
3.	Tiger Foundation	6,309,685
4.	Clark Foundation	5,011,750
5.	Harry and Jeanette Weinberg Foundation	2,548,666
6.	J.P. Morgan Chase Foundation	2,343,333
7.	New York Women's Foundation	1,820,000
8.	Ford Foundation	1,759,000
9.	New York Community Trust	1,673,000
10.	Capital One	1,390,000
11.	Hecksher Foundation for Children	1,155,830
12.	Altman Foundation	1,145,000
13.	JP Morgan Private Bank	1,155,830
14.	Ira W DeCamp Foundation	1,005,000

THE TRUST'S WORKFORCE DEVELOPMENT PROGRAM

From 1999 to 2013, The Trust made \$7,327,000 in grants to improve the New York City workforce development system. The grants:

- Helped grow and sustain the New York City Employment and Training Coalition, the trade association of 150 workforce providers.
- Created the Workforce Professionals Training Institute to build the capacity of workforce groups to help job seekers.
- Developed several model workforce development programs such as individual savings accounts for workers' education; and citywide organizations that subcontracted with community groups for case management and support services.
- Helped get jobs for immigrants, substance abusers, developmentally disabled, and those living with HIV.

The New York City Workforce Development Fund was established at The Trust by the New York City Workforce Funders in 2001.

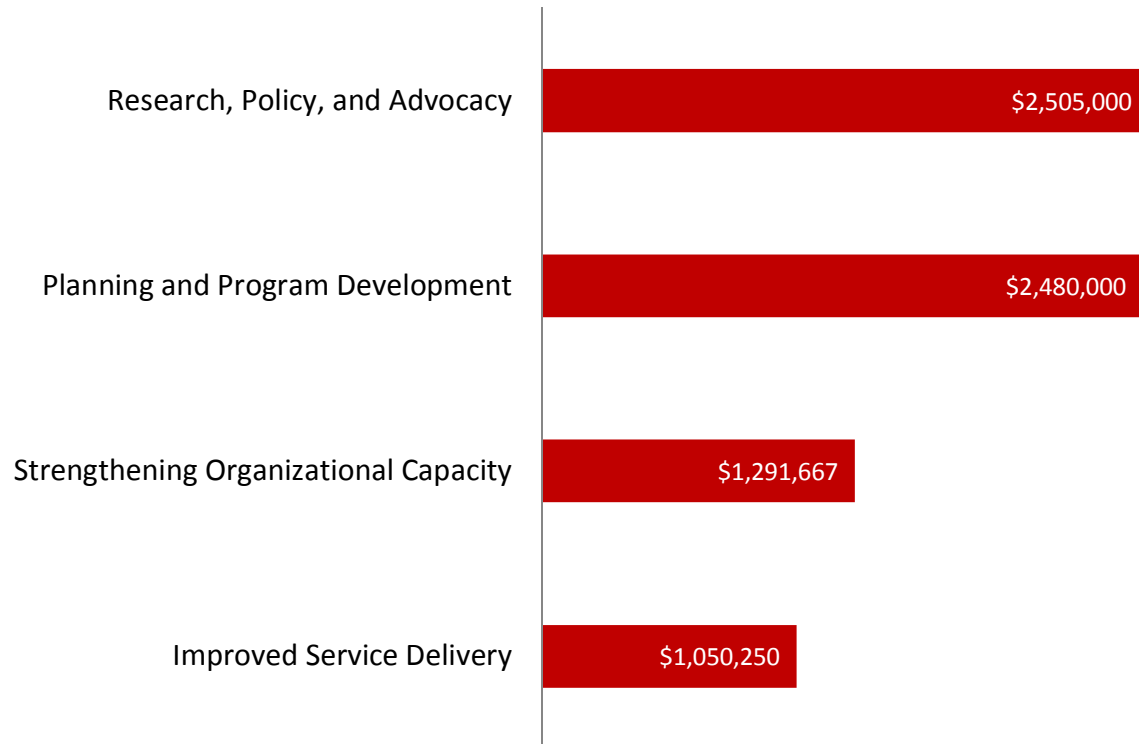
- It has raised \$8.78 million for collaborative projects that build capacity of workforce organizations or create new initiatives, and made \$7.7 million in grants. It also generated \$6 million in direct grants from other foundations to its initiatives.
- In 2004, the New York City Workforce Funders began to work with the City's Department of Small Business Services on joint initiatives. The first multi-year partnership, called New York City Sector Initiative, worked with employers in biotechnology and health care. While training and job placement results were modest, the experience led the City to integrate a sectoral approach into the public workforce system. The Workforce Funders continued to work closely with the City on workforce development.
- It created JobsFirst in 2006, which improves education, training and workforce programs for unemployed teens.

