

**Manhattanville in West Harlem Implementation Plan Report
October 15, 2018 Submission**

Declaration Reference and Key Data

Obligation Section Number: **5.07(c)(xxi)**

Obligation Title: **Workforce Training Program**

Obligation Page Number: **57**

Obligation Trigger: **Acquisition by ESD or CU of all Initial Stage 1 Condemnation Parcel(s)**

Obligation Start Date: **March 12, 2012**

Obligation End Date:

Obligation Status: **In Compliance**

Obligation

Workforce Training Program. Commencing with the acquisition by ESD or CU of all Initial Stage 1 Condemnation Parcels, CU shall provide up to \$750,000 to fund and support the design, development and implementation of industry response (skills-based) education and workforce development training. Materials to be developed shall include competency based curriculum, assessment strategies, recommendations for textbooks, instructional aides, delivery strategies and include implementation training for service providers.

Evidence of Compliance

1. Annual report
2. Copy of contract with selected provider

Columbia University's Implementation Plan and all supporting documentation are made available on the Community Services Webpage at <http://manhattanville.columbia.edu/community/benefits-and-amenities>.

Manhattanville in West Harlem Implementation Plan Report

October 15, 2018 Submission

EOC Checklist for Obligation 5.07(c)(xxi):

Please check to verify EOC items submitted for review.

- ☐ 1. Annual report
- ☐ 2. Copy of contract with selected provider

Monitor's Notes / Comments:

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Status:

Please check to indicate the status of Obligation 5.07(c)(xxi):

- ☐ In Compliance
- ☐ In Progress
- ☐ Not In Compliance
- ☐ Not Triggered

Annual Report: Workforce Training Program

As previously shared in the October 16, 2017 submission, Columbia University, via the Office of Government and Community Affairs (GCA), issued a Request for Proposals (RFP) on September 14, 2017 to eligible not-for-profit organizations to support and maintain impact driven education and workforce development training programs for disconnected and at-risk youth in Northern Manhattan. Disconnected and at-risk youth, as defined in the RFP, are 16-24 year olds who have not completed high school nor obtained a high school diploma or GED (TASC) equivalent degree. As of 2014, there were an estimated 5.5 million young people in the U.S. ages 16-24 who were not employed or in school. The special circumstances of these individuals may be those transitioning from welfare to work, with special needs, veterans, and/or formerly incarcerated.

The RFP was issued to identify effective and innovative workforce development programs run by eligible and qualified nonprofit organizations. The proposal submissions were required to clearly define how the grant award will support the applicant organization's ability to increase the workforce preparedness, career awareness, education and/or skills attainment, workforce participation and job retention of at-risk and disconnected youth in northern Manhattan. The proposed programs and initiatives needed to include outcomes such as competency based curriculum, assessment strategies, recommendations for instructional aides and materials, delivery strategies and include implementation training for service providers. The deadline for proposal submissions was November 16, 2017.

The RFP was distributed to multiple agencies and individuals. GCA received a total of 10 proposal submissions from the following organizations:

1. The Ali Forney Center
2. Artistic Noise
3. The Center for Alternative Sentencing and Employment Services (CASES)
4. Community Connections for Youth (CCFY)
5. Friends of Island Academy
6. Grace Outreach
7. Graham Windham
8. Harlem School of The Arts
9. Northern Manhattan Improvement Corporation (NMIC)
10. Union Settlement

After a stringent review process, a grant in the amount of \$75,000 was awarded to Friends of Island Academy in April 2018. This grant, approved by the proposal review committee for a period of one year, was awarded to support capacity building of Friends of Island Academy's youth-centered career readiness programming of the Youth Reentry Network. A sheet on the intended project goals and objectives of the grant are attached to this report. A follow up site visit to Friends of Island Academy was conducted on August 15, 2018 by [REDACTED], Associate Vice President, Government & Community Affairs and [REDACTED], Senior Program Coordinator. Upon receipt of the final progress report on this grant, the Office of Government and Community Affairs will make a determination as to whether a one year renewal will be granted.

Additional Supporting Documentation

- Request for Proposals Distribution List
- Request for Proposals: Workforce & Career Development Programs for Youth
- Friends of Island Academy Project Goals and Objectives
- Friends of Island Academy Report issued to Columbia University Government and Community Affairs

