

**Manhattanville in West Harlem Implementation Plan Report
October 14, 2022 Submission**

Declaration Reference and Key Data

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

Obligation Title: **Outreach for Disconnected Youth**

Obligation Page Number: **55**

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

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

Obligation End Date: **March 12, 2038* (8 Year Pilot; 25 Years from Commencement)**

Obligation Status: **In Compliance**

Obligation

Outreach for Disconnected Youth. Commencing with the acquisition by ESD or CU of all Initial Stage 1 Condemnation Parcels, CU shall initiate a targeted outreach, in partnership with community based organizations, to identify and engage disconnected youth in the community, ages 16-24 who have not completed high school or obtained a GED, in order to enroll them at no cost in existing NYCDOE high school programs or GED programs operated by community partners. Upon completion of a high school diploma or GED, youth will be referred for skills training, internships and work based learning opportunities through community based organizations. For youth successfully completing the GED program, CU will make a good faith effort to place qualified youth in positions with CU. To ensure coordination of program and placement services CU shall fund a position to coordinate program and placement efforts. The program will be reviewed by CU and ESD after eight years and, if effective, will be continued, subject to subsequent reviews of effectiveness for 25 years from commencement.

*Planning activities were still ongoing upon the obligation trigger date. Outreach for disconnected youth was conducted in 2013, one year after the trigger date. Therefore, this obligation will be in effect until 2038, 25 years from the commencement of the obligation implementation.

Evidence of Compliance

1. Annual report

Columbia University's Implementation Plan and all supporting documentation are made available on the Columbia Neighbors Webpage at <https://neighbors.columbia.edu/content/community-commitments>.

Annual Report: Connecting Youth Initiative

State Submission Annual Reporting Period: **October 2021 - September 2022**

Executive Summary

The Connecting Youth Initiative (CYI) is the title used to identify the program for the Outreach to Disconnected Youth commitment and is targeted for individuals ages 16-24, residing in Northern Manhattan and parts of the South Bronx, who are not employed, not in school and/or have not completed high school or obtained a high school equivalency degree.

It is well-documented that youth disconnection is not a singular condition but often accompanied by a host of other adverse circumstances that make it difficult for youth to succeed in life. Some examples include: poverty, homelessness, teen pregnancy, incarceration and disabilities. Through a combination of direct services and collaborative partnerships, the CYI seeks to mitigate these obstacles that prevent youth from achieving success in the areas of education and career development. To that end, CYI incorporated a school-based component that takes a preventative approach to disconnection by targeting students at-risk for drop-out or aging-out.

The intended objectives include:

- Enrolling these young people in New York City Department of Education (NYC DOE) high school programs or Test Assessing Secondary Completion (TASC) programs to obtain a New York State High School Equivalency Diploma
- Providing referrals for skills training, internships and work-based learning opportunities through CBOs (Upon completion of high school or receipt of an equivalency diploma).
- Efforts to place targeted youth in positions at and outside of Columbia University

Date of Initial Engagement	Name	Age	Zip Code	Social Worker Assigned?	Services Consumed	Services Provided by	Outcome of Engagement
1/17/2022	[REDACTED]	21	10461	Y	Case Management	CYI, CGS	Referral
10/10/2021	[REDACTED]	20	10457	Y	Case Management	CYI, CGS	Referral
11/15/2021	[REDACTED]	19	10451	Y	Case Management	CYI, CGS	Referral
6/7/2022	[REDACTED]	23	10474	Y	Case Management	CYI, CGS	Services still being rendered
9/12/2022	[REDACTED]	20	10455	Y	Case Management	CYI, CGS	Referral
9/12/2022	[REDACTED]	20	10470	Y	Case Management	CYI, CGS	Referral

Key:
CYI = Connecting Youth Initiative,
CGS = Catholic Guardian Services

Programmatic Overview

CYI includes a case management service pathway to provide more intensive wraparound services on an individual basis. With a careful assessment of the individuals' presenting problem at intake, CYI staff are able to address some of the other issues contributing to the disconnection. It also provides the opportunity for relationship building between CYI participants and CYI staff. The development of trusting relationships creates a pathway to change for CYI participants and makes it possible for them, along with CYI staff, to navigate the pathway collectively.

In order to increase referrals to employment opportunities at the university, the Office of Government and Community Affairs, under the umbrella of the CYI, has launched the Work-Based Learning Initiative pilot. Through the WBLI, partner organizations have referred candidates who are determined to be work-ready based on age, education status, interests and job skills for placement at three participating university departments. Further development of this initiative is ongoing, with progress depending on the success of the pilot to increase buy-in from both university and community partners. The Office of Government and Community Affairs is overseeing the program development and plans to partner with Columbia University Human Resources to make it a university-backed initiative.

