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OFFICE OF THE COMPTROLLER

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MANAGEMENT AUDIT

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Report on the Potential Duplication, Overlap, and Fragmentation of New York City's Employment-Related Programs

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
Results and Recommendations	2
REPORT.....	4
Background.....	4
Objectives	5
Scope and Methodology Statement	5
RESULTS.....	6
Overview of the City’s Employment-Related Programs.....	6
• Funding of Programs	7
• Participants Served by Programs	9
• Relationship between Funding and Participants Served	9
Overlap of Employment-Related Programs.....	13
• Overlap by Service Category.....	14
• Overlap by Target Population.....	15
Fragmentation of Employment-Related Programs	20
Challenges in Identifying Opportunities to Reduce Duplication, Overlap, and Fragmentation	21
Recommendations	23
DETAILED SCOPE AND METHODOLOGY.....	24
Appendix I: Definition of Employment-Related Service Categories....	27
Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014	28
Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served	39
Appendix IV: Bundled Programs	47
Appendix V: Summary Breakdown, by Agency, of Overlap by Service Category and by Target Population	48
Appendix VI: Summary Breakdown, by Agency, of Fragmented Programs.....	50

THE CITY OF NEW YORK OFFICE OF THE COMPTROLLER MANAGEMENT AUDIT

Report on the Potential Duplication, Overlap, and Fragmentation of New York City's Employment-Related Programs

MJ14-080S

EXECUTIVE SUMMARY

The objectives of this study were to: 1) identify employment-related programs administered by New York City (City) agencies, the resources allocated, and the populations served by these programs; 2) determine the degree to which duplication, overlap, or fragmentation exists among such programs; and 3) identify potential opportunities for creating greater efficiencies. The scope of this study was Fiscal Years (FYs) 2013 and 2014 (July 1, 2012 through June 30, 2014). In recognition of the fact that there are no standard publications or resources that consistently and comprehensively report on the sources and uses of funds allocated to City-run employment programs, this study was undertaken to identify information about such programs.

To conduct this study, we employed methods similar to those used by the United States Government Accountability Office (GAO), which is required to identify and report annually to Congress on federal programs, agencies, offices and initiatives with duplicative goals and activities.¹ In accordance with this mandate, the GAO has issued a number of reports identifying duplication, overlap, and fragmentation of programs and services across the federal landscape where opportunities exist for cost savings and enhanced revenues.

In this study, we targeted employment-related service programs administered by City agencies and focused on apparent indications of duplication, overlap, and fragmentation. For the purposes of this report, closely mirroring the definitions employed by the GAO, the following definitions apply:

- ***Duplication*** occurs when two or more agencies (or organizational units within an agency) are each independently engaged in the *same* type of program or activity and/or provide the *same* service to the *same* beneficiaries (target population).
- ***Overlap*** occurs when multiple agencies (or organizational units within an agency) engage in the provision of *similar* services and/or target similar beneficiaries.

¹ Public Law No. 111-139, § 21, 124 Stat. 29 (2010), 31 U.S.C. § 712

- *Fragmentation* exists when more than one agency or organizational unit within an agency administers or is involved in the same program.

Results and Recommendations

During FYs 2013 and 2014, a total of 14 City agencies were involved in the administration of 90 employment-related programs at a cost of more than \$1.09 billion over the two-year period. Collectively, the agencies reported that these programs provided services to more than 440,000 program participants at a cost of \$535.3 million in FY 2013, and more than 480,000 participants at a cost of \$554.7 million in FY 2014.² The total number of people who participated in these programs was almost certainly lower than totals reported, however, because individuals may have participated in more than one employment-related program during the period reviewed.

The City requires agencies to allocate and report the costs of their programs so that those costs can be aggregated in the Comptroller's Comprehensive Annual Financial Report. However, we found that there is no standardized framework for allocating and tracking program costs or participant populations. Consequently, we were unable to perform per participant analysis of program costs and instead focused our analysis on the program data reported by the agencies that could reasonably be compared.

Based on the information provided by 14 agencies, we identified no instances in which it appears that duplication, as defined above, existed. Conversely, we found that all of the programs had some level of overlap in the category of services provided and all but one had overlap in the populations targeted. Further, in our review of possible fragmentation, we identified 10 programs that involved the collaboration of two or more agencies; however, none of the agencies identified instances of fragmentation within their respective organizations.

Key study observations include:

- More than 70 percent of overall program funding was allocated to programs administered by the Human Resources Administration (HRA), the Department of Education (DOE), and the Department for Youth and Community Development (DYCD).
- Almost 75 percent of the participants were reportedly served by programs administered by HRA and the Department of Small Business Services (DSBS).
- The Parks Opportunity Program, administered by both HRA and the Department of Parks and Recreation (DPR), was the highest funded fragmented program, accounting for over \$147 million. The second highest funded fragmented program was the Summer Youth Employment Program, administered by DOE and DYCD, accounting for \$88.6 million. Collectively, these two programs accounted for more than two-thirds (69 percent) of the funding allocated for fragmented programs.
- The populations targeted by the City's employment-related programs fell under 12 demographic groupings. People who are unemployed workers or employed and low-income workers were as a group targeted the most, with 29 of the City's 90 programs targeted in whole or in part to that demographic, followed by cash assistance recipients and High School/ College/ GED prep students (13 programs each), general public (10 programs), and jail sentenced individuals (inmates) (8 programs).

² The program descriptions along with associated funding and participant information used in our analysis and presented herein are self-reported by the municipal agencies involved in administering the City's various employment-related programs. No testing was performed to validate the accuracy of the agency-reported information.

- Agencies reported that 90 percent of the City's employment-related programs provided multiple services (i.e., employment counseling and assessment, development of job opportunities, job readiness and skills training, job referral, job placement, and other non-employment related services). Specifically, we noted that 18 percent of the programs provided services that fell under all six employment-related service categories and another 46 percent fell under five categories.
- Of the City's 10 fragmented programs, the Mayor's Center for Economic Opportunity reported that it collaborated or partnered with other agencies on seven of them.

The identification of overlap and fragmentation in a program does not necessarily mean that inefficiencies and wastefulness exist. Nonetheless, the existence of duplication, overlap, and/or fragmentation of programs may be an indication that there are opportunities to save taxpayer dollars, maximize budgetary resources, and create greater efficiency of program operations and performance.

However, the ability to conduct a comparative analysis among agencies of participant involvement and the expenditure of resources was limited due to variations in the manner in which agencies reported costs and participant information related to these programs. Thus, the degree to which the City is able to use a study such as this to identify opportunities to maximize its scarce resources depends on the ability of the City to reconcile these variations and make meaningful comparisons between agencies, programs and populations served.

To address the issues raised in this study and to help achieve greater efficiencies in employment programs, we recommend that:

- The City develop a standard framework and implement guidelines for agencies to use to track and report relevant data (resources expended, participants served, etc.) associated with the City's employment-related programs.
- The City comprehensively review the areas identified in this study where overlap and fragmentation of programs or services exist to evaluate where savings could be achieved, costs reduced and/or operational efficiencies enhanced.
- The City evaluate its employment-related programs on a periodic basis (e.g., annually or bi-annually) to identify the extent to which non-mandatory overlap, duplication, or fragmentation of services exists. Where such conditions are identified, the City should consider consolidating employment programs where feasible.

It is our hope that the Mayor's Office along with agencies and organizations involved in New York City's workforce development initiatives and systems will view this report as a resource to help them determine whether opportunities exist to reduce duplication, overlap, and/or fragmentation in City employment-related programs and to work toward increasing efficiency in managing scarce budgetary resources allocated to employment-related programs citywide. The degree to which the City is able to use this and further studies to maximize its scarce resources is dependent in part on the degree to which it is able to satisfactorily address the challenges outlined herein.

REPORT

Background

The City allocates significant resources to a variety of workforce development initiatives that are administered through multiple City agencies. These workforce development programs are dedicated to providing employment-related services to City residents, especially persons who are economically disadvantaged. In broad terms, workforce development encompasses a wide range of activities, policies, and programs employed by a community, municipality, or region to create, sustain, and retain a viable workforce that can support current and future business and industry. As such, workforce development encompasses a combination of social services, community supports, education, and various employment-related services that assist to position an individual for success in the workforce.³

The GAO is required to identify federal programs, agencies, offices and initiatives with duplicative goals and activities and to report annually to Congress its findings and recommendations for the consolidation and elimination of programs to reduce duplication and wasteful spending.⁴ In accordance with this mandate, the GAO has issued a number of reports identifying duplication, overlap, and/or fragmentation of programs and services across the federal landscape where opportunities exist for cost savings and enhanced revenues. The GAO's work in this area has provided a strong model for state and local governments to review and evaluate their own agencies and programs to identify opportunities to increase efficiencies in managing scarce budgetary resources, delivering services, enhancing operations, and ascertaining potential cost savings.

In this study, we targeted employment-related service programs and the agencies that administer them within New York City. Our work in compiling this report was based on methods similar to those used by the GAO to analyze federal programs and on the GAO's definitions for duplication, overlap, and fragmentation. For the purposes of this report, closely mirroring the definitions employed by the GAO, the following definitions for these terms apply:

- *Duplication* occurs when two or more agencies (or organizational units within an agency) are each independently engaged in the *same* type of program or activity and/or provide the *same* service to the *same* beneficiaries (target population).
- *Overlap* occurs when multiple agencies (or organizational units within an agency) engage in the provision of *similar* services and/or target *similar* beneficiaries.
- *Fragmentation* exists when more than one agency or organizational unit within an agency administers or is involved in the same program. For example, multiple agencies may partner in administering a broad spectrum program that provides social supports, health services, employment-related services, and job opportunities for eligible participants. Alternatively, a broad-scale employment program that provides employment assessment, readiness, and general skills training may be fragmented across multiple agencies.

³ Haralson, Lyn E. "What is Workforce Development?" *Bridges*, Federal Reserve Bank of St. Louis: Spring 2010. (URL: <https://www.stlouisfed.org/publications/bridges/spring-2010/what-is-workforce-development>).

⁴ Public Law 111-139, Title II – "Elimination of Duplicative and Wasteful Spending," Section 21 "Identification, Consolidation, and Elimination of Duplicative Government Programs," enacted by the 111th U.S. Congress on February 12, 2010.

The mere existence of duplication, overlap, and/or fragmentation of programs does not necessarily mean that inefficiency and wastefulness exist. Some level of duplication, overlap, or fragmentation may be beneficial in serving a larger number of eligible participants across the City's many communities and geographic areas. Moreover, in certain instances, compliance with legislative mandates or program requirements may result in multiple agencies providing the same or similar services to the same or similar target populations. Notwithstanding, the existence of duplication, overlap, and/or fragmentation of programs may be an indication that there are opportunities to save taxpayer dollars, maximize budgetary resources, and create greater efficiency of program operations and performance.

The New York City Office of Human Capital Development (OHCD) (renamed the Office of Workforce Development in 2014) issued two separate reports entitled "One System for One City" for Fiscal Years 2010 and 2011. These reports presented a picture of workforce activities within the City's five boroughs, analyzed workforce services in the context of the local labor market, and focused on system-wide challenges and priorities.⁵ However, aside from these OHCD reports, there is no standard publication or resource that has consistently and comprehensively identified and reported on the sources and uses of funds allocated to City-provided employment-related services, programs, and/or beneficiaries. Consequently, this study was undertaken to identify and inventory information about City-run employment-related programs.

Objectives

The objectives of this study were as follows:

- 1) To identify and inventory the employment-related programs administered by City agencies, as well as the resources allocated and the populations served by these programs.
- 2) To determine the degree to which duplication, overlap, or fragmentation exists among the City's employment-related programs.
- 3) To identify potential opportunities for creating greater efficiencies.

Scope and Methodology Statement

We conducted this study in accordance with the responsibilities of the City Comptroller as set forth in Chapter 5, §93, of the New York City Charter.

The scope of this study was Fiscal Years 2013 and 2014 (July 1, 2012 through June 30, 2014). The program descriptions along with associated funding and participant information used in our analysis and presented herein are self-reported by the municipal agencies involved in administering the City's various employment-related programs. No testing was performed to validate the accuracy of the agency-reported information. Further, this study did not review, address, or draw conclusions about the quality, effectiveness, and/or outcomes of City employment-related programs. To achieve our objectives, we conducted various analyses. Please refer to the Detailed Scope and Methodology at the end of this report for the specific procedures that were conducted.

⁵ "One System for One City. The State of the New York City Workforce System Fiscal Year 2010." New York City, May 2011. (URL: http://www.nyc.gov/html/adulted/downloads/pdf/one_system_one_city_2011.pdf); and "One System for One City. The State of the New York City Workforce System Fiscal Year 2011." New York City. (URL: http://www.nyc.gov/html/hra/downloads/pdf/facts/workforce/workforce_system_report.pdf) NYC OHCD, 2012.

RESULTS

During FYs 2013 and 2014, a total of 14 City agencies were involved in the administration of 90 employment-related programs. Collectively, the agencies reported serving more than 440,000 participants each year at a two-year combined cost of more than \$1.09 billion.⁶ A complete listing of these programs and descriptions, along with their reported funding and participants are shown in Appendices II and III, respectively.

Based on the information provided by the 14 agencies, we identified no instances in which it appeared that duplication existed. Conversely, we found that all of the programs had some level of overlap in the category of service provided and all but one had overlap in the populations targeted. At the same time, our analysis of possible fragmentation identified 10 programs that involved the collaboration of two or more agencies. However, none of the agencies identified instances of fragmentation within their respective organizations. Although as previously stated, the identification of overlap and fragmentation does not necessarily mean that inefficiencies exist, there may nonetheless be opportunities to reduce overlap and fragmentation that could save taxpayer dollars and help to enhance/maximize resources.

In conducting this study, we found variations in the manner in which agencies reported data related to the reported programs. Additionally, agencies did not provide a breakdown of costs allocated to each of the various services provided when one service was bundled with other services. Therefore, our ability to conduct a comparative analysis of participant involvement and expenditure of resources by agency was limited. The degree to which the City is able to employ this and any further studies to identify real opportunities to maximize its scarce resources is in part dependent on the degree to which it is able to satisfactorily address these program data challenges.

Overview of the City's Employment-Related Programs

During FY 2013 and FY 2014, the following 14 agencies administered 90 employment-related programs at a cost of more than \$500 million each year:

- Human Resources Administration (HRA)
- Department of Education (DOE)
- Department of Youth and Community Development (DYCD)
- Department of Small Business Services (DSBS)
- Mayor's Center for Economic Opportunity (CEO)
- Department of Parks and Recreation (DPR)
- Department of Homeless Services (DHS)
- Department of Health and Mental Hygiene (DOHMH)
- Department for the Aging (DFTA)
- City University of New York (CUNY)

⁶One person may have participated in more than one employment-related program in FY 2013 and/or FY 2014. Therefore, the actual number of individuals who participated in these programs may be fewer than the total participants reported.

- Department of Probation (DOP)
- Economic Development Corporation (EDC)
- New York City Housing Authority (NYCHA)
- Department of Correction (DOC)

For the purposes of this study, employment-related services were grouped under the following six categories⁷:

- *Employment Counseling and Assessment* - refers to programs that provide professional guidance to foster work readiness and career planning as well as assessments of employability skills.
- *Development of Job Opportunities* - refers to programs that assist in new job creation and that help businesses expand.
- *Job Readiness and Skills Training* - refers to programs that help people acquire skills necessary to obtain employment.
- *Job Referral* - refers to programs that inform prospective employers of potential candidates for job openings.
- *Job Placement* - refers to programs that assist participants to find specific jobs.
- *Other Non-Employment Related Services* – refers to programs that provide supplementary services and assistance, such as substance abuse treatment or healthcare. (More detailed definitions of these categories can be found in Appendix III of this report).

The major portion of funding for the 90 reported programs and the number of participants served were concentrated among a very small number of agencies. Specifically, more than 70 percent of the funding for these programs went to programs administered by three agencies, with HRA expending roughly 43 percent of the funds, DOE 15 percent, and DYCD 13 percent. Almost 75 percent of the participants were served by programs administered by two agencies, DSBS (approximately 42 percent) and HRA (nearly 33 percent). The six agencies with the highest funding amounts or costs for the two-year period—HRA, DOE, DYCD, DSBS, CEO, and DPR—accounted for 93.5 percent of total funding costs (\$1.019 billion out of \$1.09 billion) for all 14 reporting agencies and 96.6 percent of the total number of participants served (890,743 out of 921,920).

A more detailed discussion of the funding and participation for these programs is found in the following sections.

Funding of Programs

Funding for the City’s employment-related programs comes from a variety of government and private sources. The City’s OHCD released a report in late 2013 (updated in March 2014) that examined the amount and sources of funding devoted to workforce development and adult education services offered through City agencies in FYs 2013 and 2014.⁸ According to that report, the City provided 34 percent of the funds used to support New York City employment-related programs and workforce development initiatives. Federal money provided through various

⁷ The categories and definitions in the above table are based on various sources that were used to identify and define the six program service categories; they are discussed in the Detailed Scope and Methodology section of this report.