Request for Proposals Distribution List

Name	Organization	Email
*	*	
	1199 SEIU Training & Education Fund	
	Achievement Initiative CU School of Social Work	
	Adults and Children in Trust (A.C.T) - Children's Quest Aid Fund for Families	
	Adults and Children in Trust (A.C.T) - High School Internship Program	
	America SCORES New York	
	ARC Foundation	
	Artistic Noise	
	Artistic Noise	
	Arts & Minds	
	Behind the Book	
	Bloomington School of Music	
	Boys and Girls Club	
	Broadway Community, Inc.	
	Broadway Mall Association	
	Broadway Mall Association	
	Broadway Presbyterian Church Nursery School	
	Cases	
	Cathedral Community Cares	
	Cathedral Community Cares	
	CC-FY??	
	CB9	
	CB9	
	CB9	
	CB10	
	CB10	
	Central Harlem Senior Citizen's Center (Harlem Honey & Bears)	
	Children's Village	
	Citizens Against Recidivism	
	City College Continuing Education/BOS Development	
	City College	
	Columbia Tennis Development Program	
	Community Education Council	
	Community Impact	
	Community Impact	
	Correctional Association of NY	
	Dances For a Variable Population	
	Doing Art Together, Inc.	
	Ecumenical Community Development Organization	
	Empowerment Zone	
	Figure Skating in Harlem, Inc.	
	Fortune Society	
	Friends of the Children New York	
	Friends of Island Academy	
	Friends of Island Academy	
	Gems Girls	
	Goddard Riverside Community Center	
	Graham Windham/ Harlem Beacon Center - Family Enrichment Program	
	Graham Windham	
	Green City Force	
	Harlem Academy	
	Harlem Arts Festival	
	Harlem Business Alliance	
	Harlem Commonwealth Council Inc.	
	Harlem Community Development Corporation	
	Harlem Lacrosse	
*	Harlem Educational Activities Fund, Inc. (H.E.A.F.)	
	Harlem Educational Activities Fund, Inc. (H.E.A.F.)	
	Harlem Lacrosse	
	Harlem Park-to-Park	
	Harlem Renaissance Economic Development Corp.	
	Harlem School of the Arts	
	Harlem Stage (Aaron Davis Hall, Inc.)	
	Harlem Stage (Aaron Davis Hall, Inc.)	
	Haynes Venture Group	
	Heritage Heights Village	
	HYPOTHEkids	
	InVentEd	
	Isaac Center	
	Jobs First NYC	

Request for Proposals Distribution List

	Legal Outreach, Inc. - Summer Law Institute	
	Lifeforce in Later Years, Inc. (L.I.L.Y.)	
	Mandala Cafe	
	Mission Society – Minisink Township	
	Morningside Retirement and Health Services	
	New Common Party	
	New York Women's Chamber of Commerce	
	NYC HHC Harlem Hospital	
	NYC Mission Society – Operation SNUG	
	New York Urban League	
	New York Urban League	
	Our Children's Foundation	
	PA'LANTE Harlem	
	Partnership for NYC	
	Phelps Stokes Digital Media Training Program	
	Project Brownstone	
	PS 75 Parent Teacher Association	
	Purple Circle Day Care Center, I.N.C.	
	Purple Circle Day Care Center, I.N.C.	
	Rev. Linnette C. Williamson Memorial Park Assoc.: Arts & Gardens Summer Youth Program	
	Riverbank State Park	
	Riverside Church Youth Ministries	
	Riverside Language Program	
	Samaritan Daytop Village, Inc.	
	Samaritan Daytop Village, Inc.	
	Service Program for Older people, Inc. (SPOP)	
	Silicon Harlem	
	SNACK & Friends, Inc.	
	SNACK & Friends, Inc.	
	SoHarlem, Inc.	
	St. Mary Episcopal Church Soup Kithcen & Food Pantry	
	St. Mary Episcopal Church Soup Kithcen & Food Pantry	
	StreetSquash, Inc.	
	StreetSquash, Inc.	
	Strive International	
	TC School Partnership Consortium	
	The Ali Forney Center	
	The Brotherhood/Sister Sol	
	The Chamber Music Center of New York	
	The Children's Learning Center at Morningside Heights	
	The Family Annex	
	The Harlem Chamber Players, Inc.	
	The Morningside Players	
	The Osbourne Foundation	
	The Reading Team	
	The Red Ballon Day Care Center, Inc.	
	The Relief Boutique	
	The Ricardo O' Gorman Garden and Center for Resources in the Humanities	
	Top Honors, Inc.	
	Transitioning Into Society	
	Upper Manhattan Empowerment Zone	
	Uptown Inner-City League	
	Wendy Hilliard Foundation	
	West Harlem Environmental Action, Inc. (WEACT)	
	West Harlem Environmental Action, Inc. (WEACT)	
	West Side Campaign Against Hunger	
	West Side Campaign Against Hunger	
	While We Are Still Here	
	YAI	
	YAI	
	YWCA of the City of New York	
	WHDC	
Staff Member	Congressman Adriano Espaillat	
*	NY State Senator Bill Perkins	
*	NY State Senator Brian Benjamin	
*	NY State Assemblymember Carmen de la Rosa	
*	NY State Assemblymember Danny O'Donnell	
*	Manhattan Borough President Gale Brewer	
*	NY State Assemblymember Inez Dickens	
*	Congressman Jerrold Nadler	

Request for Proposals Distribution List

*	NY State Senator Marisol Alcantara	
*	NYC Councilmember Mark Levine	
*	NYC Councilmember Melissa Mark-Viverito	
*	NYC Councilmember Ydanis Rodriguez	
	Community Board 9	
	Community Board 9	
	Community Board 9	
	Community Board 10	
	Community Board 10	
	Community Board 12	
	Community Board 12	
	Community Board 12	