Impacts due to COVID-19

Virtual Outreach: During the reporting period, the Connecting Youth Initiative (CYI) continued to feel the lasting effects of the COVID-19 pandemic. The University's policy on visitors entering campus buildings forced many program activities to remain virtual. Virtual outreach has become a normality with many meetings for individual and organizational outreach being facilitated online and through electronic communications. During the reporting period, CYI connected with many organizations virtually to discuss its program opportunities and invited them to refer individuals for services. Additionally, efforts were made to advertise the program in relevant newsletters such as the NYC Education and Training Coalition's "Workforce Weekly" newsletter.

Program Process and Results

CYI is designed to assist youth and young adults experiencing disconnection to gain access to services that will ensure they achieve their goals in the areas of education and employment attainment. This is achieved primarily through two service pathways: group workshops and case management. Group workshops are used to provide soft-skill training a development for youth seeking to improve interpersonal skills that will lead to improving their employability. The case management service pathway allows CYI to meet individuals where they are and guide them towards educational and workforce opportunities, including potential job placements at Columbia University. The process of individual work with program participants is divided into four phases:

Phase 1: Initial Outreach: Initial outreach is the process of educating organizations or prospective program participants on the services and supports offered by CYI. These individuals are initially introduced to CYI through a variety of outreach methods listed below:

- **Organizational Outreach:** During the reporting period, CYI met with 18 different organizations and entities to provide information about its services and create new partnerships to enhance its program offerings. One unique outreach attempt was made to Phipps Neighborhood organization. CYI registered to be a host site for SYEP participants that would be referred by the Phipps organization. Unfortunately, Phipps did not refer any candidates, but CYI will participate in this outreach activity again for summer 2023.

- **Individual Outreach:** During the reporting period, CYI performed individual outreach to 6 individuals to provide information about its services.

Phase 2: Intake and Assessment: The process of gathering more detailed information about individuals who sign up to be in CYI. Information gathered during the intakes is used to determine next steps such as creation of individual achievement plans and determining appropriate referrals for individuals.

-During the reporting period, CYI completed intakes for 6 individuals.

Phase 3: Case Management: The purpose of case management is to create a structured environment and schedule for CYI participants to work towards the completion of their goals. These individuals met up to twice monthly with CYI staff to engage in informal advising sessions, create individual achievement plans, and receive referrals for further support.

Phase 4: Referral For Services: Referrals are information and assistance given to CYI participants to connect them to resources that meet their educational and employment needs.

-During the reporting period 5 individual received referrals for workforce and education services.

Additional Supporting Documentation

- Evidence of targeted outreach to identify and engage youth in the community
- List of associated CBOs invited to participate in outreach
- Phipps Neighborhoods Summer Youth Employment Program Overview
- Work-Based Learning Initiative Pilot Outreach
- Work-Based Learning Initiative Pilot Overview and Criteria
- Work-Based Learning Initiative Fall 2022 Job Descriptions



Columbia Shuttle Bus + Connecting Youth Initiative

Fri, May 6, 2022 at 11:55 AM

[Redacted] >
To: [Redacted]
Cc: [Redacted]

Hi [Redacted]

Sorry for my late response here, but thanks again for speaking with me a few weeks ago. Here are links to see information about the resources I shared with you:

[Connecting Youth Initiative](#)

[Entrepreneurial Design Thinking Program](#)

Please let me know if you have any questions or any upcoming opportunities for me to speak directly with youth from your community. Have a blessed day!

Best,



Director of Youth Initiatives

Office of Government and Community Affairs



[Quoted text hidden]



Nice Meeting You

Wed, May 11, 2022 at 12:21 PM

TO: [Redacted]
Cc: [Redacted]

Hi [Redacted]

It was a pleasure meeting you today. [Redacted] thanks again for the introduction. Here are the links I shared with you for two programs/initiatives I currently oversee here in GCA:

1. [Connecting Youth Initiative](#) (Flyer attached)
2. [Entrepreneurial Design Thinking](#)

Please don't hesitate to reach out to me if you have any questions or want to speak about anything. Have a nice day!