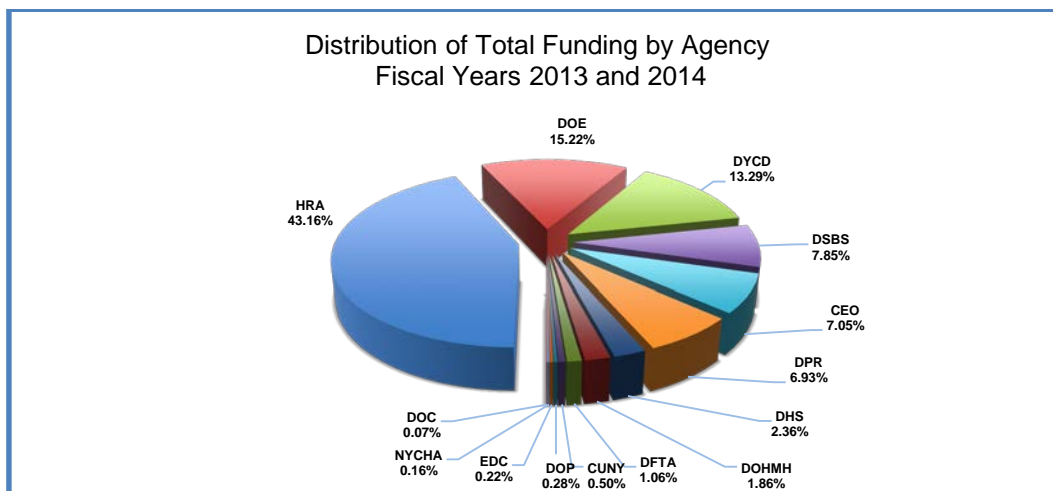
⁸ “Following the Money: An Analysis of FY2013-FY2014 Funding for NYC Workforce Development and Adult Education.” NYC Office of Human Capital Development, New York City: updated March 31, 2014, pgs. 10-11.

programs, including the Supplemental Nutrition Assistance Program (SNAP),⁹ Temporary Assistance for Needy Families (TANF)¹⁰/Flexible Fund for Family Services (FFFS),¹¹ and the Workforce Investment Act (WIA) made up an additional 49 percent of the money used to fund the City’s employment-related programs. The remaining 17 percent was comprised of funds from New York State (14 percent) and from private sources (3 percent).¹²

The New York City Workforce Investment Board (NYC WIB) was formed pursuant to the Workforce Investment Act (WIA) of 1998 and is currently organized under the NYC Office of Workforce Development.¹³ The NYC WIB is responsible for overseeing WIA funding allocations and setting broad priorities to help ensure that workforce initiatives address and support the City’s priorities of developing and maintaining: (1) strong linkages to economic development projects throughout the City; (2) a strong association with the business community at-large to ensure its needs are met; and (3) services that effectively and efficiently link City residents with in-demand jobs opportunities.¹⁴

Collectively, the 14 City agencies reported expending a total of \$1.09 billion in FYs 2013 and 2014 to administer employment-related programs. Chart I illustrates the distribution of these funds among the 14 agencies.

Chart I



⁹ SNAP provides supplementary monthly benefits to help low-income working people, seniors, the disabled and others to purchase food at authorized retail food stores.

¹⁰ TANF provides temporary cash assistance to indigent American families with dependent children while aiming to get people off of that assistance, primarily through employment. There is a maximum of 60 months of benefits within one’s lifetime, but some states have instituted shorter periods.

¹¹ FFFS incorporates TANF funding into a flexible allocation to provide counties with flexibility to devote significantly higher amounts to program areas of their choosing, rather than having the state determine what amounts must be spent on child care, services, or various state contracts. The programs that may be funded in the FFFS include those that are federally allowable for TANF use.

¹² “Following the Money: An Analysis of FY2013-FY2014 Funding for NYC Workforce Development and Adult Education.” NYC Office of Human Capital Development, New York City: March 31, 2014, pgs. 10-11.

¹³ The WIA was enacted in 1998 to create a universal access system of one-stop career centers, which provide access to training and employment services for a range of workers, including low-income adults, low-income youth, and dislocated workers. The goal of WIA is to increase employment, retention, and the earnings of participants, and, in doing so, improve the quality of the workforce to sustain economic growth, enhance productivity and competitiveness, and reduce welfare dependency. The WIA was reauthorized for six years, from 2015 through 2020, with the passage of the Workforce Investment Opportunity Act (WIOA) of 2014. While maintaining key aspects of the WIA, the WIOA focuses on streamlining programs, reporting and administration. The act also creates common measures across “core” programs for both adults and youth, and mandates a single, unified plan for all core programs.

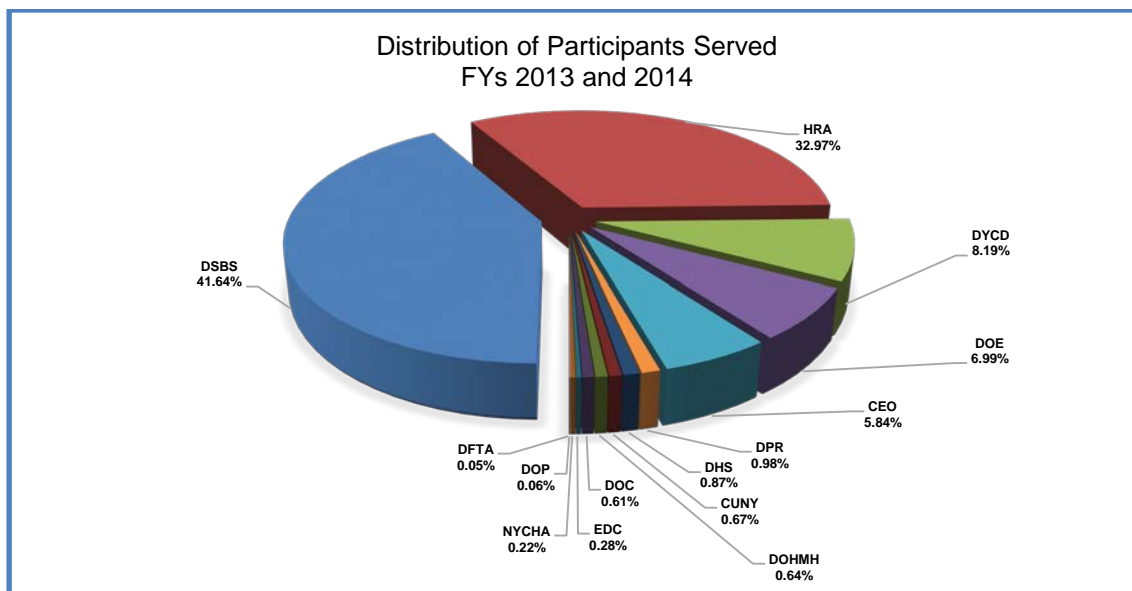
¹⁴ “Overview of the New York City Workforce Investment Board (WIB).” URL: http://www.nyc.gov/html/ohcd/html/workforce/workforce_investment_board.shtml

As shown in Chart I, HRA accounted for the largest portion (43 percent) of the total funds expended. This is significantly more than the combined total of the agencies with the next highest percentages, DOE (15 percent) and DYCD (13 percent). Collectively, these three agencies—HRA, DOE, and DYCD—accounted for more than 70 percent of the funds expended during the two-year period.

Participants Served by Programs

Depending on the eligibility requirements of the various employment-related programs, a person may be able to participate in more than one program in a given year or participate in the same program in multiple years. Therefore, the number of participants served as reported by the agencies may include multiple counting of the same individuals. We did not obtain the names or other identifying information on the participants served, so we are unable to ascertain the degree to which multiple counting of the same individuals occurred. Recognizing that potential limitation in the information provided by the City, the reported number of participants served by each agency in FYs 2013 and 2014 is shown in Chart II below.

Chart II



As was the case with program funding, the major portion of the participants served was concentrated among a very small number of agencies. As reflected in Chart II, DSBS and HRA accounted for almost 75 percent of the total participants served during the two-year period, with DSBS accounting for almost 42 percent and HRA almost 33 percent of total participants served.

Relationship between Funding and Participants Served

When agency funding amounts and the number of participants served were ranked, there appeared to be a relatively close relationship between dollars spent and participants served, with one notable exception. Table I below reflects the total funding and participants served by the 14 agencies in FYs 2013 and 2014, and the ranking for each from highest (1) to lowest (14).

Table I

Summary of Funding and Participants Served
FYs 2013 and 2014

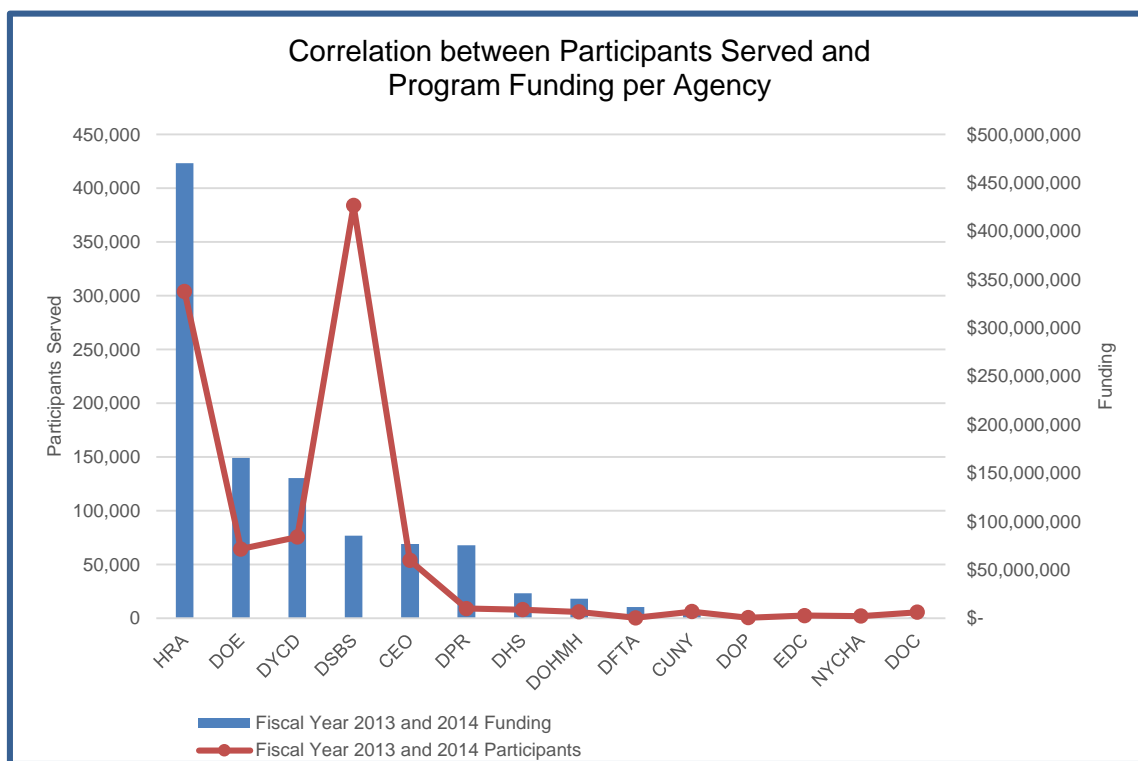
Agency	FY 2013 Funding ^a	FY 2014 Funding ^a	Ranking	FY 2013 and 2014 Funding ^a	FY 2013 Participants ^b	FY 2014 Participants ^b	Ranking	FYs 2013 and 2014 Participants ^b
HRA	\$235,693,768	\$234,738,900	1	\$470,432,668	145,142	158,815	2	303,957
DOE	79,473,866	86,443,265	2	165,917,131	30,947	33,517	4	64,464
DYCD	68,671,766	76,179,427	3	144,851,193	34,380	41,164	3	75,544
DSBS	41,909,709	43,624,108	4	85,533,817	185,219	198,709	1	383,928
CEO	35,918,568	40,877,314	5	76,795,882	25,895	27,911	5	53,806
DPR	38,560,913	36,928,538	6	75,489,451	4,742	4,302	6	9,044
DHS	12,559,527	13,142,123	7	25,701,650	4,147	3,848	7	7,995
DOHMH	10,631,078	9,685,788	8	20,316,866	3,222	2,673	9	5,895
DFTA	5,964,013	5,602,242	9	11,566,255	208	260	14	468
CUNY	2,450,000	3,050,000	10	5,500,000	2,873	3,279	8	6,152
DOP	1,500,000	1,500,000	11	3,000,000	264	257	13	521
EDC	950,913	1,435,256	12	2,386,169	921	1,631	11	2,552
NYCHA	1,000,000	750,000	13	1,750,000	1,829	166	12	1,995
DOC	59,120	722,490	14	781,610	1,863	3,736	10	5,599
Total	\$535,343,241	\$554,679,451		\$1,090,022,692	441,652	480,268		921,920

^a Funding includes aggregated Federal, State, City, and private sources reported by the agencies.

^b May include persons who participated in multiple programs during the two-year period

However, upon comparing each agency's percentage of total funding to the percentage of total participants served during the two-year period, we found a loose relationship between funding and participants served for some agencies. For example, DSBS accounted for only 7.85 percent of the total funding amount (\$85,533,817 out of \$1,090,022,692), ranking fourth for the two-year combined total. Nevertheless, it was first in the number of program participants, as a result of serving more than 40 percent of all participants (383,928 out of 921,920) during the period under review. HRA ranked second in the number of participants served, although it had the highest employment-related program funding amount, more than twice the amount of the next highest agency (DOE). This correlation is illustrated in Chart III below.

Chart III



The variations in the relationship between funding and participants served by an agency are explained to a significant extent, by three factors:

1. The degree to which programs that provide employment-related services incorporate other non-employment related services (bundled programs).
2. Agencies' use of co-location/one-stop centers. As shown above, DSBS had the greatest variation between funding and participants served, which was most likely attributable to its co-location/one-stop centers located throughout the five boroughs.
3. The manner in which costs are recognized by each agency.

These factors are discussed in greater detail in the sections below.

1. Bundled Programs

A number of programs were reported by agencies to provide employment-related services incorporated other non-employment related services, such as social supports, including housing, healthcare, counseling, substance abuse treatment, community outreach, network-building and financial counseling. For the purpose of this study, we refer to these types of programs as “bundled” programs. As shown in Appendix IV, nine agencies reported information indicating that they had bundled programs: CEO, CUNY, DOC, DOE, DOHMH, DSBS, DYCD, HRA, and NYCHA. Of the 80 programs administered by these agencies, 23 (29 percent) were bundled. These programs accounted for 47 percent (\$457.1 million out of \$971.9 million) of the funds that these nine agencies expended and 42 percent of the total \$1.09 billion expended for all employment-related programs during the scope period.

CUNY reported two programs in total, one of which was bundled with other non-employment related services. Similarly, DOHMH reported nine programs, four of which were bundled with non-employment services. None of the nine agencies with bundled programs offered information on how the funds were specifically allocated to the various types of services provided. Consequently, we were unable to identify the cost directly related to employment-related services provided to program participants. Notwithstanding, the fact that employment-related and non-employment-related services were bundled would most likely have had no effect on the number of participants provided employment-related services because, in general, all participants enrolled in a bundled program had access to all the services that the program provided. Given that multiple services were provided, including in some instances financial assistance, housing, and health care, the costs of bundled programs most certainly are greater than the costs of programs that provides only employment training or referral services. Keeping track of costs allocated to specific services provided within a bundled program could assist agencies to better manage program needs, identify trends and issues related to expenditures, and provide for more efficient use of funds.

2. Agencies Utilizing Co-locations/One-Stop Centers

A key aspect of the WIA was the establishment of one-stop centers to serve as a single point of contact within particular communities, where residents can obtain employment services and referrals to specific job training, educational, or other services. In addition to creating better communication between programs and improving service delivery to clients, such co-located services have been found to assist in the elimination of duplication.¹⁵

Our review of agency reported information and agency websites determined that DSBS, HRA, and DOE utilized one-stop centers for qualified persons to access or apply for programs or services. Specifically, we noted that presently DSBS has 18 Workforce1 Career Centers throughout the five boroughs to provide one-stop access for individuals seeking employment, training, and related services. Of the 15 employment programs administered by DSBS, at least six can be directly applied for through one of the Career Centers. The centers also provide an online portal where interested individuals can access training and job opportunities. This is significant because, as previously noted, DSBS provided services to the largest number of participants in FYs 2013 and 2014 combined and this Internet access may have enabled them to reach more people at a lower cost.

In addition, HRA manages 29 job centers throughout the five boroughs where candidates can visit and apply for benefits and where evaluations/referrals for employment programs are subsequently made. Qualifications and referrals for many of the programs administered by HRA are contingent upon enrollment in a cash assistance and/or SNAP benefit program. Of the 17 employment programs administered by HRA, three can be applied for at one of the Job Centers.