COLUMBIA UNIVERSITY

Office of Government and Community Affairs

REQUEST FOR PROPOSALS (RFP)

WORKFORCE & CAREER DEVELOPMENT PROGRAMS FOR YOUTH

Release Date of RFP: **Thursday, September 14, 2017**

Deadline for Submissions: **Thursday, November 16, 2017** by 5:00 p.m. *(Any changes or clarifications to a proposal submission must be in written form and received by this date)*

**Submission of Final Proposal
via Mail or Online:**

Via Mail:

The Office of Government and
Community Affairs

Attn: RFP

309 Low Library

535 West 116th Street

MC4319

New York, New York 10027

or

Upload Documents:

gca.columbia.edu/RFP

For Questions about the RFP:

Contact us at: (212)854-5710

or

email communityaffairs@columbia.edu
with **"RFP"** in the subject line

OVERVIEW

Columbia University, through The Office of Government and Community Affairs, is requesting proposals from eligible not-for-profit organizations to support and maintain impact driven education and workforce development training programs for disconnected and at-risk youth in Northern Manhattan*. Disconnected and at-risk youth, as defined for this RFP, are 16-24 year olds who have not completed high school nor obtained a high school diploma or GED (TASC) equivalent degree. As of 2014, there were an estimated 5.5 million young people in the U.S. ages 16-24 who were not employed or in school (*U.S. Department of Education*). The special circumstances of these individuals may be those transitioning from welfare to work, with special needs, veterans, and/or formerly incarcerated.

The organizations submitting proposals must demonstrate a track record of service and collaboration with the community residents, service providers and local employers in Northern Manhattan Community Districts 9, 10 and 12. For the purposes of this RFP **Northern Manhattan** is defined by the following zip codes: 10025, 10026, 10027, 10029, 10030, 10031, 10032, 10033, 10034, 10035, 10037, 10039, 10040, 10451, 10454, 10455 and 10474.

GRANT AWARDS

For this pilot grant, Columbia anticipates up to a total amount of \$75,000 shall be awarded to one or more eligible and qualified organizations.

PERIOD OF PERFORMANCE

The performance period for selected grantees will be 12-24 months depending on the proposal submission. The period of performance will commence on the date of execution for the grant agreement. Grant renewals will be made at Columbia's discretion and will depend upon a range of factors, including but not limited to, grantee performance and availability of funds.

SCOPE OF SERVICES

Columbia University seeks to invest in effective and innovative workforce development programs run by eligible and qualified nonprofit organizations. The proposal submissions should clearly define how the grant award will support the applicant organization's ability to increase the workforce preparedness, career awareness, education and/or skills attainment, workforce participation and job retention of at-risk and disconnected youth in northern Manhattan. The proposed programs and initiatives should include outcomes such as competency based curriculum, assessment strategies, recommendations for instructional aides and

materials, delivery strategies and include implementation training for service providers.

To achieve these goals, Columbia seeks proposals that incorporate any/or all of the following programmatic characteristics:

1. **School to Career** – Proposed initiatives should help young people make the connection between education and a successful career. Youth must be encouraged to remain in secondary school and graduate, or, if they left school before completion, to obtain a high school equivalency diploma (TASC). All youth should be encouraged to pursue post-secondary education and/or training. Proposed programs should reflect employer input in the design and vocational training content of their programs and should enlist employers to expose youth to their businesses and related career opportunities. By thus involving the employers, programs will create an iterative learning environment in which academic and employment skills are interwoven.
2. **Employment Opportunities and Partnerships** – Programs should identify and engage employment sectors that offer strong opportunities for young adults, namely, high-growth sectors with a variety of entry-level positions and the potential for career progression. Based on research and labor market analysis, target sectors could include the health, retail and customer service, construction, and hospitality and tourism; although it also recognizes that other employment niches in local communities may offer similarly strong opportunities. In addition, Columbia encourages the creation of partnerships among training providers, schools, and businesses to address the workforce needs of employers and deliver the desired outcomes for this population.
3. **Youth Development** – Initiatives that reflect a strong point of service methodology and recognized youth development principles that emphasize the cognitive, social, and behavioral competencies that help youth succeed as adults. Effective programs adopt an asset-based approach, in which services are personalized and focus on developing individual strengths and interests. In keeping with these principles, programs must also promote positive relationships among adult staff and youth participants and provide the support and follow-up services needed to address the range of individual challenges participants confront.
4. **Comprehensive Services** – The most successful programs include the full range of supportive services in-house and/or facilitate seamless access to other appropriately qualified providers.