Best,



Director of Youth Initiatives

Office of Government and Community Affairs



 **Connecting Youth Initiative Flyer Fall 19.pdf**
4506K

External Organizations and Groups Invited to Participate in Outreach

Organization Name	Type	Areas of Focus
Artistic Noise	Community	Employment
Catholic Guardian Services	Community	Foster Care
CCFY Living Redemption Youth Opportunity Hub at The Soul Saving Station	Community	Youth Development, Violence Prevention, Faith-based
Children's Aid Society-Next Generation Center	Community	Youth Development, College Access, Job Readiness,
Department of Probation/ NEON	City	Youth Development, Violence Intervention and Prevention,
FDA II High School (03M860)	Department of Education School	Academic
First Corinthian Baptist Church HOPE Center	Community	Mental Health, Faith-based
Grace Outreach	Community	Academic, Youth Development, Employment
Grant Houses Tenant Association	Community	Community Development
Harlem Wellness Center	Community	Health and Wellness
Manhattan Educational Opportunity Center (MEOC)	City	Workforce Development, Academic
Manhattanville Houses Tenant Association	Community	Community Development
Mayor's Office of Youth Employment-Disconnected Youth Task Force	Government	Youth Development, Workforce Development
Northern Manhattan Improvement Corporation (NMIC)	Community	Workforce Development, Academic, Social Services, Legal Services
NY Presbyterian Hospital - Youth Opportunity Hub	Community	Youth Development, Mental Health, Academic, Health Education
NYPD 32nd Precinct Community Council	Community	Public Safety
Office of Congressman Adriano Espaillat	Government	Policy
Osborne Association- Family Works Harlem	Community	Criminal Justice Reform, Youth and Family Services
P.A.L.A.N.T.E.	Community	Housing Assistance
Part of the Solution (POTS)	Community	Food Insecurity, Housing
Phipps Neighborhoods	Community	Community Development
S.A.V.E. (Stand Against Violence East Harlem)	Community	Violence Prevention, Youth Development
STRIVE	Community	Workforce Development, Social Services
Tayshana Chicken Murphy Foundation Inc.	Community	Violence Intervention and Prevention, Mentoring, Youth Development

The Center for Alternative Sentencing and Employment Services (CASES)- Jobs for America's Graduates (JAG) Program	Community	Employment
The Isaacs Center	Community	Workforce Development, Academic, Social Services
The Pillars NYC	Community	Mental Health, Substance Abuse,
Thrive Collective	Community	Youth Development, Arts
Upper Manhattan Empowerment Zone	Community	Workforce Development
Urban Assembly School for Performing Arts	Department of Education School	Academic
Urban Resource Institute	Community	Housing, Mental Health, Domestic Violence
West Harlem Development Corporation- Arise SYEP	Community	Youth Development
West Harlem Development Corporation- Harlem Skills Training Center	Community	Workforce Development, Academic, Social Services
West Harlem Empowerment Coalition	Community	Community Development
West Harlem Reentry Coalition	Coalition	Formerly Incarcerated/Reentry
Year Up	Community	College and Career Readiness

Internal Organizations and Groups Invited to Participate in Outreach

Organization Name	Type	Areas of Focus
Columbia University Business School	University School	Academic, Business
Columbia University School of Social Work-Field Education Department	University School	Field Education for SW Students
Columbia University Wellness Center	University Department	Health, Internship Opportunities
Community Impact	Community	Academic, Workforce Development, Life Skill
CU Employment Information Center	University Department	Workforce Development
CU Facilities and Operations	University Department	Workforce Development
CU School of Social Work(CUSSW) -Achievement Initiative	University School	Academic
CU- African American and African Diaspora	University Department	Academic, Arts

Studies Department (AAADS)		
CU- Athletics	University Department	Athletics, Academic
CU-School of General Studies	University School	Non-Traditional Students
CUIT-Women in Technology-Community Outreach group	Affinity Group	Community Outreach, Community Engagement, Career Readiness
Double Discovery Center	University Department/Program	Academic, College Readiness, Enrichment, Health and Wellness
Teachers College-REACH	School Based	Academic
The Workplace Center at Columbia University	School and Community-Based	Workforce Development, Research, Academic

***Highlighted orgs have been added during the current reporting period**



[Phipps Neighborhoods] 2022 Summer Youth Employment Program | UPDATE

Wed, Jun 15, 2022 at 1:32 PM

Cc: [REDACTED]

Good Afternoon Everyone,

My name is [REDACTED] the Workforce Operations Manager at Phipps Neighborhoods (PN). I am reaching out to provide key and important reminders/updates regarding the **2022 Summer Youth Employment Program (SYEP 2022)**. Please take the time to read this email in its entirety. I would like to begin by first saying **THANK YOU** for selecting to work with us. On behalf of the PN Workforce Team, we sincerely appreciate you all for offering our young adults the opportunity to work this summer.