Lastly, we noted that of the 11 employment programs administered by DOE, four could be applied for at the DOE's Office of Adult and Continuing Education regional locations situated in four of the five boroughs. These four programs were all part of DOE's adult education services provided to either promote participants' problem-solving skills or help applicants obtain certain career-related licenses.

As noted by the GAO, while increasing the use of one-stop centers where services are co-located may assist in increasing efficiencies in service delivery and reduce costs, it does not guarantee efficiency improvements. Nevertheless, co-location of services can provide opportunities for

¹⁵ "Employment and Training Programs Opportunities Exist for Improving Efficiency." Statement of Andrew Sherrill, Director of Education, Workforce, and Income Security Issues. GAO11-506T, Washington, D.C.: April 7, 2011, p 12.

reducing administrative costs through sharing resources and cross-training staff, and, to some degree, for consolidating administrative systems, such as information technology systems. However, there are challenges in implementing and increasing co-location of services because of space limitations, program and operational requirements, and the needs of the targeted populations, etc.¹⁶

3. Cost Recognition by Agencies

The City requires agencies to account for and allocate costs associated with their programs, and these costs are captured and reported in aggregate each year in the Comptroller's Comprehensive Annual Financial Report. Based on the variations in the manner in which agencies reported program cost and participant information, however, it is apparent that there is no standard framework for agencies to track such information. Accordingly, the 14 reporting agencies did not consistently identify general or specific funding sources, (i.e., federal, State or City grant or tax levy) or other allocated costs, such as administration, personnel, or overhead. Some agencies provided no cost information, noting that such costs were covered under their overall budget, while others provided detailed information about individual program costs. Moreover, each agency has its own mission and each program has its own goals and procedures and as a result, one agency's accounting and reporting on program costs often varied from the reporting of other agencies. For example, two agencies that serve the same approximate number of participants in their respective employment-related programs may also have comparable administration, personnel, and overhead costs associated with their programs, yet report very different program costs because one agency considers these other costs as part of program costs and the other agency does not. Under such a scenario, the two agencies show a variation between funding and participants served when in actuality there is none.

While funding requirements, agency program operations and objectives may vary from program to program, without a standardized reporting framework to identify and track all relevant direct and indirect costs associated with the City's employment-related programs, legislators, policymakers, and other stakeholders have only limited assurance about the accuracy of reported costs. Further, the City's ability to perform any comprehensive comparison among agencies regarding the resources expended in administering these programs is limited.

Overlap of Employment-Related Programs

The numerous employment-related programs administered by City agencies target a broad range of demographic groups, the major portion of which are persons who are economically-disadvantaged and without the capacity or skills needed to become and maintain self-sufficiency. Independently, each program has its own set of goals focused on the needs of specific target populations. The efficient and effective use of taxpayer dollars comes into question when overlap exists in multiple programs that provide similar services and/or target similar populations. This is especially so when similar programs are administered by different agencies and have their own budgets, administrative structure, and operational processes.

To address this issue, we sought to identify potential areas where overlap existed among the City's employment-related programs. Based on the information provided by the 14 City agencies, we determined that all 90 of the City's employment-related programs overlapped to some degree

¹⁶ "Duplication, Overlap, and Fragmentation. Multiple Employment and Training Programs: Providing Information on Colocating Services and Consolidating Administrative Structures Could Promote Efficiencies," GAO-11-318SP, Washington, D.C.; Date: 2011; pgs. 140-142.

with one or more other programs either in terms of the services provided or the populations targeted, or both.

Some overlap may be necessary due to legislative, funding, or program requirements. It is possible that some overlap may even be beneficial for specific target groups. For example, DHS's focus is on assisting homeless individuals and families, DYCD is focused on supporting the youth, and HRA through its various programs supports economically-challenged individuals in need of social support and public assistance. Overlap of programs may facilitate benefits being provided to a larger number of eligible participants with increased cost efficiency where agencies already have organizational resources in place (e.g., office site, staffing) to administer programs to target populations. However, when overlap exists, opportunities may also exist to reduce costs and simultaneously enhance effectiveness and efficiency in the use and allocation of funding resources.

In certain instances, compliance with legislative mandates or program requirements may result in multiple agencies providing the same or similar services to the same or similar target populations. The following sections discuss overlap identified regarding program service categories and target populations in more detail.

Overlap by Service Category

In order to facilitate our assessment of program overlap, we grouped the types of services provided into the following six categories: 1) employment counseling and assessment; 2) development of job opportunities; 3) job readiness and skills training; 4) job referral; 5) job placement; and 6) other non-employment related services. Our analysis showed that when evaluated in terms of the six broad categories of services provided, all 90 of the City's employment-related programs administered during FYs 2013 and 2014 overlapped to some degree with one or more other programs offered by another City agency with regard to the services provided. We noted the following:

- 74 programs provided employment counseling and assessment services;
- 65 programs provided development of job opportunities;
- 85 programs provided job readiness and skills training;
- 68 programs provided job referral services; and
- 63 programs provided job placement services.

Our analysis also showed that although some of the reported programs provided one service only, most provided multiple services. Therefore, programs were classified under one or more service category. For example, the Food Handlers Certification administered by CEO provided job readiness and skills training service only and, therefore, was classified under one category, whereas Back to Work (B2W) administered by HRA, provided services in each of the six categories and so was counted under each. Based on the definition of overlap, the classification of a program into two or more categories is a strong indicator of overlap of services within City employment-related programs, services provided, and/or targeted groups served.¹⁷

¹⁷ A summary breakdown of the employment-related programs by service category appears in Appendix IV.

Chart IV

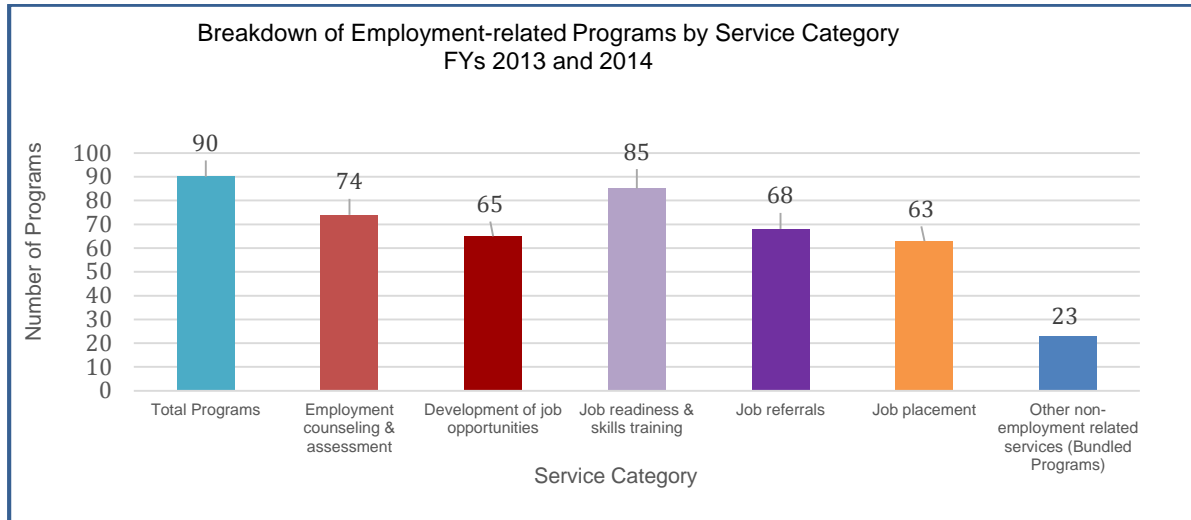


Table II below summarizes the distribution of employment-related programs and the number of categories under which they can be classified.

Table II

Number of Categories Under which Employment-related Programs Fit

Description	Number of Employment-related programs	%
Fit under only one service category	9	10%
Fit under two service categories	11	12%
Fit under three service categories	7	8%
Fit under four service categories	6	7%
Fit under five service categories	41	46%
Fit under all six service categories	16	18%
Total	90	100%

As shown in Table II above, 90 percent of the City’s programs fit under multiple categories; 18 percent of the 90 programs were classified or fit under all six categories and almost 50 percent of the programs fit under five categories. For these programs that fell under multiple categories, the reporting agencies did not offer a breakdown of the costs for the various services provided by the programs; therefore, we could neither determine nor analyze the costs associated with each service category, nor could we determine the portion of the program’s resources that were allocated to each category. Such information would be helpful to agencies and stakeholders alike to identify the actual costs associated with each program and amounts expended by the City on employment-related programs.

Overlap by Target Population

In addition to overlap regarding the services provided, our analysis showed that some overlap existed of the populations targeted by the 90 different programs. Based on the information

provided by the 14 City agencies, we determined that the populations served by the 90 reported employment-related programs targeted the following 12 overall demographic groupings:

- cash assistance recipients
- high school, college, and GED prep students
- homeless individuals and families
- immigrants
- individuals diagnosed with disabilities
- individuals with mental illness and/or emotional disorders
- individuals with substance/chemical dependencies
- jail-sentenced individuals (inmates)
- probationers and individuals with a history of criminal justice involvement
- public housing residents
- unemployed individuals and low-income workers
- other/general¹⁸

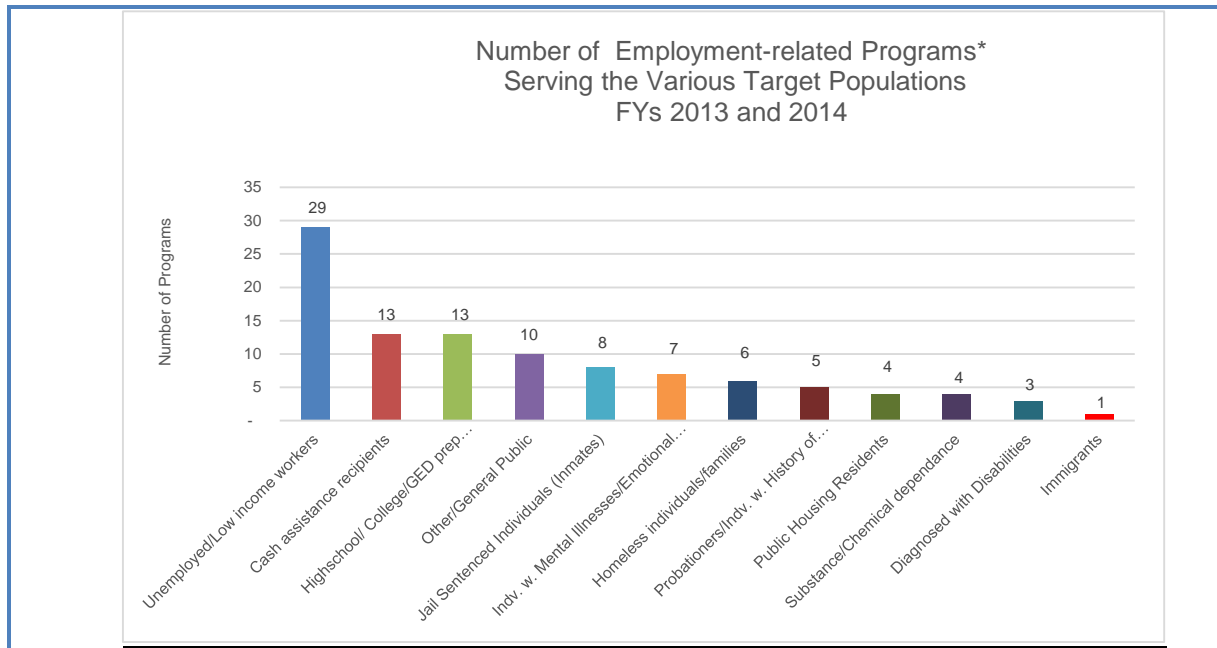
Our analysis showed that many of the City's employment-related programs administered during FYs 2013 and 2014 overlapped to some degree in terms of the populations they targeted. For example, 6 agencies provided a total of 29 programs that targeted unemployed/low-income workers, 3 agencies provided 13 programs that targeted cash assistance recipients, and 7 agencies provided 13 programs that targeted high school/college/GED prep students.

For the purpose of our analysis, when a program targeted more than one population demographic, we included the total participants served and funding amounts for the program in each of the targeted population groups. For example, CEO reported a total of 675 participants for the Work Advance Program in FYs 2013 and 2014. CEO reported that this program was targeted to both "unemployed/low-income workers" and "high-school/college/GED prep students," so this participant number was used under both categories. Therefore, the numbers reflected in the corresponding charts and tables represent the maximum possible number of participants served and funds expended, as reported by the agencies.

In a number of instances, a program may have targeted persons who fell under more than one category. For example, during the review period, DOHMH offered the Affirmative Business Training Program to assist adults, aged 18 years and over, challenged with both serious mental illness and substance use disorders. Chart IV below illustrates the number of employment-related programs and the target populations served in FYs 2013 and 2014. (A summary breakdown by agency is shown in Appendix V.)

¹⁸ For the most part, this grouping includes programs that targeted New York City's workforce within specific age groups such as residents aged 14 to 24, residents aged 21 and over, and professionals aged 55 and older. In addition, there were programs that targeted veterans and/or their spouses as well as media company employees, among others.

Chart V



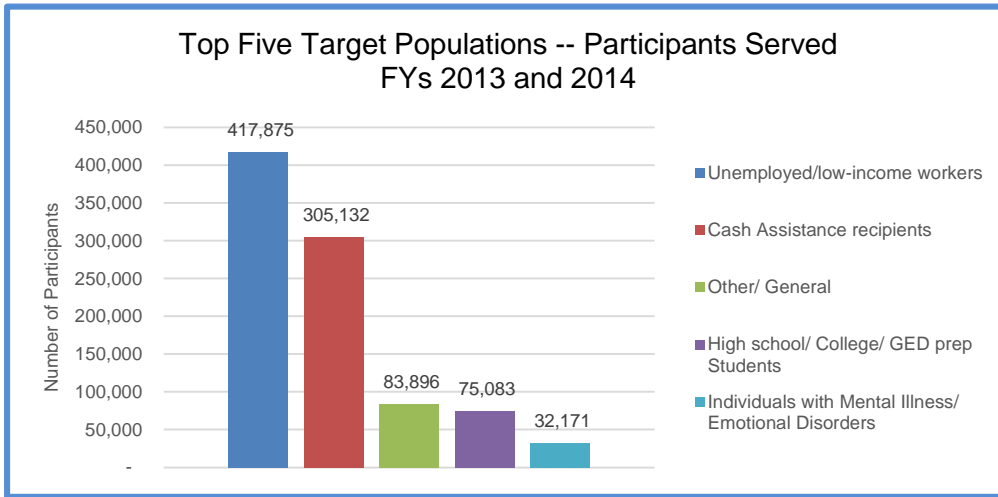
*Some programs serve more than one target population. Accordingly, the sum of programs by target population will not equal the total of 90 programs reported by the 14 agencies for FYs 2013 and 2014.

As noted above, most programs targeted economically-disadvantaged individuals, including the categories of unemployed and/or low-income individuals (29 programs), followed by cash assistance recipients and high school/ college/ GED prep students (13 programs each), other/ general public (10 programs), and jail sentenced individuals (inmates) (8 programs).

The group of “Unemployed/Low Income Workers” was the highest targeted group with 29 programs targeted in whole or in part to that demographic. The “Immigrant” demographic was least targeted with only one program administered by EDC. However, this should not be interpreted to indicate that immigrants were not served because a person falling into this group may also fall under one or more other categories, such as when an immigrant is unemployed and resides in public housing. In such a case, s/he may take advantage of programs targeting those populations as well.

As discussed below, our analysis of programs whose targeted populations overlapped evaluated the number of participants serviced and funding amounts related to those programs. Through this analysis, we found that unemployed/low income workers and cash assistance recipients were the populations served most frequently, and accounted for 45 percent and 33 percent, respectively, of all participants served during the two-year period. We found a significant drop-off in resources and participants after these two categories, with the next highest target population (other/ general public) accounting for only 9 percent of all participants served. Chart VI below shows the five populations that were targeted the most during the two-year review period. (A summary breakdown by agency is shown in Appendix V.)