ELIGIBILITY CRITERIA

All applying organizations must:

- Be nonprofits with a valid tax exemption status under Section 501(c)(3) of the Internal Revenue Code and be classified as a public charity and not as a "private foundation" under Section 509(a).
- Have a demonstrated local presence in and/or provide services in any or all of the designated northern Manhattan zip codes (as defined in this RFP) of New York City.
- Have a demonstrated capacity in delivering quality youth development and/or workforce training programs, including the ability to track program impact.
- If submitting a collaborative program proposal, identify a lead applicant that will serve as the fiduciary agent and point of contact for the grant. Collaborative program proposals must submit a Memorandum Understanding (MOU) signed by all nonprofit organizations connected to the proposals.
- Possess the ability to perform the requested services. Consideration shall be given to such matters as the organization's record of past performance, evidence of expertise and integrity.
- *Columbia reserves the right to request additional information and make further inquiries as deemed necessary to determine the ability of the organization to provide the required services.*

PROPOSAL CONTENT AND FORMAT

Please follow these guidelines for your proposal submission

Formatting Requirements

Proposal submissions must be formatted in adherence to these requirements:

- 12-point font
- Normal margins (top 1"; bottom 1"; left 1"; right 1")
- Double-spaced
- Numbered – bottom of page
- Single- sided on 8.5x11" paper

NOTE: The uploaded proposal submissions must be submitted as *one* PDF document.

Content Requirements:

Proposals submitted in response to this RFP must include all of the information noted below and be submitted in this order:

Section 1 – Cover Page (1 page limit)

Must include the following information:

- ☐ Full name of applicant organization and, if appropriate, co-applicants
- ☐ How long the organization has been in existence
- ☐ Address of lead applicant
- ☐ Total Amount requested
- ☐ Name and title of designated lead point of contact

Section 2 – Organizational Summary (2 page limit)

- ☐ Description of the lead applicant's organizational history and experience in developing and providing workforce development programs and services. Please include:
 - Number of residents recruited
 - Number of residents trained in your workforce readiness curriculum
 - Number of residents placed into employment
- ☐ Description of the organization's current services to disconnected youth, as defined by this proposal (include length of time and history working with this population)
- ☐ Description of the organization's current services, particularly with respect to workforce development, to the residents of Northern Manhattan (include zip codes, direct services provided and outcomes)
- ☐ Organizational chart and brief biographical information on key personnel

Section 3 – Program Narrative (5 page limit)

This narrative of your proposal defines the project scope of this submission and includes the following:

- ☐ Project goal and objectives
- ☐ Types of services to be provided
- ☐ Proposed period of performance and projected outcomes, including direct service impact and elements such as: competency based curriculum, assessment strategies, recommendations for instructional aides and materials, delivery strategies and implementation training for service providers
- ☐ Targeted communities and/or neighborhoods for the proposed project
- ☐ Process for tracking data of participant level and progress
- ☐ Description of how the program will be implemented, including requirements and process for enrollment
- ☐ Partner accountability - community partnerships including the role of each partner
- ☐ Organizational chart for the proposed services and program – include lead applicant, all core partners, and key staff to support the services funded through this grant. This includes all relevant leadership, program, administrative, and advisory positions within each entity and/or organization.
- ☐ Staffing plan – list all key staff supporting this project, include: name(s), title(s), and a description of role/responsibilities

Section 4 – Budget and Budget Narrative (3 page limit)

This section must include a detailed line item budget ([please see the attached PROJECT BUDGET FORM](#)) and a budget narrative (no more than 2 pages) that includes:

- ☐ A complete description of costs associated with each line item in sufficient detail to justify the total cost.
- ☐ A budget that is justified and reasonable given the scope of work.

- ☐ If the organization currently provides workforce development training, a description of how the organization intends to use Columbia funding toward programmatic depth and growth.
- ☐ Any additional leveraged funds towards this proposed program; include the source and a short description of how funds will be utilized as a part of this grant.

Section 5 – Required/Appropriate Supplemental Documents (no page limit)

Please include the following materials with your proposal submission:

- ☐ 501(c)(3) Tax exempt letter from the IRS and Federal Tax identification number
- ☐ Total organizational budget
- ☐ Total youth services budget (ONLY if you are a multiservice organization)
- ☐ Total workforce services budget (ONLY if you are a multiservice organization)
- ☐ Most recent audited financial statements or review report from a certified public accountant
- ☐ If applicable, partner letters of support and/or MOUs
- ☐ List of institutional funders of the organization
- ☐ List of board of directors

SELECTION CRITERIA

Proposals will be reviewed and evaluated with strong consideration of the following:

- A program narrative that provides a clear description of the proposed use of the grant award along with a compelling summary for the need and potential impact.
- The level of impact and benefits to at-risk and disconnected youth residing in Northern Manhattan. Applicant organization would be able to track and record the name, address, direct services provided and outcomes for residents.
- A detailed and justified budget and budget summary

- Programs and initiatives that ensure strong links between education, training and the job market
- A clear indication of program staff in place to effectively manage the point of service with youth participants.
- The use of comprehensive support services and prioritizing case management
- The adept use of the best practices in youth development approaches
- How the program will offer opportunities to learn about and experience a diverse spectrum of jobs
- The provisions in place to support after job or education placement
- The potential to form cohorts of peers working towards similar goals