In 2010, The Trust developed the New York Alliance for Careers in Healthcare (NYACH), a workforce intermediary for the various parts of the health care industry: hospitals, community health centers, nursing homes, and direct care.

- Based on the good relationship with the City of New York, NYACH was housed at the Department of Small Business Services.
- NYACH also received support from the New York City Workforce Development Fund, the National Fund for Workforce Solutions, and other funders.
- By 2013, it had designed 14 new training programs for home health aides, medical assistants, coders and billers, pharmacy technicians, and a nursing residency.
- By the end of 2014, 1,000 trainees will be enrolled; 830 will complete training; and 750 will get wage increases or new jobs.

The Trust grants have been made for the following purposes:

Purpose of Funding
(Total = \$7,326,917)



FINDINGS AND CONCLUSIONS

- Workforce development straddles the line between human services and economic development. It requires knowledge of the needs of both the “supply” side—the labor force, and the “demand” side—employers.
- The post-Great Recession economy is generating high-skill, high-wage jobs and many more low-wage, low-quality jobs, although middle skill jobs still go unfilled. In many sectors, the supply of labor has outstripped demand for workers.
- The low skills of a large percentage of the national and New York City population pose challenges for finding job seekers good situations with a future, as well as for meeting the labor force needs of employers.
- Job seekers include a continuum of groups from those with skills, credentials, and work history to those who need training and certifications, to those with multiple educational, background, language or other barriers.
- In the current City economy, the economic sectors with the fastest job growth and opportunities for job seekers include health care, technology, hospitality, business services, and retail.
- Interest in workforce development by private funders has grown significantly in recent years, partly due to the job losses of the recession, and partly due to the organized presence of the New York City Workforce Funders, a funding collaborative housed at The Trust.
- With a new mayoral administration, and creation of the Jobs for New Yorkers Task Force, there is opportunity to continue improving how the City provides services to job seekers.
- Because so much of the job growth in the current economy is in low-wage, no-benefit jobs, it is no longer sufficient just to get job seekers ready for available jobs. Efforts to raise minimum wage levels, mandate benefits, and protect workers from abuses are necessary to ensure that workers can support themselves and their families.

RECOMMENDED GUIDELINES FOR JOBS AND WORKFORCE DEVELOPMENT

The goal of our Jobs and Workforce Development program is to provide more opportunities for New York City job seekers to get trained for work and careers, while helping employers find a ready, willing, and able workforce.

We will:

1. Support employer-driven workforce partnerships that link nonprofits, institutions, and businesses in a particular economic sector (such as healthcare, technology, hospitality) or for a particular constituency or community.

- These efforts must demonstrate an opportunity for low-skilled workers to move up, and provide training, placement, and post-placement services.
- We will test new approaches for helping those with serious barriers to employment (such as very low numeracy and literacy skills, no high school degree, ex-offenders, or mental or physical disabilities) through partnerships driven by employers.

*Three examples of recommendations in this docket: **Per Scholas** to expand an information technology program; the **Brooklyn Navy Yard Development Corporation** to help its business tenants with hiring; and **Coalition for Queens** to support the emerging technology industry in Queens.*

2. Expand the number of industry alliances or workforce intermediaries.

- These alliances work on several levels: they provide education and training; improve industry hiring practices, working conditions and advancement opportunities.

- They also work to change public policies to benefit workers.

Examples of current grantees: the New York Alliance for Careers in Health Care and PHI (Paraprofessional Healthcare Institute).

3. Promote a stronger, more effective workforce development system of services for job seekers through:

- Continued partnership with government on initiatives and policy development.
- Support for training programs and associations that serve workforce providers.

4. Advocate for better jobs in particular sectors or through public policies by:

- Working with employers in specific industries to increase the performance and pay of workers.

*An example of this approach: our grant in the April docket to **PHI** to improve the quality of home care by upgrading the skills of home health aides.*

- Advancing public policy to ensure fair wages, working conditions, and business practices.

*Example: The grant in this docket to **A Better Balance** to inform workers about the City's new sick leave policy.*