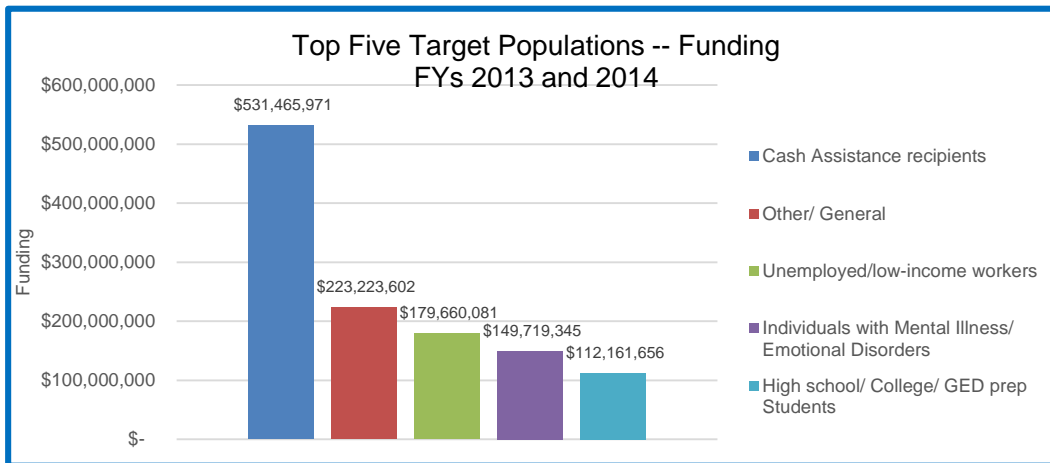
Chart VI



*Persons most certainly are counted more than once if they are part of more than one target population. As a result, the sum of the participant totals for each target population will not equal the total number of participants reported by the agencies.

With respect to the targeted population groups, we also analyzed the funding allocated for each in FYs 2013 and 2014. Chart VII below shows the five populations whose programs were funded the most during the two-year review period. (A summary breakdown of the allocation of funds by agency is also shown in Appendix V.)

Chart VII

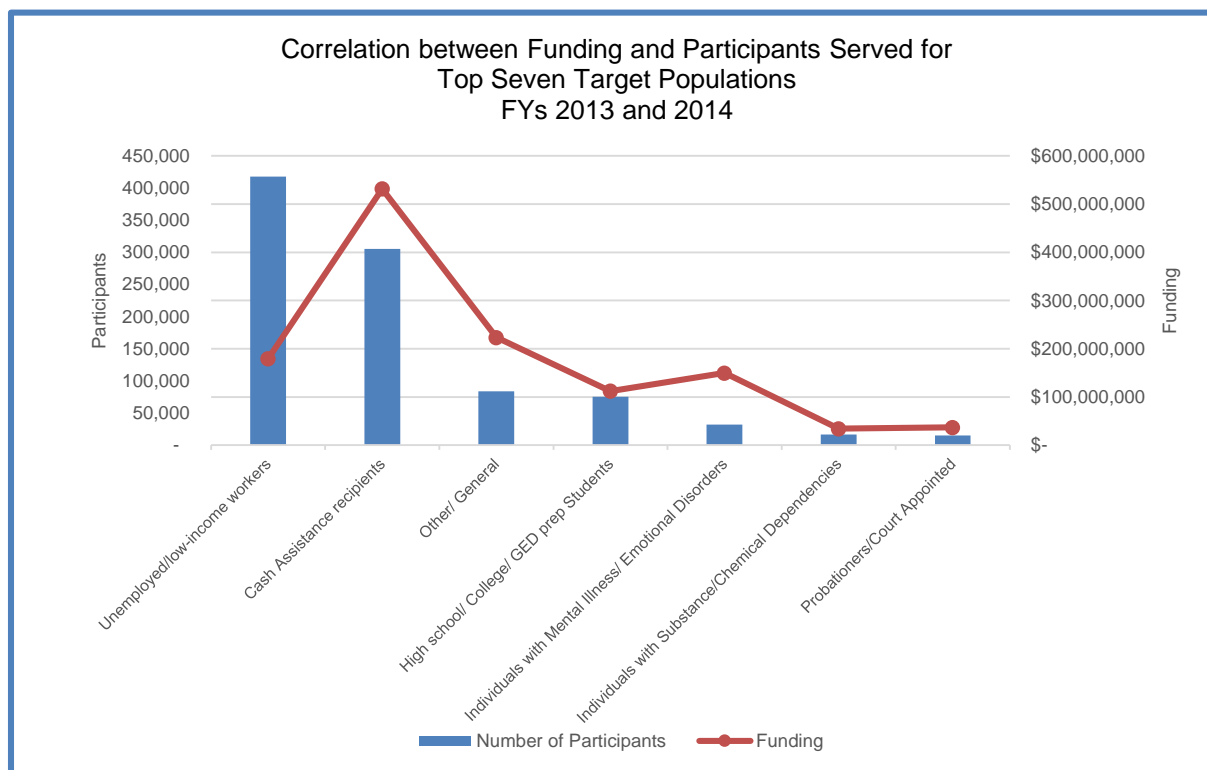


*Some programs are targeted to more than one population; in such cases, the funding for those programs are listed under the relevant populations. Accordingly, the sum of the funding totals for each target population will not equal the total amount funded for all employment-related programs.

Nearly 50 percent of the combined two-year funding total (or \$531 million out of \$1.09 billion) that agencies reportedly allocated for the City's employment-related programs went in whole or in part to programs that targeted cash assistance recipients. The next highest allocation of funds, which was less than half of what was allocated for cash assistance recipients (\$223 million), was allocated to the other/general public target population.

As was the case for five of the seven most frequently served target populations, there was a direct relationship between the amount of money spent and the number of participants served. However, it was not the case for two programs, as is graphically illustrated in Chart VIII below.

Chart VIII



While employment-related programs serving cash assistance recipients received the highest amount of funding, the number of participants served was second among targeted groups served. By contrast, programs that served unemployed/low-income workers was ranked third in the amount of funding allocated, but first in the number of participants served. The causes of these variations are uncertain. One possible reason may be attributed to HRA's requirement that, unless otherwise exempt, individuals seeking cash assistance are required to participate in work activities (e.g., the Work Experience Program, or WEP) and the funds associated with this targeted population may be directly related to cash assistance benefits, which is a non-employment related service. As a result, the funding costs would be higher than it would be for programs that did not have a bundled component. However, more comprehensive data and analyses—which was beyond the scope of this study—would be required to ascertain the actual causes for the variations reflected above.

In summary, significant levels of overlap were found among the employment-related programs provided in FYs 2013 and 2014. Based on the information provided by the agencies, the extent of the overlap and the degree to which such overlap was necessary could not be determined. Notwithstanding, the identification of overlap provides the agencies with an opportunity to determine where there might be inefficiencies and where savings might be realized, and programs made more effective and efficient.

Fragmentation of Employment-Related Programs

As noted earlier, for the purposes of this report, we considered a program to be fragmented if multiple agencies collaborated and each provided a certain service under a broad-scope employment-related program. Since the GAO has a mandate to identify duplicative federal programs and reduce wasteful spending, City agencies could be affected if federal funding for a specific program is rescinded because the program may have been identified for elimination.

Based on agency-provided program descriptions, two or more agencies reported partnering with one another in providing services for 10 of the 90 employment-related programs.¹⁹ The 10 fragmented programs and the partnering agencies are shown in Table III below.

Table III

10 Fragmented Programs Involving Collaborating Agencies
FYs 2013 and 2014

Programs	CEO	DOP	DYCD	HRA	NYCHA	DPR	DSBS	DOE	Total Collaborating Agencies
Employment Works	●	●					●		3
Jobs Plus	●			●	●				3
Parks Opportunity Program (POP)				●		●			2
Young Adult Internship Program	●		●						2
NYC Business Solutions Customized Training	●						●		2
Scholars at Work	●						●		2
Sector-Focused Career Centers	●						●		2
Work Progress Program and NYC Recovers	●			●					2
Work Experience Program (WEP)				●				●	2
Summer Youth Employment Program (SYEP)			●					●	2
Total Fragmented Programs=10	7	1	2	4	1	1	4	2	

As shown in the table, CEO reported collaborating with other agencies on seven of the 10 fragmented programs. This is to be expected because CEO's primary role is to work with both City agencies and the federal government to implement successful anti-poverty initiatives; it funds

¹⁹ For the purposes of this report, we only identified a program as fragmented if two or more agencies noted it as such. However, while there were 22 other programs that were potentially fragmented, each of them was identified as such by only one agency; the collaborating agency did not identify it as such. Without further information, we could not determine whether the particular programs were indeed fragmented. At the very least, there may be overlap in such programs.

initiatives across sponsoring agencies aimed at reducing the number of working poor, young adults, and children living in poverty in New York City. In most instances, CEO's role consists of providing funding and guidance to partnering agencies. CEO evaluates, collects data on, and closely monitors programs to identify successes and failures, and it assists agencies to improve performance and program outcomes.

Our review of the agencies reported funding information revealed that while fragmented programs comprised 11 percent (10 out of 90) of the City's programs, they accounted for nearly one-third of their funding. Agencies reported that \$342.1 million (31 percent) of the combined \$1.09 billion total funding for employment-related programs for the two-year review period went to the 10 fragmented programs. This most probably occurred because most of the fragmented programs served a larger number of participants, necessitating the need for two or more agencies to work in collaboration.

A breakdown by agency shows that the Parks Opportunity Program (POP), administered by both HRA and DPR, was the highest funded program, accounting for over \$147 million. The second highest funded program was the Summer Youth Employment Program (SYEP), administered by DOE and DYCD, accounting for \$88.6 million. Collectively, these two programs accounted for more than two-thirds (69 percent) of the funding allocated for fragmented programs. (The breakdown by agency is shown in Appendix VI.)

In FYs 2013 and 2014, fragmented programs reportedly served 255,744 participants, 28 percent of the 921,920 participants served during the two-year review period. Collectively, WEP, administered jointly by HRA and DOE, followed by the SYEP, administered by DYCD and DOE, and the Sector-Focused Career Centers, administered by CEO and DSBS, accounted for 78 percent of the participants served by fragmented programs. (The breakdown by agency is shown in Appendix VI.)

While the POP and SYEP programs accounted for more than two-thirds (69 percent) of the funding for fragmented programs, they accounted for only one-third of the participants served. Given the level of information provided by the agencies, there was insufficient data to ascertain the factors attributing to the variances between the populations served and funding amounts. To do so would require more comprehensive data and analyses, which was beyond the scope of this study.

Challenges in Identifying Opportunities to Reduce Duplication, Overlap, and Fragmentation

It is our hope that the City will use this report as a starting point in determining whether there is any unnecessary duplication, overlap, and fragmentation in the employment-related programs administered by the City. In order to do so, however, a number of challenges that we encountered in conducting this study should be addressed, including the following:

- ***Disparities in the way agencies reported program-related information.*** For the funding information that we requested, some agencies gave us budgeted amounts, some gave us the contract values, and others gave us the actual expenditures for the program. In addition, there were ambiguities regarding the reported funding for some of the fragmented programs as when funding information provided by one agency appeared to include figures for another partnering agency for the same program. For example, Jobs Plus is an employment-related program in which CEO, HRA and NYCHA all participate. Based on the information we received, it was difficult to differentiate the exact amounts

expended by each agency for this program. Specifically, for the Jobs Plus program, CEO reported expending \$12,147,305 on the program and HRA reported \$8,385,979; however, NYCHA reported that its related costs were included in the costs reported by HRA. Thus, we were unable to determine the costs attributed to the NYCHA portion of the program and the amount attributed to the rest of the HRA portion. In addition, we noted variations in how the agencies reported participant information. For example, DOC reported the number of participants that had secured employment as a result of going through the Dreams-Youth Build and Young Adult Training program, rather than the number of participants that had been enrolled in or serviced by the program. In another example, DOE did not have nor provide participant information on two of its programs.

- **Employment services bundled with other services.** In a number of instances, employment services were bundled with other non-employment-related services and agencies did not distinguish between funds expended on employment-related programs versus other non-employment-related programs.
- **Difficulty in determining the number of unique participants.** There are a number of programs where a participant can utilize more than one program, particularly where the participant falls into multiple target populations (e.g., unemployed and a NYCHA resident). Moreover, the number and distribution of the programs across the City may be so great that only estimates of total participants served were provided. For example, a CUNY official stated that the programs involved many areas throughout all the colleges and so participant information provided was only an estimate, not an actual number.

Although we did not investigate agency methods for tracking participants, based on the multi-variant classification of participants, it is certain that participants are counted more than once. This means that performance outcomes may be reported incorrectly. Moreover, contract service providers could report (and be paid for) providing services to the same participant more than once.

Some of these key issues were corroborated by the Jobs for New Yorkers Task Force's November 2014 report, in which the Task Force made recommendations for transforming the City's workforce system and refocusing employment-related programs and activities. The report noted that the City's employment-related programs do not function cohesively and span a number of agencies, each having its own set of goals, rules, and processes. The report further concluded that the "lack of coordination among the City's workforce programs is so profound that obtaining data for the total number of system wide job placements, average wage of those placed, and the total number of unique customers served is virtually impossible."²⁰

The City also faces additional challenges with the new requirements established by the WIOA of 2014. As discussed earlier, the WIA was reauthorized for six years, from 2015 through 2020, with the passage of the WIOA. While maintaining key aspects of the WIA, the WIOA focuses on streamlining programs, reporting and administration. The act also created common measures across programs for both adults and youth, and mandated a single, unified plan for all core programs. Moreover, the WIOA calls for greater accountability over program performance and the rescission of unproductive, inefficient, or duplicative programs.

²⁰ Jobs for New Yorkers Task Force, "Career Pathways: One City Working Together," New York City; November 21, 2014, pgs. 21-22.

Recommendations

We recommend that:

1. The City develop a standard framework and establish guidelines for agencies to use in tracking relevant data (resources expended, participants served, etc.) associated with the City's employment-related programs.
2. The City comprehensively review the potential areas where overlap and fragmentation of programs or services have been identified in this study to evaluate where savings could be achieved, costs reduced and/or operational efficiencies enhanced.
3. The City evaluate its employment-related programs on a periodic basis (e.g., annually, bi-annually) to identify the extent to which non-mandatory overlap, duplication, or fragmentation of services exists. Where such is identified, the City should consider consolidating employment programs where administrative and program costs are duplicated and/or where similar target populations are provided the same or similar services.

DETAILED SCOPE AND METHODOLOGY

We conducted this study in accordance with the responsibilities of the City Comptroller as set forth in Chapter 5, §93, of the New York City Charter.

The scope of this study was Fiscal Years 2013 and 2014 (July 1, 2012, through June 30, 2014). The program descriptions along with associated funding and participant information used in our analysis and presented herein are self-reported by the municipal agencies involved in administering the City's various employment-related programs. No testing was performed to validate the accuracy of the agency-reported information. Further, this study did not review, address, or draw conclusions about the quality, effectiveness, and/or outcomes of City employment-related programs. To achieve our objectives, we carried out various procedures, which are discussed below.

To gain an understanding of the GAO's steps for identifying and assessing duplication, overlap, and fragmentation in federal agencies' programs, we reviewed various GAO reports on the matter, including the following:

- *2014 Annual Report: Additional Opportunities to Reduce Fragmentation, Overlap, and Duplication and Achieve Other Financial Benefits* (GAO-14-343SP). Washington, D.C.; April 8, 2014.
- *Strategies for Reducing Fragmentation, Overlap, and Duplication and Achieving Cost Savings* (GAO-13-631T). Washington, D.C.; May 16, 2013.
- *2013 Annual Report: Actions Needed to Reduce Fragmentation, Overlap, and Duplication and Achieve Other Financial Benefits* (GAO-13-279SP). Washington, D.C.; April 9, 2013.
- *Employment and Training Programs: Opportunities Exist for Improving Efficiency* (GAO-11-506T). Washington, D.C.; April 7, 2011.
- *Opportunities to Reduce Fragmentation, Overlap and Potential Duplication in Federal Teacher Quality and Employment and Training Programs* (GAO-11-509T). Washington, D.C.; April 6, 2011.
- *Opportunities to Reduce Potential Duplication in Government Programs, Save Tax Dollars, and Enhance Revenue* (GAO-11-318SP). Washington, D.C.; March 1, 2011.
- *Multiple Employment Training Programs: Overlapping Programs Indicate Need for Closer Examination of Structure* (GAO-01-71). Washington, D.C.; October 2000.
- *Multiple Employment Training Programs; Overlap Among Programs Raises Questions About Efficiency* (GAO/HEHS-94-193). Washington, D.C.; July 1994.

To identify the City agencies involved with New York City's workforce development (employment) initiatives and programs, we initially reviewed the Comptroller's Annual Financial Report for FYs 2012 and 2013, the Mayor's Management Reports for the same period, and City agencies' websites. Further, we reviewed and referred to publications issued by the former Mayor's Office of Human Capital Development (OHCD), now the Mayor's Office of Workforce Development, including the following:

- *One System for One City: The State of the New York City Workforce System Fiscal Year 2010*. New York City; 2010.
- *One System for One City: The State of the New York City Workforce System Fiscal Year 2011*. New York City; 2011.
- *Following the Money: An Analysis of FY2013-FY2014 Funding for NYC Workforce Development and Adult Education*. New York City; updated March 2014.