KEY DATES

Release date of RFP:	Thursday, September 14, 2017
Deadline for proposal submissions:	Thursday, November 16, 2017 by 5:00 p.m. <i>(Any changes or clarifications to a proposal submission must be in written form and received by this date)</i>
Notification of grant awards	On or about Friday, January 19, 2018
Estimated project start date:	Monday, February 12, 2018

III. PROGRAM NARRATIVE

Project Goal and Objectives

Friends proposes to build upon our innovative, youth-centered model to increase our capacity to support the career goals of justice-involved youth—ages 16-24—living in Northern Manhattan. These include young people recently released from custody, youth on probation or parole, and others with criminal records who are no longer under supervision. The following figures explain our project objectives, the services that will be provided, and our timeline for execution.

- Develop robust job readiness, career coaching, internship and job placement programming for youth returning from custody through our innovative Youth Reentry Network.
- Integrate job readiness and career awareness into our existing educational initiatives.
- Embed workforce development into our mentoring and parenting programs.
- Develop career and employment protocols, workshops, curricula; develop relationships with employers and programs that might provide internships; create career pathways for young people.
- Increase the workforce-related knowledge and skills of Friends' staff working with youth.

Figure 1, Objectives

Columbia's funding will support the following services and activities:

- Individual and group sessions for youth participants focused on self-awareness as it relates to employment and careers and on building the soft skills needed to obtain and sustain employment opportunities.
- Career coaching and job readiness preparation, including resume development, for recently released youth.
- Career and job readiness workshops for justice-involved youth.
- Provision of business attire and interview preparation through a partnership with Career Gear.
- Cultivation of internship and employment opportunities for justice-involved youth.
- Matching of program participants with potential internship and employment opportunities based on skills, aptitudes, and interests.
- Training of Friends' staff by Workforce Professionals Training Institute (WPTI)

Figure 2, Services

The proposed period of performance is 12 Months: April 1, 2018 – March 31, 2019.

- We will train Friends' staff, including our career coach, community coordinator, and others in strength-based, youth positive workforce development practices.
- We will develop curricula for job readiness and career awareness workshops.
- We will develop protocols for individual career coaching, resume development, and interview preparation.
- We will establish collaborative relationships with 15 employers.
- We will provide business appropriate attire (suits, etc.) for 25 young men and women entering the labor market.

Figure 3, Deliverables



Office of Government and Community Affairs

Friends Of Island Academy

Amount Funded: \$75,000

Purpose: Capacity building for youth-centered career readiness programming of the Youth Re-entry Network

Have there been any changes to your organization's IRS 501©(3) not-for-profit status since your request for this grant?

No, there has not been any change.

Grantee Report: *(Please provide information as requested below in the respective categories)*

Program Description

Friends of Island Academy's (Friends) career readiness programming builds upon our innovative, youth-centered model to increase our capacity to support the career goals of justice-involved youth, aged 16-24, and living in Northern Manhattan. These included young people recently released from custody, youth on Probation or Parole, and others with criminal records who are no longer under supervision.

Specifically, we planned the following activities:

- Individual and group sessions for youth participants focused on building the soft skills needed to obtain and sustain employment opportunities.
- Career coaching and job readiness preparation, including resume development.
- Career and job readiness workshops for justice-involved youth.
- Provision of business attire and interview preparation through a partnership with Career Gear.
- Cultivation of internship and employment opportunities for justice-involved youth.
- Matching of program participants with potential internship and employment opportunities.
- Training of Friends' staff by Workforce Professionals Training Institute (WPTI)

Program Participation and Duration

We meet most of our participants while they are still incarcerated on Rikers Island. When they are released, we connect with them in their neighborhood or they come to our office in search of support. Other participants have heard about us from friends, Probation Officers, or community based organizations. Program participation typically begins with a first visit to our offices on 127th St. On their first visit, participants meet with a youth mentor who welcomes them to Friends, explains the program,

and takes some basic demographic information. That same day or shortly afterwards, participants meet with a Career Specialist who does a basic needs assessment and deeper exploration of the young person's situation and career readiness. The Career Specialist schedules the young person for the next available *one-week* job readiness workshop, usually the following week or the week after. Once participants have completed the workshop, we schedule them for a visit to Career Gear (for men) or Dress for Success (for women) where they receive professional attire. We also schedule a one-on-one session with their job developer. We place some participants in transitional employment, i.e., paid internships, which last eight weeks. We begin to work at placing other participants immediately into permanent employment. We will continue to work with youth for as long as they stay engaged with us.