With that said, please see the updates below:

Points of Contact:

All worksite-related issues or questions should be directed to the following staff members:

- **Primary:** [REDACTED] - Employer Engagement Manager - [REDACTED]
- **Secondary:** [REDACTED] - Director of Training and Employer Engagement - [REDACTED]

In my role as Operations Manager, I will send consistent reminders via email about upcoming deadlines and shifts to the program (if it occurs).

Program Quickfire Overview:

- Participants can only work a total of 25 hours per week
 - **Pay periods:** Sunday - Saturday
 - Lunch breaks follow DOL regulation
- Participants earn \$15 per hour (no cost to you)
- Participants are paid weekly
 - If they experience issues related to Direct Deposit or Payroll cards, they should be directed to the points of contact
- The program runs in a 2-cohort model. Please complete this [survey](#) to indicate which cohort you would like the interns to begin.
 - **Cohort A:**
 - Begins July 5th
 - Ends: August 12th
 - **Cohort B:**
 - Begins July 11th
 - Ends: August 20th

Worksite Payroll Portal Information:

DYCD has fully digitized the Payroll Process for SYEP. This was piloted last year and became a huge success and relief for all parties involved in the program. Participants will be responsible for entering their hours daily and worksite supervisors will need to review and approve hours every Monday. All supervisors on file who were identified as able

to sign off on timesheets will be given their username and access in a separate email. However, you can find resources below. **Please be sure to review.**

- **Portal Website:** [REDACTED]
- **How-to video:** [REDACTED]

Interviews, Visits, Worksite Referrals, & Evaluations

- **Pre-screening Interviews**
 - Currently and with the start date of the program around the corner, we cannot provide the opportunity for worksites to pre-screen candidates before placement. [REDACTED] will be reviewing our Worksite Selection survey that was disseminated to our participants to properly match according to their interests. If you would like to have a discussion about interviews, please reach out to [REDACTED]
- **Visits**
 - PN Staff will all be assigned a caseload of worksites for the summer. They will be required to conduct visits or perform virtual check-ins.
 - **In-person or hybrid worksite:** Weekly visits will be conducted
 - **Virtual worksite:** Weekly check-ins will be conducted
 - PN Staff will also conduct a **Pre-assessment** before the start of any of the cohorts to ensure your worksite is in order and up-to-code
 - Staff from the Department of Youth and Community Development (DYCD) may or may not conduct a physical visit or call in to check on how we as an organization are doing to support you as a worksite
- **Worksite Referrals**
 - All participants and worksite supervisors must sign the worksite referral document during the first week of the program; this is an agreement that both parties accept the positions
- **Evaluations**
 - All participants assigned to a site must be evaluated during week 3 and week 6 of the program. So, there will be a total of 2 evaluations that must be completed per participant assigned to your worksite
 - These must be signed and dated by the supervisor and participant

Worksite Orientation Recording:

- [REDACTED]
- [REDACTED]

Files Attached:

- SYEP Worksite Orientation slide decks
- NYS Drug-Free Workplace Requirement
- SYEP Handbook
- Incident Report template
- Permitted Work hours for minors

In partnership,

[REDACTED] Workforce Operations Manager
He/Him/His ([what is this?](#))

[REDACTED]



Internship Opportunities at Columbia University

Fri, Aug 5, 2022 at 4:39 PM

TO: [Redacted]
Bcc: [Redacted]

Good afternoon,

I hope all is well with you.

If you are receiving this email, it's because we have had discussions in the past about placing participants from your internship program at Columbia University. After many appeals and communication efforts, I am pleased to let you know that I have secured a few opportunities for internship placements at Columbia University through the Work-Based Learning Initiative pilot launching this fall out of my office.

Please see the attached list of placement opportunities. If you think you have viable candidates from your current or next internship cohort, please reach out to me to discuss further.

Thank you and have a safe weekend!

Best,



Director of Youth Initiatives

Office of Government and Community Affairs



 **WBLI Fall 2022 Internship Job Descriptions.pdf**
69K

Work Based Learning Initiative Pilot

Overview

The Work-Based Learning Initiative (WBLI) is a comprehensive workforce and talent development program currently housed in Columbia University's Office of Government and Community Affairs. It provides an infrastructure that assists with organizing a combination of Columbia University departments and community-based organizations (CBOs) with the intention of connecting local, underserved youth and young adults to employment opportunities at various departments across Columbia University's Morningside Heights, Manhattanville, and Irving Medical Center campuses.