City of New York Workforce Development Quarterly Reports, covering: January 2011–March 2011, April 2011–June 2011, July 2011–September 2011, October 2011–December 2011, January 2012 – March 2012, and April 2012 – June 2012. In addition to sources noted above and sampled contracts for City employment-related services, the following sources were used in defining the six broad program service categories used in this study to assess and classify employment-related services provided through the various City-provided programs:

- Minnesota Dept. of Human Services, “Job Readiness, Life Skills and Job Skills Directly Related to Employment Guidance” (<http://www.dhs.state.mn.us/>)
- Commission on Accreditation of Rehabilitation Facilities (CARF), “2014 Employment and Community Services Program Descriptions” (www.carf.org).
- Montana Dept. of Labor & Industry, “Workforce Investment Act Glossary” (<http://wsd.dli.mt.gov/wia/wiaglossary.pdf>).
- Code of Federal Regulations, Title 20, Part 651 § 10 Employee Benefits – General Provisions Governing the Federal-State Employment Service System – Definition of terms (20 CFR 651.10)

We met officials from the 14 City agencies identified as those that administered employment-related programs in FYs 2013 and 2014 and discussed the objectives of this study. To compile an inventory of City-provided employment-related programs by agency, the resources allocated, and populations served by such programs, we distributed an information worksheet to each of the 14 agencies. We asked officials to provide us with the program description and goals, targeted population(s); types of services provided (see service categories discussed earlier and shown in Appendix I), partnering agencies, names of contractors associated with the program (if applicable), number of participants served, total program funding and/or budgeted amount, and the program the funding source(s) for each program under their respective jurisdiction.

We compiled the agency-provided information on a total of 90 specific programs and analyzed the information in terms of the services provided (services categories), participants served, funding amounts, and populations targeted. We followed-up with agency officials to gather additional, updated and clarified information, and updated our analyses accordingly.

To determine the degree to which duplication, overlap, or fragmentation existed among employment-related programs administered by the 14 agencies and to identify potential opportunities for creating greater efficiencies, we reviewed analyzed agency program information. As part of our analyses, we evaluated whether:

- agencies partnered *with other agencies in the same broad-spectrum program* that provided one or more employment-related services and/or were bundled with other non-employment related services, such as social supports, health services, employment-related services, and job opportunities for eligible participants;

- two or more agencies (or organizational units within an agency) were engaged in the *same* type of program or activity and/or provide the *same* service to the *same* beneficiaries (target population), and/or
- multiple agencies (or organizational units within an agency) provided *similar* services and/or target similar populations through their respective programs.

As part of our overall assessment of employment program information for FYs 2013 and 2014, we summarized the total number of programs, services provided, target populations, participants served, and funding by agency. Some of the key analyses performed include the following:

- the distribution of total funding/program costs by agency;
- the distribution of participants served by agency;
- the relationship between participants served and program funding by agency the overlap of employment-related programs by service category and by target populations;
- the number of employment-related programs serving the various target populations; and
- fragmentation of services by collaborating agencies.

Appendix I: Definition of Employment-Related Service Categories

Service Category	Definition
Employment Counseling and Assessment	<p>Employment counseling is defined as a process in which counselors and clients exchange and explore information concerning clients' backgrounds, experiences, interests, abilities, self-esteem, and other personal characteristics that help or inhibit their work readiness and career planning. Counseling includes professional guidance in areas such as substance abuse, family conflicts, or other problems that may become a barrier to training. Such guidance is intended to assist an individual in participating in remedial/basic skills training, vocational training, or job placement activities.</p> <p>Employment assessment is an evaluation of an individual's employability skills sometimes performed in the context of employment counseling. Assessment may include any test or procedure used to measure an individual's employment or career-related qualifications or characteristics. Tests may provide information that helps individuals choose occupations in which they are likely to be successful and satisfied.</p>
Development of Job Opportunities	<p>Creating new jobs through subsidized and transitional jobs and encourage tax credits to help business expand and hire more, as available. Develop jobs in all industries using the clients' skills and experience to locate employers. A career development program may include specific training, a variety of work assignments, and mentoring.</p>
Job Readiness & Skills Training	<p>Job readiness is the training a participant receives to prepare them to seek or obtain employment, and to keep their jobs once they are hired. Services include: assessment, vendor-directed job search activities, assistance with development of job search materials (including resume, cover letter, and references), facilitated connections to needed resources, services and workshops that improve job readiness, skill building, practical budgeting and financial literacy instruction, and services that address motivational barriers to employment.</p> <p>Skills training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings.</p>
Job referral	<p>The act of bringing to the attention of an employer an applicant or group of applicants who are available for specific job openings and the record of such referral</p>
Job Placement	<p>Services that specifically assist participants in finding jobs (i.e., job search assistance). The process during which ready and qualified clients, based on the information obtained during employment assessment, transition to immediate jobs or job search activities.</p>
Other Non-Employment Related Services	<p>Other programs/services not included in the above-stated categories, include services such as subsidized employment, housing, substance use treatment, paid internships, educational services, social support, community outreach/network-building and financial counseling.</p>

Note: The categories and definitions in the above table are based on various sources that were used to identify and define the six broad, program service categories used in this study and are discussed in the Detailed Scope and Methodology section of this report.

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
CENTER FOR ECONOMIC OPPORTUNITY (CEO)	
NYC Business Solutions Customized Training (Administered jointly with DSBS)	Employer provided training to assist new and incumbent, low-skilled, low wage employees increase their wages and build and gain transferable, occupational skills recognized by firms as being needed to stay competitive and grow.
Construction Works	Connects low-income NYC Public Housing residents 18 years of age and older to targeted training, certifications, apprenticeships, and eventual placement in construction jobs related to Hurricane Sandy rebuilding efforts.
Employment Works (Administered jointly with DOP and DSBS)	Seeks to increase the number of adult individuals with a criminal conviction connect with jobs that lead to economic self-sufficiency.
Expanded Training Services	One-time training initiatives supported by SBS. In FY13, Young Men's Initiative (YMI) funds expanded training opportunities to include Dispatcher and Inventory training.
FDNY Program	A one-time initiative with FDNY to recruit and train qualified Emergency Medical Technicians and connect them to employment.
Food Handlers Certification	Provides Rikers Island inmates with certification courses and job readiness training in food handling, CPR, first aid and automated external defibrillator to support employment upon release.
Jobs-Plus (Administered jointly with HRA and NYCHA)	Public housing residents receive employment and training services, outreach, and rent-based incentives designed to help "make work pay".
Justice Community	Participants are engaged in community benefit projects, education, subsidized work and civic engagement, as well as youth leadership, peer mentorship, life skills and case management. The program also promotes participants' understanding of their legal rights as a means of reducing barriers to future, gainful employment.
Nursing Career Ladders – LPN Program	<p>The program provides full-tuition scholarships, long-term training, counseling and job placement services to low-income participants for DOE's accelerated eleven-month training course provides scholarships for income eligible New Yorkers to attend nurse training programs leading to employment at an HHC facility.</p> <p>The New York City Health & Hospitals Corporation and the New York City Department of Education have partnered to offer an 11-month Licensed Practical Nurse training program. Located at Goldwater Hospital's beautiful campus on Roosevelt Island, this program will accommodate 40 students per year to meet a significant shortage area within the HHC. Program runs from September through June.</p>
Nursing Career Ladders: RN Program	Provides extensive long-term training and job placements to meet a significant shortage area within the City's Health and Hospital Corporation (HHC). Provided full-tuition scholarships to low-income individuals for a four-year degree in nursing.
NYC Justice Corps	Engages participants in community benefit projects, education services, internships, group therapeutic work and case management, The program also promotes participants' understanding of their legal rights as a means of reducing barriers to future gainful employment.
Project Rise	Engages out-of-school and out-of-work young adults who lack a high school diploma or its equivalent. The program offers a pathway to long-term economic self-sufficiency by providing educational opportunities, paid internships and case management.
Scholars at Work (Administered jointly with DSBS)	The purpose of the program is to connect New York City high school students pursuing career and technical education (CTE) studies with employers and industry experts. Through supplemental, sector-based career exploration and work experience, students develop the skills, knowledge, and professional networks that will position them for careers in high-demand sectors.

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
Sector-Focused Career Centers (Administered jointly with DSBS)	Sector Centers are Workforce1 Career Centers that take an explicit focus on a single industry. All services provided, including job readiness and hard skills training, are focused on a key sector and in-demand occupations.
Work Progress Program (WPP), NYC Recovers, and Green Applied Projects for Parks (GAPP) (Administered jointly with HRA)	WPP is a subsidized wage program for low income young adults enrolled in programs with community based organizations. NYC Recovers is a similar subsidized wage program with subsidized job placements being focused on helping communities recover from Superstorm Sandy. GAPP is a 6-week long training and subsidized jobs program for participants to work on environmentally-themed assignments within the Parks Department.
WorkAdvance	The program provides a new model that prepares, trains, and places unemployed and low-wage workers in good quality jobs with established career tracks in targeted sectors.
Young Adult Internship Program (Administered jointly with DYCD)	Provides short-term paid internships, placements into jobs, education or advanced training, and follow-up services to young adults who are not in school and are not working.
Young Adult Literacy Program (YAL)/Community Education Pathways to Success (CEPS)	A basic education program that tailors instruction to the needs and interests of disconnected young adults who read at fourth to eighth grade levels. The program offers a work readiness or paid internship/project-based learning component, modest participant incentives, and case management services to support sustained participation, as most students need to be engaged for six months or longer to advance several grade levels and enter high school equivalency programs or realistically compete in the job market.
YouthWrap Subsidized Jobs Extension	Helps recovery efforts through participants working on community-benefit projects and providing a weekend service program for youth on probation.
<i>Number of Programs = 19</i>	

City University of New York (CUNY)	
Black Male Initiative	To help black males overcome the inequalities that lead to poor academic performance in the K-12 system, retention, and graduation from institutions of higher education, and high rates of joblessness and incarceration.
Workforce Development	To support New York City's workforce through innovative training, education programs, and research projects. WDI funds also allow the University to strengthen its relationships with employers and unions.
<i>Number of programs=2</i>	

Department for the Aging (DFTA)	
Civic Engagement Program, administered by ReServe, Inc.	Screens and matches continuing or retired professionals to City Agencies that can benefit from their professional skill sets on projects.
Senior Community Services Employment Program (SCSEP)	To assist senior job seekers to improve their skills, get training and find and/or maintain employment.
<i>Number of programs = 2</i>	

Department of Homeless Services (DHS)	
Adults Employment Shelters (AES)	Provides counseling, preparation, job-location and follow-up services to residents; also provides motivation services for residents who are able to work and who have been referred to the AES from an assessment program for this purpose. The contractors conduct a comprehensive employment assessment, prepare the resident through training and skill-building, assist the resident prepare and execute a successful job search, and offer job retention services
Families with Children Employment Initiatives Unit	Liaisons with sister agencies and not-for-profit organizations to assist shelters in linking clients to employment and training opportunities. Uses client resumes and client employment profiles to (1)

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
	determine participants' eligibility for recruitment opportunities; (2) screen resumes, assist with resume writing and pair eligible clients with opportunities from various sources; and (3) assist shelter clients in need of employment to obtain free security guard training and an opportunity to become a license security guard; assisted eligible shelter clients with their application process
Families with Children Shelters with Employment Staff	Provides job counseling, preparation, and job-finding and follow-up services to shelter clients. Specialists conduct assessments to determine job readiness, refer residents to job training, and link residents to employment opportunities
Job Corps- (coordinated effort between DHS and the US Department of Labor, Employment and Training Administration, Office of Job Corps)	With the goal of helping the individuals served break the cycle of poverty and homelessness and enter into gainful employment, the Job Corps program provides homeless New York City youth with educational and vocational training in a residential setting.
Shelter Exit Transitional Jobs(SET)	SETSET is a two-phase program designed by the DHS and HRA to help shelter clients obtain employment and move into permanent housing. Successful candidates may be hired by SET employers for full-time employment once the program ends (rollovers).
<i>Number of programs = 5</i>	

Department of Correction (DOC)	
American Health and Safety Institute Adult and Pediatric Basic First Aid, and Adult/Pediatric CPR and AED	To prepare inmates for careers in the food sector following their release. This course focused on Cardiac Pulmonary Resuscitation (CPR), utilization of the Automated External Defibrillator (AED), Foreign Body Airway Obstruction (FBAO) for adults and children and First Aid.
DREAMS Youth Build & Young Adult Training Program	To enable unemployed, out-of-school, young men and women to acquire high school equivalency diplomas and job skills, secure employment, and go to college or vocational school. The program includes social services, college and career counseling, job placement, mentoring, skills building, community service projects, certification courses and paid job training
Individualized Corrections Achievement Network	To provide incarcerated men and women who are at high risk of recidivism with the tools and support needed to ensure a successful return to the community. Services include job training, housing support, substance abuse treatment, psychotherapy, and assistance with obtaining a government ID
John Jay College of Criminal Justice Inmate Education Program	Offers six-week long, 18-session courses in custodial maintenance, computer repair, and computer basics to better prepare incarcerated individuals for the job market following their release
New York City Food Protection Course	To prepare inmates for careers in the food sector following their release. The course covers food safety topics including storage, allergies, food borne illnesses, personal hygiene, (re)heating, and cooling
STRIVE for SUCCESS	To improve participants' parenting and job readiness skills through pre-and post- release services, and link program graduates to employment opportunities. The program includes individual case management, parenting classes, cognitive behavioral therapy, and soft and hard skill training.
Workforce101	To prepare inmates for employment opportunities through job readiness training. The course includes resume/cover letter writing, interview preparation, and goal setting. Additionally, participants are introduced to (1) Employment Works, which is a city-funded organization that assists individuals with criminal backgrounds with the job search process, and (2) FACESNY, a nonprofit organization that links individuals to (mental) health care, transitional housing, and other supportive services.
<i>Number of programs = 7</i>	

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
Department of Education (DOE)	
Adult Basic Education (ABE) Instruction	Promotes lifelong learning and the development of problem solving skills through a continuum of adult literacy education services
Career and Technical Education (CTE)	Provides educational opportunities for adult learners from the NYC metropolitan area to obtain industry-recognized certifications that will lead to career-track, 21st century jobs. Provides formal classroom instruction/training in computer labs and shop classrooms at the four main adult learning centers and field-based sites in the Information Technology (IT), Construction Trade, General Trade and Health Career fields.
Certified Nurse Assistant (CNA)	Provides formal classroom instruction along with supervised clinical experience in selected municipal hospitals and long-term care facilities. Also, provides opportunities for adult learners from the NYC metropolitan area who demonstrate the knowledge and aptitudes needed to be successful in meeting the goals of a CNA
District 79 – Alternative Schools & Programs: Pathways to Graduation (Formally GED Plus)	The Workforce Development Program provides students with an opportunity to develop and strengthen the skills necessary to be successful in the workplace, through paid internship experiences and professional development. It is also designed to facilitate mentorship between students and supervisors - enabling students to build a robust professional network.
Summer Youth Employment Program (SYEP) (Administered jointly with DYCD)	To provide New York City youth with summer employment and educational experiences that build on their individual strengths and incorporate youth development principles. Goals/objectives: to provide a valuable work experience at job sites that are safe and well supervised; to assist youth in identifying their career interests through exposure to different industries, occupations, educational pathways, and the requirements for success in each of them; to enable youth to acquire good work habits and develop employment related skills; to facilitate the long term employment and self-sufficiency of youth; to enable youth to develop a greater understanding of higher education and career options available to them; to enable youth to develop financial literacy and other competencies that will prepare them to succeed in their transition to adulthood
Expanded Success Initiative (ESI)	Provides incoming Black and Latino 9th graders at 40 selected public high schools with programs and supports that will increase their readiness and access to college and careers as they progress through high school
Learning to Work (LTW)	An in-depth job readiness and career exploration program designed to enhance the academic component of select Young Adult Borough Centers (YABCs) and transfer schools. The goal of LTW is to assist students in overcoming obstacles that impede their progress toward a high school diploma and lead them toward rewarding employment and educational experiences after graduation. LTW offers academic and student support, career and educational exploration, work preparation, skills development, and paid internships at minimum wage
Licensed Practical Nursing (LPN)	Provide formal classroom instruction at Brooklyn Adult and Mid-Manhattan Adult Learning Centers, along with supervised clinical experience in selected municipal hospitals and long-term care facilities so that participants develop competencies essential for safe and knowledgeable practice within the health care industry as practical nurses.
School of Cooperative Technical Education	To train students in a particular CTE course of study and to prepare them for the rigors of the world of work or post-secondary education. The program operates a "Work Based Learning" office that augments the technical training students receive at Co-op Tech with assistance in preparing a resume, interviewing techniques and other workplace skills development. Also, Job Developer seeks industry leads and partnerships and will help students regarding employment opportunities as well as potential union apprenticeships.
Work Based Learning Resource Center (WBLRC)	A progressive, multi-year sequence of instructional activities that extends high school students' learning from school into a real-world, work-related context; center provides curricular support to schools to provide students with the following services: guest speakers, career days, field trips, worksite visits, job shadowing, off-site projects (outside of the classroom), school-based enterprises, civics, and business simulations, student competitions
Work Experience Program (WEP) (Administered jointly with HRA)	To restore participants to independence and self-support by assisting them in improving their existing skills and in developing additional abilities through their work experiences.
<i>Number of programs = 11</i>	