Program Location(s)

Friends of Island Academy's Career Center is located in our central office at 127 West 127th Street, New York, NY 10027

We hold our job readiness workshops at Friends' Bronx Office, 424 East 147th Street, Bronx, NY 10455

Goals and Outcomes

In our proposal, we outlined the following goals and objectives:

Goals

- Develop robust job readiness, career coaching, internship and job placement programming for youth returning from custody through our innovative Youth Reentry Network.
- Integrate job readiness and career awareness into our existing educational initiatives.
- Embed workforce development into our mentoring and parenting programs.
- Develop career and employment protocols, workshops, curricula; develop relationships with employers and programs that might provide internships; create career pathways for youth.
- Increase the workforce-related knowledge and skills of Friends' staff working with youth.

Objectives

- We will train Friends' staff, including our career coach, community coordinator, and others in strength-based, youth positive workforce development practices.
- We will develop curricula for job readiness and career awareness workshops.
- We will develop protocols for individual career coaching, resume development, and interview preparation.
- We will establish collaborative relationships with 15 employers.
- We will provide business appropriate attire (suits, etc.) for 25 young men and women entering the labor market.

Narrative Information

Overview

When we submitted Friends' proposal to Columbia, our hope was to increase our capacity to provide career and employment support for youth returning from custody. At that time, we had no established

Career Center; our employment efforts were primarily carried out by individual Youth Advocates with no significant workforce experience who were also helping young people with housing, education, and a myriad of other supports. Therefore the focus of our proposal request was for funds to support training for staff, a half-time Career Specialist, and professional attire for the young people we would serve.

Subsequent to our submission, in January 2018, we learned that the Mayor's Office of Criminal Justice would award Friends \$1.6 million from its *Jails to Jobs* initiative, intended to provide career readiness and eight weeks of paid transitional employment to individuals released from Rikers Island. While the Jails to Jobs contract has allowed us to bring to scale the project we initially proposed, the grant from Columbia will play a key role in building our organizational capacity to provide career and employment services, particularly as it relates to embedding that work in all our programming, eliminating silos between departments and staff within Friends, and coordinating the work of youth advocates based at Rikers Island with the Career Center staff.

Before the beginning of the Columbia grant, we focused on hiring a director for our new Career Center. Our Director started on April 3rd and by early May we had hired five Career Specialists and two Job Developers. On July 2nd, our Program Assistant started. Since then we have been fully staffed.

During the first months of our grant, we have focused much of our efforts on training staff and building capacity. We engaged the Workforce Professionals Training Institute (WPTI) to lead that work. Since April, WPTI has:

- Developed a Skills and Careers job-readiness curriculum for our one-week workshop;
- Conducted four trainings in Curriculum Content and Delivery, including two sessions on curriculum implementation, one on facilitation essentials, and another on "training the trainers";
- Provided two customized trainings for Friends of Island Academy: one on Dealing with Difficult Participants and another on Transforming Job Seeker Resistance;
- Five full days of On-Site Coaching;
- Provided another training for staff on Retention Strategies that Get Results;
- In August, (after three months of program experience) worked with the Career Center staff to develop a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) to inform our work going forward.

The effectiveness of your activities, what you have learned and your plans going forward

On May 9th, we launched our first week-long job readiness workshop with 14 participants. We have continued to run workshops every two or three weeks as needed. As of August 31, we had run six cohorts.

As of August 31, 2018,

- The Career Center staff had engaged 129 youth and conducted an Employability and Skills Initial Assessment with each of them
- We had run six cohorts of our one-week job readiness workshop
- 65 youth had started the workshops; 59 had completed them (91% completion rate)
- 16 youth had received professional attire
- 14 youth had been placed in internships, i.e., transitional employment, (20 hours/week at \$15/hour)
- All 14 youth had participated in our weekly job club;

- 45 youth had been placed in permanent, unsubsidized employment (37 Full-Time; 8 Part-Time) (Hourly Wage Range: \$13 - \$20; Median: \$14)

We have attached a flow chart which illustrates a young person's journey through our program, along with these outcomes.

The table below shows the status of our objectives as of August 31st

Objectives	Status
Train Friends' staff, including our career coach, community coordinator, and others in strength-based, youth positive workforce development practices.	Achieved, but still ongoing
Develop curricula for job readiness and career awareness workshops.	Completed
Develop protocols for individual career coaching, resume development, and interview preparation.	Completed
Establish collaborative relationships with 15 employers.	Achieved; we have established relationships with 21 employers (see attached flow chart)
Provide business appropriate attire (suits, etc.) for 25 young men and women entering the labor market.	Partially achieved; 16 youth had received professional attire

We believe we are on a good track. We have had success recruiting young people, helping them complete the workshops, and placing them in jobs. We have found, as we expected, that retaining a job is a more difficult challenge for many of the youth than getting hired. We know that as our Career Specialists and Job Developers gain more experience, we will get better at placing young people in jobs that fit them well and in supporting them through the challenges of their first employment experience. Much of our training and coaching going forward will focus on these two areas of our work to promote retention.