The overarching goals of the WBLI are to expose local workforce participants to the employment landscape at the university while building a rich and diverse talent pipeline for future job and career opportunities. The WBLI includes opportunities such as internships, mentorship, skill-based workshops and special events such as career fairs and panel discussions.

Participant Eligibility Criteria:

- Between the ages of 16-24
- Resides in Northern Manhattan

Partner CBO Eligibility Criteria:

- Have a structured internship program
- Be located in OR serve clients from Northern Manhattan
- Offer stipends for their interns

View a list of current internship opportunities [here](#)

Work-Based Learning Initiative Fall 2022 Pilot - Current Openings

Department: [Columbia University Athletics](#)

Student Athletic Training Intern (5 slots available)

Job Duties

- Assist with patient care set up (ice bags, hot pack, game ready set ups).
- Stock taping and first aid supplies.
- Assist with facility cleaning (wiping down tables, folding towels, etc.).
- Assist with patient check ins.
- Assist with basic first aid for sports injuries.
- Assist with water and ice set up for games and events.

Preferred Qualifications/Skills:

- At least 18 years old
- First Aid/CPR/AED certified
- 1st year college student
- Interest in Sports medicine
- Strong computer skills

Earliest Start Date 8/15/22

External Operations Intern (Up to 7 slots available)

Sport marketing, ticketing, sport competitions, athletics communications, social media and broadcast

Job Duties:

- Social media creation and execution for department and for sport programs
- Administrative duties in preparation for sport competitions
- Sports marketing of ticketed and non ticketed sports
- Athletics communications assistance

Preferred Qualifications/Skills:

- At least 18 years old
- Punctual
- Strong communication skills
- Hard working
- Ability to multitask

Earliest Start Date: 8/15/22

Equipment/ Laundry Assistant (4 slots available)

Manages apparel, equipment and laundry for all Varsity Sports programs.

Job Duties:

- Assist with Game day locker room set up
- Assist with Nike product inventory.
- Provides laundry service for dirty training apparel

Preferred Qualifications/Skills

- Minimum age 18 years
- Must have high school diploma
- No experience necessary
- Must be able to push, lift, pull up to 50lbs
- Available to work evenings and weekends
- Must be able to complete task in a timely manner

Earliest start date: 8/22/22

Event Staff Intern

Job Duties:

- Setup for events
- Assist with in-game operations (parking, ball attendant, chain gang for football)
- Breakdown of event

Preferred Qualifications/Skills:

- College Student
- Ability to work with others
- Knowledge of sports
- Provide excellent customer service

Earliest start date: 9/6/22

Department: [School of Engineering and Applied Studies](#)

Human Resources Intern (1 slot available)

Job Duties:

- Assist in the creation of New Hire Orientation Kickoff
- Innovate and organize employee engagement events
- Draft onboarding packet/checklist to be distributed to all departments within SEAS
- Sit in and perform verbatim note taking in Exit/Hiring interviews
- Other tasks as assigned

Preferred Qualifications/Skills:

- At least 18 years old
- Ability to multitask and prioritize accordingly
- Excellent communication/relationship building skills
- Strong attention to detail
- Ability to maintain confidentiality
- Strong knowledge of MS Products (Word, PowerPoint, Excel, Visio)
- Pursuing bachelor's or master's degree in Human Resources, Business, or other related field

Earliest Start Date: 9/1/22

Department: [The Columbia University Tutoring and Learning Center](#)

The Columbia University Tutoring and Learning Center (TLC) was founded in 2016 to reduce educational inequality in the neighborhood surrounding the University. The TLC provides math tutoring to local high school students at no costs to them or their families. TLC Tutors are highly trained Columbia University students, and tutoring will take place both in person and online in the coming academic year.

Engagement Coordinator Intern (1 slot available)

The engagement coordinator will work with the TLC staff in order to encourage student uptake of TLC tutoring and services. This will include working with TLC tutors, partner teachers and participating high school students.

Job Duties:

- Collaborate with TLC staff to develop a strategy to encourage student attendance at tutoring. This may include communications, incentive items and outreach strategies.
- Create promotional materials for use in partner schools.
- Visit partner classrooms in order to promote TLC tutoring to students.

Preferred Qualifications/Skills:

- Must be able to pass a Department of Education or Columbia University background check
- Must complete the Columbia University Protection of Minors training as well as the Institutional Review Board Human Subjects training
- Ability to work independently and within a team
- Interest in marketing, design and communications

Earliest Start Date: 9/12/22