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
DEPARTMENT OF HEALTH AND MENTAL HYGIENE (DOHMH)	
Affirmative Business/Industry (4)	Provides vocational assessment, training, employment, and support services. Consumers are provided on-the-job training in screen-printing, and participate in a functioning small business as part of the daily workforce, acquiring job skills, and becoming more self-sufficient through their participation in the program.
Assisted Competitive Employment (ACE) (21)	To place consumers in integrated competitive employment positions that match their interests and abilities. The ACE model provides consumers opportunities to engage in the recovery process, to develop new skills and roles, and to obtain the benefits of gainful employment including increased community integration.
Transitional Employment (2)	A short term intervention to lead to employment at or above minimum wage and is aimed at individuals who need assistance in learning marketable skills, good work habits and appropriate on the job socializing and who can become competitively employed within a time limited period.
Autism Awareness	To engage young adults and their families in a planning process to outline their goals and dreams, their talents and abilities and the supports they will need in adult life as well as; to help them obtain eligibility for ongoing supports from Medicaid, Access VR, and the New York State Office for People with Developmental Disabilities; to place young people in internships and other community activities that will lead to successful employment
Day Training (12)	A short term job training program that offers a range of individualized services to help prepare people with developmental disabilities for supported or competitive employment.
Enclave in Industry	Provided vocational counseling services for psychiatrically challenged workers interested in employment; aided workers in establishing career objectives, providing job training, resume writing, & skill building support; provided consumers with a supervised work setting within the community.
Job Placement-Manhattan	Improve vocational and educational skills necessary to assist in the attainment and maintenance of recovery and self-sufficiency and where appropriate, the ability to be functionally employed.
Transitional Employment Placement	Transitional Employment Programs (TEP) are designed to help consumers develop work habits and skills appropriate to the individual's employment interests. The promotion of independence and the acquisition of proficiency and competence are some of the integral components of successful rehabilitation. Service components have been designed to emulate a typical competitive employment situation where participants can gain work related experience. Program groups and activities are facilitated and led, or co-led by consumers and staff. Outcomes of service delivery are measured monthly through utilization review and quality assurance reports. The Transitional Employment Program's services included: clerical and maintenance on-site training; maintenance transitional employment opportunities; job readiness skills training; and competitive employment job seeking assistance. The Transitional Employment Program allowed consumers to get on the job training with the supervision of a Job Coach.
Vocational Services (8)	To assist youth with serious emotional disturbances in making a successful transition to adulthood. Services are designed to strengthen families and help youth to develop competencies and skills that promote economic self-sufficiency, self-reliance and personal growth, and include work training and clinical support services
<i>Number of programs = 9</i>	
DEPARTMENT OF PROBATION (DOP)	
Employment Works (Administered jointly with DOP and DSBS)	Engages probations referred from DOP and give them the necessary educational, training & support services to be prepared for long-term employment
<i>Number of programs=1</i>	

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
DEPARTMENT OF PARKS AND RECREATION (DPR)	
Parks Opportunity Program (POP) (Administered jointly with HRA)	A unique joint transitional employment program where recipients perform valuable work in NYC parks, playgrounds and recreation centers. In preparation for careers, POP trainees gain transferable skills in fields such as security, horticulture, administration, maintenance and customer service while receiving employment services and career counseling. POP Plus and POP Education Horticulture are two specific training programs which provide a combination of employment and on the job training & education.
Number of programs = 1	
DEPARTMENT OF SMALL BUSINESS SERVICES (DSBS)	
Employment Works (Administered jointly with CEO and DOP)	An interagency collaboration that provides educational, training, and supportive services tailored to prepare probationers for employment with the goal of placing and retaining participants in employment and reducing recidivism.
CUNY Healthcare Training	SBS and the New York Alliance for Careers in Healthcare (NYACH) have partnered with CUNY to offer skills training in healthcare in occupations that are in demand by local employers. The long-term goal of the partnership is to build an industry-informed public healthcare workforce system that meets employers' needs and helps low-income and unemployed New Yorkers access quality jobs in healthcare.
Individual Training Grants (ITG's)	ITGs help qualified jobseekers get specialized job training to find a new job or advance in their careers. ITGs can fund course tuition, registration fees, testing fees, and books, however, only for courses (or training) listed as eligible on the NYC Training Guide.
Jobs to Build On	To recruit and transition low-skilled, long-term unemployed and under-employed individuals, prepare them for entry into union and non-union jobs, help them attain credentials enabling them to meet general employer standards, and place them in real jobs with career prospects at a living wage.
"Made in New York" Media Employment Training Program	Training grants for NYC-based media and entertainment companies tailored specifically to their needs. These grants fund specialized skill training needed in the post-production field and other industry-related companies.
New Skills, New jobs	Created in partnership with the NYC Council and SBS, the program connects Sandy-impacted New Yorkers, veterans, and the long term unemployed with up to eight weeks of paid job training at companies with full-time openings. Trainees are recruited and placed in positions through the City's Workforce1 Career Centers, while employers are identified through NYC Business Solutions.
New York Alliance for Careers in Healthcare (NYACH)	NYACH was established to assess the labor market needs of the City's healthcare industry and devise ways to address systematic skill gaps in hiring. NYACH works with the Community Health Care Association of New York State, the Greater New York Hospital Association, the Southern New York Association, and 1199 Service Employees International Union's (SEIU) Training and Education Funds to create employer-led workforce partnerships that address the needs of acute, long-term and primary healthcare facilities.
NYC Business Solutions Customized Training (Administered jointly with CEO)	The program helps businesses afford professional training services that can reduce employee turnover and increase productivity, thereby saving money and growing business. Customized Training eliminates the financial constraints that keep businesses from investing in staff development by providing awards of up to \$400,000, which can cover 60-70percent of eligible training costs. This program helps businesses access funding for trainings that align with the following four categories: (1) Training on recently purchased equipment or software;(2) Training to offer new services or products to reach new markets; (3) Training current staff to take on new responsibilities and/or to get promoted; and (4) Training to update obsolete skills to keep business competitive

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
NYC Business Solutions centers	NYC Business Solutions is a set of free services offered by the Department of Small Business Services to help businesses start, operate, and expand in New York City. To serve the unique needs of small and medium-sized businesses and entrepreneurs, SBS has established seven NYC Business Solutions Centers throughout the five boroughs. These locations offer the full set of NYC Business Solutions services, which include: business courses, legal assistance, financing assistance, incentives, navigating government recruitment training, selling to government, and certification
Priority 1 Veterans	Centers and dedicated Veteran Specialists across the City help veterans and their spouses explore career paths, develop resumes, prepare for interviews, and identify education opportunities, training initiatives, and other support services designed specifically for veterans.
Scholars at work (Administered jointly with CEO)	This program is a collaborative effort between SBS and DOE that links adult workforce services at Workforce1 Career Centers with the DOE's network of CTE high schools, offering a 14-week paid internship with employers in sectors related to participants' studies and also including work readiness and job search training, career counseling and access to job placement services upon graduation.
Sector-Focused Career Centers (Administered jointly with CEO)	Workforce1 Sector-Focused Career Centers work closely with manufacturing, transportation, and healthcare employers to meet their hiring and training needs. The Workforce1 Industrial and Transportation Career Center helps individuals to prepare for a job or advance their career in the manufacturing and transportation industries. The center offers no-cost connection to training in commercial driving, inventory management, dispatcher, supervisory upgrades, and CNC machinery. The Workforce1 Healthcare Career Center helps individuals prepare for a clinical job or advance their clinical career in healthcare. The centers offers no-cost connection to training for medical technicians, dental assistants, dental hygienist upgrades, and NCLEX preparation for foreign-trained nurses.
Tech Training	Training designed to help qualified jobseekers develop skills for and find jobs in technology occupations in demand by local employers. Training enables trainees to earn their A+ and network certifications.
Trade Act Adjustment (TAA)	TAA is a federal program established under the Trade Act of 1974 that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and relocation allowances, income support, and other reemployment services.
Work Force 1 Career Centers (WF1CCs)	WF1CCs connect employers to skilled jobseekers and provide training and placement services to the city's adult workforce. WF1CCs are located throughout the five boroughs and provide jobseekers with a full array of employment services, including: resource rooms for job search and exploration, job matching and referral service, job search services including workshops for resume writing, interviewing, and job search techniques career counseling and skills assessment, labor market information, development of individual employment plans, dedicated staff to serve veterans, assistance under the Trade Adjustment Assistance Program Assistance with the 599 Unemployment Insurance training program, occupational training through the Individual Training Grant program, and specialized pre-layoff services for workers affected by a mass layoff.
<i>Number of Programs=15</i>	

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT (DYCD)	
National Emergency Grant (NEG)	The purpose of the NEG is to allow NYC not-for-profit organizations to create temporary employment opportunities for post-Sandy humanitarian efforts. These efforts would be associated with providing housing, clothing, food, and community outreach to make victims aware of benefits and services available to them, support to complete related paperwork and other direct services and activities.
NYC Ladders for Leaders, an option in the Summer Youth Employment Program (SYEP).	A professional internship program that prepares City high school and college students for career success by connecting them to summer job experiences in some of the most dynamic corporations and businesses in New York City. Participants receive pre-employment training before starting summer internship at partnering companies, which also provide the private donations that underwrite the program. The internship experience is complemented by summer workshops focusing on financial literacy, college and career exploration, health and gender issues, leadership development, and other issues.
Summer Youth Employment Program (SYEP)	Provides participants opportunities to become familiar with the world of work, gain employment experience, and identify educational pathways that support career and life goals. SYEP participants work in summer jobs and take part in focused educational activities that integrate life skills, life-long learning, and career planning.
WIA In-School Youth Program	Designed to help high school juniors and seniors graduate from high school and prepare them for their next steps, whether in employment, post-secondary education, or both. This is accomplished through a combination of academic support, such as tutoring, college visits, and SAT preparation, and career awareness activities, including paid summer, work readiness training, and mentoring. The program also supports participants with guidance and counseling, leadership development activities and follow-up services.
WIA Out-of-School Youth Initiatives	Offers a combination of occupational hard-skills training in industries and sectors with growing demand for entry-level workers. Programs also offer supportive services, including general equivalency diploma and basic skills instruction, work readiness training, and case management.
Young Adult Internship Program	Targets the most job-ready, disconnected youths between the ages of 16 to 24 years old who are not in school or working through short-term internships; placements in jobs, education, or advanced training; and follow-up services.
<i>Number of programs = 6</i>	
ECONOMIC DEVELOPMENT CORPORATION (EDC)	
"Learn as you Earn" Advancement Program (LEAP)	One of NYCEDC's Leveraging Innovations and our Neighborhoods in the Knowledge (LINK) economy pilot initiatives designed to foster opportunities for New Yorkers to succeed in the growth sectors of today's knowledge-based economy, LEAP combines classroom training and paid work experience (through internships) designed to help "middle skill", low-income individuals gain appropriate skills and access to better paying jobs in the knowledge economy.
DigitalWork NYC	A training and employment pathway program to increase awareness of online work opportunities that allow participants to earn money completing digital tasks (e.g., transcription, image tagging), obtain certification, build an employment history, and create a pathway towards technology jobs.
HireNYC	Connects the City's workforce development services to economic development projects, identifying the best City resources to meet a company's recruitment needs and encourage local hiring. The program creates first source hiring on development projects that would require good faith efforts by developers and business tenants. It also includes workforce development targets for hiring, retention and advancement (of those retained from the Program) for low-income New Yorkers.
Immigrant Bridge Program	One of NYCEDC's LINK pilot initiatives designed to foster opportunities for New Yorkers to succeed in the growth sectors of today's knowledge-based economy, the Immigrant Bridge Program is designed to help 400 college educated unemployed or underemployed immigrants with in-demand skills to transition into "gateway jobs" in their field. Participants receive soft skills training, contextualized ESL lessons, interview practice opportunities, and personalized job search assistance.
<i>Number of programs = 4</i>	

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
HUMAN RESOURCES ADMINISTRATION (HRA)	
Back to Work (B2W)	To move HRA participants to employment and long-term self-sufficiency.
Begin Employment Gain Independence Now (BEGIN) and Training Evaluation and Monitoring (TEAM). BEGIN / TEAM IC	<p>BEGIN/TEAM Inter-City agreement covers two separate programs – The agreement with the CUNY Research Foundation is to provide program management & technical support for the two programs:</p> <p>BEGIN provides adult basic education, literacy/GED preparatory instruction, and vocational skills training to adults receiving Cash Assistance who are assessed as having low basic skills and/or limited English proficiency.</p> <p>TEAM maintains oversight responsibilities related to monitoring participants' performance and the performance of the providers of HRA approved training programs.</p> <p>TEAM maintains oversight responsibilities related to monitoring participants' performance and the performance of the providers of HRA approved training programs.</p>
College and Related Experience (CARE WEP)	Allows cash assistance recipients attending college to satisfy work requirements through WEP assignments that are geared toward each client's field of study and that match their training program, while accommodating class schedules
College Opportunities to Prepare for Employment (COPE)	Tracks attendance of cash assistance participants that are enrolled in CUNY, while providing job search and placement services
CSM/ Comprehensive Service Model Case Management	To provide services that meet the needs of cash assistance (CA) clients with substance use disorders and to meet state and federal participation targets. Services to CA clients include substance abuse assessments and referrals to treatment as needed, intensive clinical case management service, employment placement and retention services
Employment Carfare	Covers the issuance of MetroCards distributed to participants of HRA's programs to fund their transportation associated with employment services. This includes transportation to search for jobs, job interviews, appointments to Job Centers and the Back to Work program, WEP assignments, etc.
Jobs-Plus (Administered jointly with CEO and NYCHA)	An employment program that offers services to all working-age residents in targeted public housing development(s) helping residents build their skills and connect to the labor market so they can increase their incomes. Key component include: intensive employment and job readiness services, financial counseling including rent incentives and community support for work efforts.
LINK Initiative Program	<p>HRA in partnership with NYCEDC and CEO introduced the LINK Initiative in 2013. The Initiative incorporates several programs , three of which HRA identified including:</p> <p>LEAP - "Learn as you Earn" Advancement Program"- A paid internship program that serves Associate Degree and Certificate program students by combining classroom training and paid work experience to help middle skill, low-income individuals gain appropriate skills and access better paying jobs in the knowledge economy.</p> <p>LIFT: supports low-income entrepreneurs in distressed neighborhoods as they start and grow businesses by providing space and technical support, access to loans, and partnerships with local anchor institutions.</p> <p>DigitalWork NYC serves primarily disconnected young adults to increase awareness of online work opportunities that allow participants to earn money completing digital tasks (e.g., transcription, image tagging, etc.), while gaining computer skills and build an employment history that creates a pathway to longer-term employment in the digital economy.</p>
Parks Opportunity Program (POP) (Administered jointly with DPR)	A unique joint transitional employment program where recipients perform valuable work in NYC parks, playgrounds and recreation centers. In preparation for careers, POP trainees gain transferable skills in fields such as security, horticulture, administration, maintenance and customer service while receiving employment services and career counseling. POP Weatherization and POP Education Horticulture are two specific training programs which provide hands-on training in green industries. POP Weatherization focuses on preparing trainees for careers in building maintenance and sustainability, and POP Education Horticulture provides hard skills training in grounds keeping and horticulture.