Any challenges your organization faced when implementing these activities and how they were resolved or attempted to be resolved

The biggest challenge for us has been the relative inexperience of our staff. Our Director of Career Services has 15 years of experience in workforce development as a job developer and manager of Career Services, but only one of the four Career Specialists and one of two Job Developers had experience in employment services. We opted to place a priority on hiring staff (1) we knew could engage youth coming out of custody and (2) who were aligned with our mission. We have committed a lot of resources to training up front and will continue to engage WPTI (our training partner) to provide on-site coaching and training as needed.

In addition, we have struggled at times to maintain consistent communication between the Career Center staff and our Youth Advocates. Because the Career Center is new at Friends, there has been

some lack of clarity about roles and protocols. We have begun to schedule small group meetings between Youth Advocates and Career Center staff to help clear up misunderstandings. One of WPTI's priorities in the coming months will be to conduct trainings for Friends' non-Career Center staff so that they gain an understanding of the basics of workforce development.

Any unexpected results, positive or negative

No, but the response to our new Career Center, among both youth members and staff, has been uniformly positive. The achievements of the young people, their success in getting hired, the presence of their mothers and other relatives at workshop graduations, the photos of them in their new suits and at graduation have all provided a lift to the community. The enthusiasm is palpable and it has had a positive effect on young people at Rikers who hear about the program and express their intent to come as soon as they are released.

Any organizational achievements and setbacks, and or significant board and/or staff changes

None

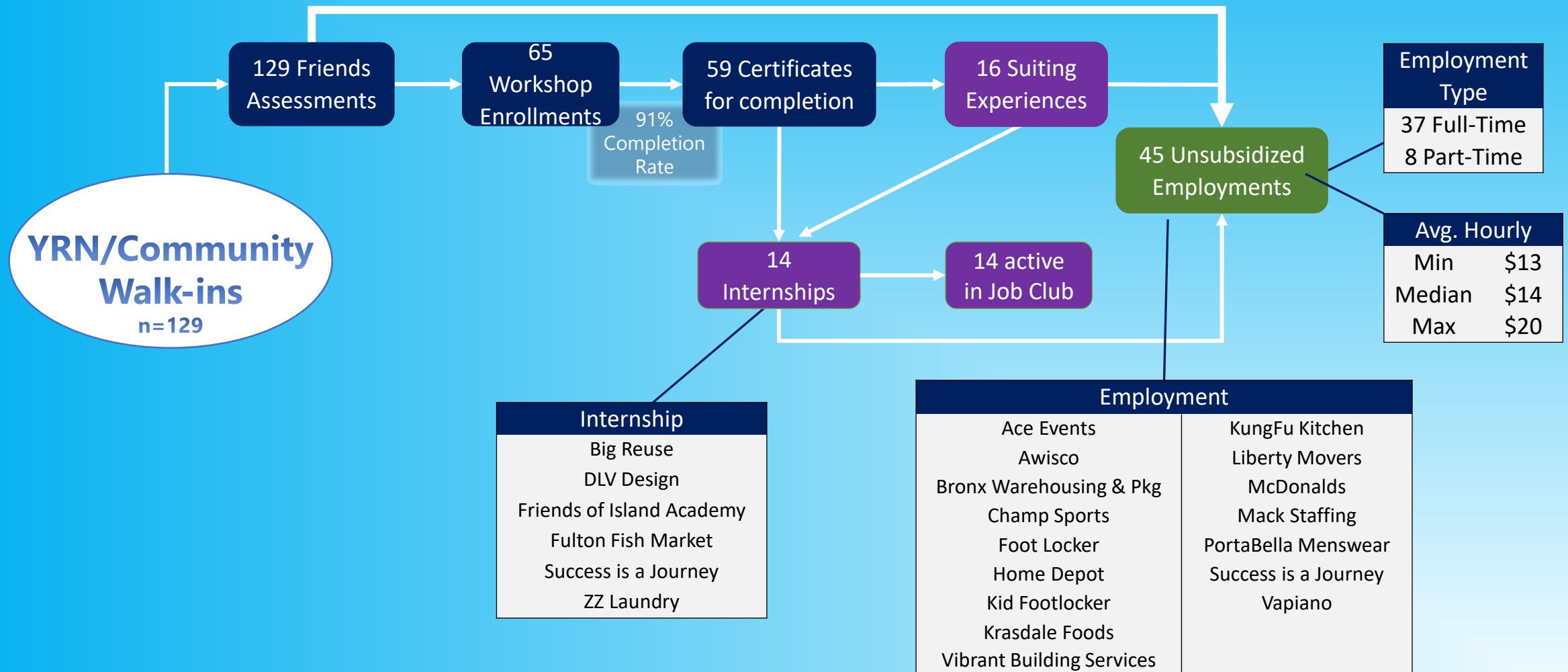
Background on any new staffing for the program

The Resume of our Director of our Career Services Center is attached

Other sources of income – we have been awarded \$1.6 million dollars from the Mayor's Office of Criminal Justice to provide career services and transitional employment to youth (16-21 years old) coming out of custody.