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
Perfect Opportunity for Individual Skills and Educational Development (POISED)	Prepares families for the future by serving women on cash assistance who are less than eight months pregnant and/or have a child between 13 weeks and 3 years of age. The goals of POISED are to help clients find and keep a job and assist them with parenting skills. POISED services are coordinated through the Union Square Job Center and provided in collaboration with CUNY at 3 campuses: Bronx Community College, City College, and Medgar Evers College
Sanitation Joint Training Program (JTP)	Provides cash assistance recipients with training and subsidized work experience at the Department of Sanitation (DOS). DOS is responsible to develop and maintain 70 JTP positions.
Subsidized Employment Programs (SEI) – Health Care	Provides cash assistance recipients subsidized work experience in public- and private-sector occupations. The program provides recruitment and placement services for private-sector employers and reimburses employers for wages paid to employees. Wages range from \$7.25 to \$10 per hour for full-time work that lasts between 3 and 6 months. The Transitional and Health Care Bonus is an incentive program that provides a \$500 bonus for a participant who becomes employed in an unsubsidized job within 30 days of SEI program completion and remains employed for 30 days in that unsubsidized job.
Subsidized Employment Programs (SEI) – Transitional Jobs	Provides cash assistance recipients subsidized work experience in private-sector occupations. The program provides recruitment and placement services for private-sector employers and reimburses employers for wages paid to employees. Wages range from \$7.25 to \$10 per hour for full-time work that lasts between 3 and 6 months. In the Transitional Jobs program HRA ensures that employees receive 105 hours of training in addition to work-related activities.
WeCARE/ Wellness Comprehensive Assessment, Rehabilitation, and Employment	Provides a continuum of services to help cash assistance clients with medical and/or mental health conditions that affect their employability to attain their maximum levels of self-sufficiency. Individuals referred to WeCARE receive a comprehensive bio-psychosocial assessment to identify possible clinical conditions and social barriers that may affect their ability to participate in work-related activities. Based on the results of this assessment, WeCARE contractors determine an individual's functional capacity, develop a customized service plan, and provide a range of services tailored to meet a client's needs.
Work Experience Program (WEP) (Administered jointly with DOE)	WEP allows employable participants, who receive Cash Assistance and/or Supplemental Nutritional Assistance Program benefits, to gain work experience until they obtain employment. Through this program, employable individuals are assigned to work at NYC government agencies or private, not-for-profit agencies throughout the five boroughs. Simulated work opportunities generally fall into the following categories: office services, maintenance services, human/community services
Work Progress Program (WPP) / NYC Recovers (Administered jointly with CEO)	Established jointly by CEO and HRA, WPP is a subsidized wage program for low income, young adults enrolled in community-based organization (CBO) services. This collaboration among the City of New York, various CBOs that serve young adults, and local communities and employers, is designed to provide professional experiences and to promote community goals. After application to and approval from CEO, CBOs place participants into a job and pay wages, and then WPP, through HRA, provides a wage reimbursement to the CBOs. Job placements are provided on the condition that participants are enrolled in the CBOs' services. The types of services and jobs are determined by the CBO, employers, and participants' needs and skills. The key program requirements are: (1) CBOs must recruit a minimum of five participants, (2) participants work five to nineteen hours per week, (3) participants are employed for one to five months, and (4) job placements may be at either the CBO or through a partnership with local businesses or organizations

Appendix II: Inventory of Employment-Related Programs for FYs 2013 and 2014

Agency/Program Name	Program Description
Young Men's Initiative (YMI) – other administrative costs	The Young Men's Initiative (YMI) is a program designed to provide various services to disconnected youth, ages 16-24. It primarily provides employment services to youth, including job placement, internships, education or advanced training, occupational skills training, and retention services. One component of YMI is Jobs-Plus an employment program that offers services to all working-age residents in targeted public housing development(s), helping residents build their skills and connect to the labor market so they can increase their incomes. Jobs-Plus services are provided on-site at NYCHA developments (or nearby). The Jobs-Plus model has three key components that support residents' efforts to get and keep a job, and move toward economic security. The three key components include, intensive employment and job readiness services, financial counseling including rent incentives and community support for work efforts. The other administrative costs refers to three separate programs that are part of the program. They include a contract with Social Solutions to design a database system for the Jobs-Plus program, funds provided to the New York Housing Authority under an agreement to assist their efforts in the program, and funds provided to CEO under a contract they have with MDRC that offers technical support and training.
<i>Number of programs = 17</i>	
<hr/>	
NEW YORK CITY HOUSING AUTHORITY (NYCHA)	
Jobs-Plus (Administered jointly with CEO and DSBS)	Designed to increase the earnings and employment of working-age residents in designated public housing developments or a cluster of developments.
NYCHA Resident Training Academy (NRTA)	An employment-focused training program for New York City public housing residents that began in the fall of 2010. The program offers training in Construction, Janitorial and Pest Control; each with distinct minimum entry requirements, industry focus, curriculum and duration.
Section 3	To ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State and local laws and regulations, be directed to low and very low income persons, particularly those who are recipients of government assistance for housing and to business concerns which provide economic opportunities to these persons.
<i>Number of programs = 3</i>	

Note: Although the agencies individually reported a total of 102 programs in which they were involved in FYs 2013 and 2014, a review of the showed that there was actually total of 90 unique employment-related programs provided by the 14 agencies during the scope period of this study.

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

Agency	Program	Service Category						Target Population										Funding			Participants Served				
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals (Inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/ families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/CED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 & 2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 & 2014
CEO	NYC Business Solutions Customized Training			•											•					\$899,000	\$599,000	\$1,498,000	691	892	1,583
CEO	Construction Works	•	•	•	•	•									•					\$187,500	\$562,500	\$750,000	156	415	571
CEO	Employment Works	•	•	•	•	•	•													\$2,950,000	\$2,950,000	\$5,900,000	3,255	2,805	6,060
CEO	Expanded Training Services	•	•	•	•	•									•					\$237,000	Funding was a one-time investment in FY13.	\$237,000	220	Funding was a one-time investment in FY13.	220
CEO	FDNY Program		•	•	•	•									•					FDNY Program was only active in FY14/FY15; No funding for FY13	\$262,156	\$262,156	FDNY Program was only active in FY14/FY15; No participants for FY13	37	37
CEO	Food Handlers Certification			•					•											\$23,975	\$23,975	\$47,950	714	651	1,365
CEO	Jobs-Plus	•	•	•	•	•	•	•												\$2,872,909	\$9,274,396	\$12,147,305	1,650	4,533	6,183
CEO	Justice Community	•	•	•	•	•	•													\$2,037,626	\$1,873,200	\$3,910,826	228	245	473
CEO	Nursing Career Ladders – LPN Program	•	•	•	•	•	•								•					\$774,038	\$100,000	\$874,038	20	In FY 14, the Nurse Career Ladders RN and LPN programs were discontinued and a one-year LPN to RN program launched. Participant information is included in Nurse career ladders RN	20
CEO	Nursing Career Ladders: RN Program	•	•	•	•	•	•								•					\$530,962	\$100,000	\$630,962	37	13	50
CEO	NYC Justice Corps	•	•	•	•	•	•	•												\$5,100,000	\$4,500,000	\$9,600,000	332	272	604
CEO	Project Rise	•	•	•	•	•									•					\$1,358,350	\$1,393,178	\$2,751,528	159	163	322

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

Agency	Program	Service Category						Target Population										Funding			Participants Served				
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals/(inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/ families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014
CEO	Scholars at Work	•	•	•	•	•										•				\$302,000	\$379,157	\$681,157	320	205	525
CEO	Sector-Focused Career Centers	•	•	•	•	•									•					Funding information will be provided by HRA			13,883	13,523	27,406
CEO	Work Progress Program, NYC Recovers, and Green Applied Projects for Parks		•	•		•									•					\$1,477,000	\$1,898,429	\$3,375,429	762	1,107	1,869
CEO	WorkAdvance	•	•	•	•	•									•	•				\$1,205,708	\$1,218,324	\$2,424,032	314	361	675
CEO	Young Adult Internship Program	•	•	•	•	•									•					\$11,585,417	\$11,585,416	\$23,170,833	1,831	1,830	3,661
CEO	Young Adult Literacy Program (YAL)/Community Education Pathways to Success (CEPS)	•	•	•	•	•	•													\$4,064,583	\$4,064,583	\$8,129,166	851	859	1,710
CEO	YouthWrap Subsidized Jobs Extension		•	•	•		•													\$312,500	\$93,000	\$405,500	472	Agency did not have this information	472
CEO Total	19*	14	17	19	16	16	4	5	1	1	0	0	0	0	11	0	2	0	0	\$35,918,568	\$40,877,314	\$76,795,882	25,895	27,911	53,806
CUNY	Black Male Initiative	•	•	•			•									•				\$2,250,000	\$2,500,000	\$4,750,000	2,469	2,871	5,340
CUNY	Workforce Development	•	•	•	•													•		\$200,000	\$550,000	\$750,000	404	408	812
CUNY Total	2	2	2	2	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	\$2,450,000	\$3,050,000	\$5,500,000	2,873	3,279	6,152
DFTA	Civic Engagement Program, administered by ReServe, Inc.				•													•		\$1,797,768	\$1,829,974	\$3,627,742	137	185	22
DFTA	Senior Community Services Employment Program (SCSEP)	•	•	•	•	•												•		\$4,166,245	\$3,772,268	\$7,938,513	71	75	146
DFTA Total	2	1	1	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	2	\$5,964,013	\$5,602,242	\$11,566,255	208	260	468
DHS	Adults Employment Shelters	•	•	•	•	•												•		\$9,843,882	\$9,960,301	\$19,804,183	3,190	2,760	5,950
DHS	Families with Children Employment Initiatives Unit	•	•	•	•	•												•		\$313,574	\$323,374	\$636,948	60	*No organized employment unit services to report on.	60
DHS	Families with Children Shelters with Employment Staff	•	•	•	•	•												•		\$872,814	\$755,450	\$1,628,264	508	574	1,082
DHS	Job Corps	•	•	•	•	•												•		\$323,916	\$323,916	\$647,832	50	50	100

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

Agency	Program	Service Category						Target Population										Funding			Participants Served					
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals(Inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 & 2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 & 2014	
DHS	SET – Shelter Exit Transitional Jobs	•	•	•	•	•						•									\$1,205,341	\$1,779,082	\$2,984,423	339	464	803
DHS Total	5	5	5	5	5	5	0	0	0	0	0	5	0	0	0	0	0	0	0	0	\$12,559,527	\$13,142,123	\$25,701,650	4,147	3,848	7,995
DOC	American Health and Safety Institute Adult and Pediatric Basic First Aid, and Adult/Pediatric CPR and AED			•																	\$22,800 was allocated to DOC by the Mayor's Office Center for Economic Opportunity for FY13. DOC rolled over remaining funds to FY14.	\$22,800	\$22,800	16	161	177
DOC	DREAMS Youth Build& Young Adult Training Program	•	•	•	•	•															DOC does not manage the budget for this program	Agency did not have the total number of participants served but reported 22 participants who secured employment through the program	Agency did not have the total number of participants served but reported 15 participants who secured employment through the program	Total of 37 participants secured employment through the program. Agency did not have the total number of participants served		
DOC	Individualized Corrections Achievement Network	•	•	•	•	•															\$59,120	\$376,290	\$435,410	634	2,408	3,042
DOC	John Jay College of Criminal Justice Inmate Education Program			•																	DOC does not manage the budget for this program	323	357	680		
DOC	New York City Food Protection Course			•																	Total contract amounts of \$23,400 for the term of 11/12/13 to 6/30/14.	\$23,400	\$23,400	714	651	1,365
DOC	STRIVE for SUCCESS	•	•	•	•	•															Program inception date: January 2014; No funding for FY\$ 2013	\$300,000	\$300,000	Program inception date: January 2014; No	16	16

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

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		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals/(inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/ families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014			
																								participants for FY 2013				
DOC	Workforce101	•	•	•	•	•	•			•														Interns and volunteers provide services. No funds are budgeted for this program	176	143	319	
DOC Total	7	4	4	7	4	4	3	0	0	7	0	0	0	0	0	0	0	0	0	0	0	0	\$59,120	\$722,490	\$781,610	1,863	3,736	5,599
DOE	Adult Basic Education (ABE) Instruction			•															•	\$32,229,577	\$33,428,370	\$65,657,947	Agency did not have this information					
DOE	Career and Technical Education (CTE)	•		•	•														•	\$428,609	\$326,191	\$754,800	Agency did not have this information					
DOE	Certified Nurse Assistant (CNA)	•		•	•															Funding is included in funding amount for Adult Basic Education (ABE)Instruction program			72	77	149			
DOE	District 79 – Alternative Schools & Programs: Pathways to Graduation (Formally GED Plus)	•	•	•															•	\$155,817	\$227,000	\$382,817	552	487	1,039			
DOE	Summer Youth Employment Program (SYEP)	•	•	•	•	•	•				•								•	\$292,500	\$333,125	\$625,625	900	1,017	1,917			
DOE	Expanded Success Initiative (ESI)			•			•												•	\$4,929,361	\$8,998,683	\$13,928,044	11,000	11,000	22,000			
DOE	Learning to Work (LTW)			•	•														•	\$35,087,712	\$36,736,363	\$71,824,075	15,500	17,500	33,000			
DOE	Licensed Practical Nursing (LPN)	•		•	•														•	\$4,024,246	\$3,724,245	\$7,748,491	120	120	240			
DOE	School of Cooperative Technical Education	•	•	•	•	•													•	\$428,987	\$463,160	\$892,147	1,196	1,408	2,604			
DOE	Work Based Learning Resource Center (WBLRC)	•		•															•	\$1,839,557	\$2,148,628	\$3,988,185	1,607	1,908	3,515			
DOE	Work Experience Program (WEP)	•		•															•	\$57,500	\$57,500	\$115,000	Program is run in conjunction with the Human Resources Administration (HRA). All statistical numbers and/or reports reside at HRA.					
DOE Total	11*	8	3	11	6	2	2	0	0	0	0	1	0	0	0	1	5	0	4	\$79,473,866	\$86,443,265	\$165,917,131	30,947	33,517	64,464			
DOHMH	Affirmative Business/Industry (4)	•	•	•	•	•					•			•						\$939,698	\$992,459	\$1,932,157	85	77	162			
DOHMH	Assisted Competitive Employment (ACE) (21)	•	•	•	•	•	•				•									\$4,679,791	\$5,052,980	\$9,732,771	1,601	1,375	2,976			
DOHMH	Transitional Employment (2)	•		•	•	•					•	•	•							\$370,224	\$297,806	\$668,030	151	111	262			
DOHMH	Autism Awareness	•		•	•	•	•				•									\$22,250	\$22,250	\$44,500	4	5	9			

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

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		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals(Inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014
DOHMH	Day Training (12)	•	•	•	•	•				•										\$1,312,642	\$280,374	\$1,593,016	181	30	211
DOHMH	Enclave in Industry	•		•						•										\$168,322	\$0	\$168,322	22	0 - Program closed on 6/30/13	22
DOHMH	Job Placement-Manhattan	•		•	•	•	•						•							\$799,691	\$799,691	\$1,599,382	625	552	1,177
DOHMH	Transitional Employment Placement	•	•	•	•					•										\$60,317	\$5,026	\$65,343	8	0 - Program closed on 8/1/13	8
DOHMH	Vocational Services (8)	•	•	•	•	•	•			•										\$2,278,143	\$2,235,202	\$4,513,345	545	523	1,068
DOHMH Total	9	9	5	9	8	7	4	0	0	0	6	2	1	3	0	0	0	0	0	\$10,631,078	\$9,685,788	\$20,316,866	3,222	2,673	5,895
DOP	Employment Works	•	•	•				•						•						\$1,500,000	\$1,500,000	\$3,000,000	264	257	521
DOP Total	1*	1	1	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	\$1,500,000	\$1,500,000	\$3,000,000	264	257	521
DPR	Parks Opportunity Program (POP)	•	•	•	•	•									•					\$38,560,913	\$36,928,538	\$75,489,451	4,742	4,302	9,044
DPR Total	1*	1	1	1	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	\$38,560,913	\$36,928,538	\$75,489,451	4,742	4,302	9,044
DSBS	"Made in New York" Media Employment Training Program			•														•		\$500,000	\$500,340	\$1,000,340	77	77	154
DSBS	CUNY Healthcare Training	•		•										•						\$1,802,185	\$1,532,310	\$3,334,495	191	394	585
DSBS	Employment Works	•	•	•	•	•		•						•						\$3,108,000	\$2,658,749	\$5,766,749	2,415	2,805	5,220
DSBS	Individual Training Grants (ITG's)	•		•										•						\$1,355,047	\$2,291,328	\$3,646,375	1,319	1,468	2,787
DSBS	Jobs to Build On	•	•	•	•	•								•						\$4,226,900	\$4,812,088	\$9,038,988	5,192	4,251	9,443
DSBS	New Skills, New jobs	•	•	•	•	•								•						\$297,500	\$597,500	\$895,000	15	91	106
DSBS	NYACH (New York Alliance for careers in Healthcare	•		•										•					Agency did not have this information	\$525,805	\$525,805	\$525,805	215	644	859
DSBS	NYC Business Solutions centers		•				•											•		\$2,779,064	\$2,710,702	\$5,489,766	8,700	8,000	16,700
DSBS	NYC Business Solutions Customized Training			•										•						\$1,602,255	\$1,630,030	\$3,232,285	600	893	1,493
DSBS	Priority 1 Veterans	•		•										•						Funding is included in funding amount for Work Force 1 Career Centers			Number of participants is included in Work Force 1 Career Centers		
DSBS	Scholars at work	•		•	•	•												•		\$125,000	\$384,607	\$509,607	195	205	400