Career Center Service Flow and Outcomes

June 1 – August 31, 2018



CAREER OBJECTIVE

To secure employment in an area that is consistent with my experience and education within an organization that can provide career advancement and personal growth.

EDUCATION

2001	New York Theological Seminary	New York, NY
Ministry and Human Services Certificate		
1994-1996	Skidmore College	Saratoga Spring, NY
Majored in Business Administration		
1994	Geneses Community College	Batavia, NY
Associate of Arts (Liberal Arts)		

HISTORY

	The Fortune Society	L.I.C, NY
2004- Present		
Manager of Business Services		
Effectively managed staff to become performance driven and providing lateral services to all <i>clients</i>		
Monitored performance on contractual outcomes and effectively implement plans of action to ensure success in meeting placement and retention goals		
Devise and implement outreach campaigns and recruitment strategies to maintain and increase targeted enrollments into the program; identify outreach opportunities and ensure event representation		
Supervise, evaluate and support the professional development of line staff under direct supervision		
Evaluate the quality of service being provided by the unit to clients, training vendors, and employers while ensuring that Account Managers are utilizing motivational interviewing skills while assisting graduates in becoming gainfully employed		
Effectively communicate unit and agency priorities and ensure that priorities set are carried out		
2007-20010		
Career path Coordinator		
Developed a Job Developer Training curriculum, trained participants to become Job Developers		
Referred graduates to Internship and Externship as Job Developers		
2004-2007		
Job Developer		
Conducted open market research to determine employer demand, Participate in programs, staff activities, community meetings and conferences; prepare in depth reports on proceedings. Developed job opportunities for the formerly incarcerated clientele based on their skill set, background and educational level. Monitor outgoing customer satisfaction with placements and services		
2015-Present	Sheltering Arms Children and Family Services	New York, NY
Youth Counselor		
Provides direct supervision of residents.		
Intervenes during emergencies or altercations in order to ensure the safety of all residents.		
Manages residents' behavior utilizing the principles of the Integrated Treatment Model with the goal of teaching young men and women to make positive, lasting changes in their behavior.		
Completes log reports, complete behavior assessment reports, and submits documentation, and incident reports		
2010-2014	Neighborhood Coalition for Shelters	New York, NY
Program Aide		
Maintained a safe and secure facility; - Attended staff meetings and trainings as requested; - Responded to requests from residents; - Met regularly w/ team; - Understand and follow emergency procedures, including fire procedures; room checks as needed; - Assisted with intake procedures as directed; - Distributed household supplies; - Maintained activity logs; - Crisis intervention, mediate between residents when necessary		
2006 – 2010	Barrier of Free Living	New York, NY
Residential Staff Supervisor		

References will be made available upon request.

Monitored and supervised Front Desk Staff, Observe the log book to ensure residents, staff and visitors sign in and out. Addressed any problems that residents and staff may have. Conducted facility rounds to ensure resident, staff and facility safety.

References will be made available upon request.

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

February 13, 2018

Mr. John Gordon
Associate Executive Director for Programs
Friends of Island Academy
127 west 127th Street, Suite 127
New York, NY 10027

Dear Mr. Gordon,

It is my pleasure to inform you that a grant in the amount of \$75,000 for Friends of Island Academy was approved by our proposal review committee. This grant is awarded to support capacity building for your youth-centered career readiness programming of the Youth Reentry Network. This grant is being made as part of Columbia's commitment to support workforce training as described in section 5.07(c)(xxi) of the 2011 Declaration of Covenants and Restrictions by Columbia University in connection with its Manhattanville Project.

Your goals and outcomes and budget, as agreed upon, will be used to measure the project's performance. The grant funds must be used for the stated purposes and in the year for which they were requested. Any funds not used during that year will revert to Columbia University. This grant is subject to financial audit during or immediately following the grant period. A separate bank account for the grant is not required, but a separate accounting of the grant must be maintained. You will be required to provide us with two grant progress reports, one in September 2018 and the other in March 2019. The specifics on the reporting process and a link to upload your reports will be provided to you in a subsequent correspondence.

Please note that any publicity given to the project associated with this grant should include an acknowledgement that the funds were received from Columbia University via a grant award for Workforce and Career Readiness as part of Columbia's commitments to the community in connection with its Manhattanville campus, and be shared with Shaba Keys, Associate Vice President, Office of Government and Community Affairs. Please sign the attached page, then scan and return the signed letter to sk3785@columbia.edu. The Columbia University Office of Government and Community Affairs' receipt of this signed contract is required for transmittal of funds.

Sincerely,



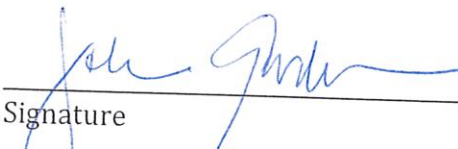
Associate Vice President, Government and Community Affairs



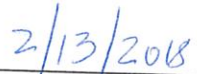
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OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

Read and agreed to:



Signature



Date