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

Agency	Program	Service Category							Target Population										Funding			Participants Served				
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals/(inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	
DSBS	Sector-Focused Career Centers	•	•	•	•	•									•						\$6,239,920	\$4,917,349	\$11,157,269	16,000	14,500	30,500
DSBS	Tech Training	•	•	•	•	•									•						\$35,322	\$570,698	\$606,020	60	200	260
DSBS	Trade Act Adjustment (TAA)	•		•			•								•						\$1,169,778	\$828,062	\$1,997,840	240	181	421
DSBS	Work Force 1 Career Centers	•	•	•	•	•									•						\$18,668,738	\$19,664,540	\$38,333,278	150,000	165,000	315,000
DSBS Total	15*	12	7	14	7	7	2	1	0	0	0	0	0	12	0	1	0	2		\$41,909,709	\$43,624,108	\$85,533,817	185,219	198,709	383,928	
DYCD	National Emergency Grant (NEG)		•			•								•							\$351,573	\$968,993	\$1,320,566	78	110	188
DYCD	NYC Ladders for Leaders, an option in the Summer Youth Employment Program (SYEP).	•	•	•	•	•													•		\$217,940	\$208,424	\$426,364	252	262	514
DYCD	Summer Youth Employment Program (SYEP)	•	•	•	•	•	•											•			\$41,945,937	\$46,042,440	\$87,988,377	29,416	35,957	65,373
DYCD	WIA In-School Youth Program	•	•	•	•	•	•							•		•					\$4,039,161	\$4,588,342	\$8,627,503	1,538	1,758	3,296
DYCD	WIA Out-of-School Youth Initiatives	•	•	•	•	•								•							\$10,807,107	\$13,061,180	\$23,868,287	1,265	1,245	2,510
DYCD	Young Adult Internship Program	•	•	•	•	•								•							\$11,310,048	\$11,310,048	\$22,620,096	1,831	1,832	3,663
DYCD Total	6*	5	6	5	5	6	2	0	0	0	0	0	0	4	0	2	0	1		\$68,671,766	\$76,179,427	\$144,851,193	34,380	41,164	75,544	
EDC	“Learn as you Earn” Advancement Program (LEAP)	•	•			•	•							•		•					\$331,622	\$368,384	\$700,006	44	132	176
EDC	DigitalWork NYC	•	•	•	•	•								•		•					\$370,297	\$476,647	\$846,944	50	226	276
EDC	HireNYC	•	•	•	•	•								•							\$0	\$0	\$0	750	750	1,500
EDC	Immigrant Bridge Program	•	•	•	•	•								•			•				\$248,994	\$590,225	\$839,219	77	523	600
EDC Total	4	4	4	3	4	4	0	0	0	0	0	0	0	4	0	2	1	0		\$950,913	\$1,435,256	\$2,386,169	921	1,631	2,552	
HRA	Back to Work (B2W)	•	•	•	•	•	•							•							\$56,854,054	\$61,379,000	\$118,233,054	72,408	82,242	154,650
HRA	BEGIN / TEAM IC	•	•	•	•	•									•						\$936,794	\$987,255	\$1,924,049	No clients' served with these funds. Administrative Costs for overseeing CUNY CARE/CUNY COPE as well as all persons/clients in school		
HRA	College and Related Experience (CARE WEP)	•	•	•	•	•								•							\$1,137,000	\$1,132,000	\$2,269,000	3,220	3,237	6,457

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HRA	College Opportunities to Prepare for Employment (COPE)	•	•	•	•	•									•					\$3,182,318	\$4,173,776	\$7,356,094	2,710	2,594	5,304
HRA	CSM/ Comprehensive Service Model Case Management	•	•	•	•	•	•						•		•					\$15,658,045	\$14,441,000	\$30,099,045	7,544	7,612	15,156
HRA	Employment Carfare					•									•					\$38,734,761	\$39,520,926	\$78,255,687	Does not track participants; These are funds expended for client carfare – not a program in itself		
HRA	Jobs-Plus	•	•	•	•	•	•	•												\$2,309,240	\$6,076,739	\$8,385,979	1,241	4,571	5,812
HRA	LINK Initiative Program	•	•	•	•	•								•		•				\$408,075	\$821,303	\$1,229,378	171	358	529
HRA	Parks Opportunity Program (POP)	•	•	•	•	•									•					\$38,560,913	\$33,730,647	\$72,291,560	4,797	4,295	9,092
HRA	Perfect Opportunity for Individual Skills and Educational Development (POISED)	•	•	•	•	•	•								•					\$2,763,618	\$2,800,000	\$5,563,618	1,786	1,771	3,557
HRA	Sanitation JTP	•	•	•	•	•									•					\$1,186,277	\$1,335,258	\$2,521,535	77	117	194
HRA	Subsidized Employment Programs – Health Care	•	•	•	•	•									•					\$1,020,164	\$427,766	\$1,447,930	23	41	64
HRA	Subsidized Employment Programs – Transitional Jobs	•	•	•	•	•									•					\$774,159	\$438,637	\$1,212,796	0 Clients Funding applied to Administrative Costs	47	47
HRA	WeCARE/ Wellness Comprehensive Assessment, Rehabilitation, and Employment	•	•	•	•	•	•								•					\$69,683,195	\$62,956,182	\$132,639,377	12,685	14,988	27,673
HRA	Work Experience Program (WEP)			•											•					\$1,087,625	\$960,150	\$2,047,775	37,864	36,030	73,894
HRA	Work Progress Program/ NYC Recovers		•	•										•						\$1,000,000	\$1,100,000	\$2,100,000	616	912	1,528
HRA	Young Men's Initiative – other administrative costs	•	•	•	•	•	•	•												\$397,530	\$2,458,261	\$2,855,791	No Participants - Funding applied to administrative costs		
HRA Total	17*	14	15	16	14	15	6	0	2	0	1	0	0	1	2	13	1	0	0	\$235,693,768	\$234,738,900	\$470,432,668	145,142	158,815	303,957
NYCHA	Jobs-Plus	•	•	•	•	•	•	•												Reported by HRA			Reported by HRA		
NYCHA	NYCHA Resident Training Academy	•	•	•	•	•	•	•												\$1,000,000	\$750,000	\$1,750,000	234	166	400
NYCHA	Section 3	•	•	•	•	•		•												Program receives no funding			1,595	Population information	1,595

Appendix III: Employment-Related Programs for FYs 2013 and 2014—Classification, Target Population, Funding, and Participants Served

Agency	Program	Service Category						Target Population											Funding			Participants Served						
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement	Other Non-employment Related Services	Probationers/ individuals with a history of criminal justice involvement	Public Housing Residents	Jail Sentenced individuals(Inmates)	Individual w/ Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014	Fiscal Year 2013	Fiscal Year 2014	Total Fiscal Years 2013 &2014			
NYCHA Total	3*	3	3	3	3	3	2	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	\$1,000,000	\$750,000	\$1,750,000	1,829	166	1,995
Grand Total	90	74	65	85	68	63	23	5	4	8	7	3	6	4	29	13	13	1	10				\$535,343,241	\$554,679,451	\$1,090,022,692	441,652	480,268	921,920

*Agency total that displayed in asterisk are agencies that contain fragmented programs

Appendix IV: Bundled Programs

Count	Bundled Programs	Provider Agency (Agencies)	
1	Jobs-Plus*	CEO, HRA and NYCHA	*(Bundled & Fragmented)
2	Justice Community	CEO	
3	Nursing Career Ladders – LPN Program	CEO	
4	Nursing Career Ladders: RN Program	CEO	
5	Black Male Initiative	CUNY	
6	Individualized Corrections Achievement Network	DOC	
7	STRIVE for SUCCESS	DOC	
8	Workforce101	DOC	
9	DYCD Summer Youth Employment Program (SYEP)*	DOE and DYCD	*(Bundled & Fragmented)
10	Expanded Success Initiative (ESI)	DOE	
11	Assisted Competitive Employment (ACE) (21)	DOHMH	
12	Autism Awareness	DOHMH	
13	Job Placement-Manhattan	DOHMH	
14	Vocational Services (8)	DOHMH	
15	NYC Business Solutions centers	DSBS	
16	Trade Act Adjustment (TAA)	DSBS	
17	WIA In-School Youth Program	DYCD	
18	Back to Work (B2W)	HRA	
19	CSM/ Comprehensive Service Model Case Management	HRA	
20	Perfect Opportunity for Individual Skills and Educational Development (POISED)	HRA	
21	WeCARE/ Wellness Comprehensive Assessment, Rehabilitation, and Employment	HRA	
22	Young Men’s Initiative	HRA	
23	NYCHA Resident Training Academy	NYCHA	

Appendix V: Summary Breakdown, by Agency, of Overlap by Service Category and by Target Population

Overlap by Service Category—Fiscal Years 2013 and 2014

Agency	Total # of Programs	Employment Related- Service Programs by Category*						Other non-employment related services (Bundled Programs)
		Employment counseling & assessment	Development of job opportunities	Job readiness & skills training	Job referrals	Job placement		
CEO	19*	14*	17*	19*	16*	16*	4*	
DFTA	2	1	1	1	2	1	0	
DHS	5	5	5	5	5	5	0	
DOC	7	4	4	7	4	4	3	
DOE	11*	8*	3*	11*	6*	2*	2	
DYCD	6*	5*	6*	5*	5*	6*	2	
HRA	17*	14*	15*	16*	14*	15*	6*	
DPR	1*	1*	1*	1*	1*	1*	0*	
NYCHA	3*	3*	3*	3*	3*	3*	2*	
DOHMH	9	9	5	9	8	7	4	
EDC	4	4	4	3	4	4	0	
DSBS	15*	12*	7*	14*	7*	7*	2	
CUNY	2	2	2	2	1	0	1	
DOP	1*	1*	1*	1*	0	0	0	
TOTAL PROGRAMS:	90	74	65	85	68	63	23	
TOTAL AGENCIES:	14	14	14	14	13	12	9	

*Many programs provide more than one category of services. Therefore, the sum of the category totals does not equal the total number of programs

Overlap by Target Population—Fiscal Years 2013 and 2014

Agency	Total # of programs	Programs Target Individuals Who Are											
		Probationers/Indv. w/ History of Criminal Justice Involvement	Public Housing Residents	Jail Sentenced individuals (Inmates)	Indv. w. Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/ families	Persons with Substance/ Chemical Dependence	Unemployed/Low Income Workers	Cash Assistance Recipients	High School/College/GE D Prep. Students	Immigrants	Other/General Public
CEO	19*	5*	1*	1					11*		2*		
DFTA	2												2
DHS	5						5						
DOC	7			7									
DOE	11*					1				1*	5		4
DYCD	6*								4*		2		1
HRA	17*		2*		1			1	2*	13*	1		
DPR	1*									1*			
NYCHA	3*		3*										
DOHMH	9				6	2	1	3					
EDC	4								4		2	1	
DSBS	15*	1*							12*		1*		2
CUNY	2										1		1
DOP	1*	1*							1*				
TOTAL PROGRAMS:	90	5	4	8	7	3	6	4	29	13	13	1	10
TOTAL AGENCIES:	14	3	3	2	2	2	2	2	6	3	7	1	5

*Some programs serve more than one target population. Accordingly the sum of the target population totals will not equal the total number of programs

Appendix V: Summary Breakdown, by Agency, of Overlap by Service Category and by Target Population

Participants* Served in Each Target Population FYs 2013 and 2014

Agency	Probationers/ Indv. w/ History of Criminal Justice Involvement	Public Housing Residents	Jail Sentenced Individuals (Inmates)	Indv. w. Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless Individuals/ Families	Substance/Chemical Dependence	Unemployed/Low income workers	Cash Assistance Recipients	High School/ College/GED prep Students	Immigrants	Other/ General Public	Total # of Participants
CEO	9,319	6,183	1,365					36,414		2394			53,806
DFTA												468	468
DHS						7,995							7,995
DOC			5,599										5,599
DOE					1,917					62,158		389	64,464
DYCD								9,657		3,810		65,373	75,544
HRA		5,812		27,673			15,156	2,057	296,088	529			303,957
DPR									9,044				9,044
NYCHA		1,995											1,995
DOHMH				4,498	220	262	1,601						5,895
EDC								2,552		452	600		2,552
DSBS	5,220							366,674		400		16,854	383,928
CUNY										5,340		812	6,152
DOP	521							521					521
TOTAL:	15,060	13,990	6,964	32,171	2,137	8,257	16,757	417,875	305,132	75,083	600	83,896	921,920
TOTAL AGENCY COUNT:	3	3	2	2	2	2	2	6	2	7	1	5	14

*Persons almost certainly are counted more than once if they are part of more than one target population. As a result, the sum of the participant totals for each target population will not equal the total number of participants reported. Additionally, a person may have participated in more than one employment-related program during the two-year period. Therefore the number of unique individuals served by these programs may be lower than the total number of participants reported

Funding for Target Populations*in Fiscal Years 2013 and 2014

Agency	Probationers/ Indv. w/History of Criminal Justice Involvement	Public Housing and NYCHA Residents	Jail Sentenced individuals (Inmates)	Individuals w. Mental Illnesses/ Emotional Disorders	Diagnosed with Disabilities	Homeless individuals/ families	Substance/ chemical dependence	Unemployed/ low income workers	Cash assistance recipients	High school/ College/GED prep Students	Immigrants	Other/ General Public	Total
CEO	\$27,945,492	\$12,147,305	\$47,950					\$35,973,978		\$4,056,586			\$76,795,882
DFTA												\$11,566,255	\$11,566,255
DHS						\$25,701,650							\$25,701,650
DOC			\$781,610										\$781,610
DOE					\$625,625				\$115,000	\$91,015,268		\$74,161,238	\$165,917,131
DYCD								\$56,436,452		\$9,053,867		\$87,988,377	\$144,851,193
HRA		\$11,241,770		\$132,639,377			\$30,099,045	\$3,329,378	\$455,861,520	\$1,229,378			\$470,432,668
DPR									\$75,489,451				\$75,489,451
NYCHA		\$1,750,000											\$1,750,000
DOHMH				\$17,079,968	\$1,637,516	\$668,030	\$4,199,569						\$20,316,866
EDC								\$2,386,169		\$1,546,950	\$839,219		\$2,386,169
DSBS	\$5,766,749							\$78,534,104		\$509,607		\$48,757,732	\$85,533,817
CUNY										\$4,750,000		\$750,000	\$5,500,000
DOP	\$3,000,000							\$3,000,000					\$3,000,000
TOTAL:	\$36,712,241	\$25,139,075	\$829,560	\$149,719,345	\$2,263,141	\$26,369,680	\$34,298,614	\$179,660,081	\$531,465,971	\$112,161,656	\$839,219	\$223,223,602	\$1,090,022,692
TOTAL AGENCY COUNT:	3	3	2	2	2	2	2	6	3	7	1	5	14

*Some programs are targeted to more than one population; in such cases, the funding for those programs are listed under the relevant populations. Accordingly, the sum of the funding totals for each target population will not equal the total amount funded for all employment-related programs.

Appendix VI: Summary Breakdown, by Agency, of Fragmented Programs
Funding—Fiscal Years 2013 and 2014 Combined

Program	CEO	DOP	DYCD	HRA	NYCHA	DPR	DSBS	DOE	Total
Employment Works	\$5,900,000	\$3,000,000					\$5,766,749		\$14,666,749
Jobs Plus	\$12,147,305			\$8,385,979	(a)				\$20,533,284
Parks Opportunity Program (POP)				\$72,291,560		\$75,489,451			\$147,781,011
Young Adult Internship Program	\$23,170,833		\$22,620,096						\$45,790,929
NYC Business Solutions Customized Training	\$1,498,000						\$3,232,285		\$4,730,285
Scholars at work	\$681,157						\$509,607		\$1,190,764
Sector-Focused career Centers	(b)						\$11,157,269		\$11,157,269
Work Progress Program and NYC Recovers	\$3,375,429			\$2,100,000					\$5,475,429
Work Experience Program (WEP)				\$2,047,775				\$115,000	\$2,162,775
Summer Youth Employment Program (SYEP)			\$87,988,377					\$625,625	\$88,614,002
TOTAL \$	\$46,772,724	\$3,000,000	\$110,608,473	\$84,825,314	(a)	\$75,489,451	\$20,665,910	\$740,625	\$342,102,497

(a) NYCHA's funding is incorporated in the figure reported by HRA

(b) CEO's portion of the funding is incorporated in the amount reported by DSBS

Participants Served—Fiscal Years 2013 and 2014 Combined

Programs	CEO	DOP	DYCD	HRA	NYCHA	DPR	DSBS	DOE	Total
Employment Works	6,060	521					5,220		11,801
Jobs Plus	6,183			5,812	(a)				11,995
Parks Opportunity Program (POP)				9,092		9,044			18,136
Young Adult Internship Program	3,661		3,663						7,324
NYC Business Solutions Customized Training	1,583						1,493		3,076
Scholars at work	525						400		925
Sector-Focused Career Centers	27,406						30,500		57,906
Work Progress Program and NYC Recovers	1,869			1,528					3,397
Work Experience Program (WEP)				73,894				(c)	73,894
Summer Youth Employment Program (SYEP)			65,373					1,917	67,290
TOTAL	47,287	521	69,036	90,326	(a)	9,044	37,613	1,917	255,744