

**Manhattanville in West Harlem Implementation Plan Report
October 14, 2022 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 Columbia Neighbors Webpage at <https://neighbors.columbia.edu/content/community-commitments>.

Manhattanville in West Harlem Implementation Plan Report

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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:

[illegible]

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

State Submission Annual Reporting Period: October 2021 - September 2022

Executive Summary

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.

A grant in the amount of \$75,000 was awarded to Friends of Island Academy (FOIA) 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. In April 2019, the decision was made to renew the grant to Friends of Island Academy for one additional year and another payment of \$75,000 was awarded in June 2019. The decision to renew the grant was based on the FOIA's success with meeting the objectives set forth in the initial RFP response. In July 2020, GCA made the decision to renew the grant for a third year of funding in the amount of \$75,000. In March 2021, Friends of Island Academy changed its name to Youth Justice Network (YJN). In June 2021, the organization reapplied for another year of workforce funding. In September 2021, funding was renewed for the fourth year in the amount of \$75,000.

Other Workforce Programs + COVID-19 Challenges & Updates:

In Spring 2020, GCA partnered with campus and community entities to run cohorts of two different programs aimed and providing workforce training opportunities for community members. These programs have continued as workforce grantees during the current reporting period as they have been added to the Office of Government and Community Affairs' portfolio of workforce programs:

a) Entrepreneurial Design Thinking: a free eight-week course teaching participants how to do basic market research and design a business venture that solves a community problem. At the end of the eight weeks, teams have the opportunity to make pitches for cash awards that go towards the startup of their business ventures. This program was originally awarded a grant of \$25,000 and facilitated in collaboration with the Columbia Business School and the Department of Probation. Outreach efforts were made to allow for participation from GCA's workforce grantee YJN.

During the reporting period, the full EDT program continued for the first time as completely funded by GCA. GCA also provided technical assistance and aided in communications/marketing efforts to help the program grow.

b) User Research Lab Fellowship (UxR): a free month-long fellowship for justice involved young adults that trainees participants in design, development, and project management and coding skills. UxR was awarded an initial workforce grant of \$30,000 and was a collaboration between GCA and the School of Social Work with direct outreach/recruitment from workforce grantee YJN's career center. The program shifted to remote instruction due to the pandemic, which lead to a successful spring 2020 cohort. The same structure was used to run cohorts in spring 2021 and late spring 2022.

| Workforce Training Program Payments To Date | | |
|---|--------------|----------------|
| Organization | Payment Date | Amount Awarded |
| Friends of Island Academy | Apr-18 | \$75,000 |
| Friends of Island Academy | Jun-19 | \$75,000 |
| Friends of Island Academy | Jul-20 | \$75,000 |
| Entrepreneurial Design Thinking | Feb-20 | \$25,000 |
| User Research Lab Fellowship (UxR) | Feb-20 | \$30,000 |
| User Research Lab Fellowship (UxR) | Mar-21 | \$30,000 |
| Entrepreneurial Design Thinking | Aug-21 | \$40,000 |
| Youth Justice Network (formerly Friends of Island Academy) | Sep-21 | \$75,000 |

| | | |
|------------------------------------|--------|------------------|
| Entrepreneurial Design Thinking | Sep-21 | \$32,500 |
| Entrepreneurial Design Thinking | Feb-22 | \$53,000 |
| User Research Lab Fellowship (UxR) | Mar-22 | \$30,000 |
| TOTAL TO DATE: | | \$540,500 |

| Youth Justice Network Report (October 2021 - September 2022) | | | |
|---|-------------------------|---------------------------|----------------|
| Outcome Indicators | All participants | Local participants | Local % |
| Youth engaged | 243 | 27 | 11% |
| Enrolled in job readiness workshop | 21 | 6 | 29% |
| Completed job readiness workshop | 18 | 5 | 28% |
| Placed in employment (total) | 43 | 11 | 26% |
| Placed in subsidized, transitional employment (aka internships) | 12 | 3 | 25% |
| Placed in unsubsidized employment | 31 | 8 | 26% |

| Entrepreneurial Design Thinking Report | | |
|---|------------------|--|
| Cohort dates | 10/12/22-6/10/22 | |
| Number of participants | 32 | |
| Number of local participants | 18 | |

| User Research Lab Fellowship (UxR) Report | | |
|--|----------------|--|
| Cohort dates | 4/4/22-4/22/22 | |
| Number of participants | 8 | |
| Number of local participants | 1 | |

Additional Supporting Documentation

- Youth Justice Network Grantee Report submitted Sept 30, 2022
- Entrepreneurial Design Thinking Overview, curriculum samples, class photos
- User Research Lab Fellowship curriculum sample, class photo

Office of Government and Community Affairs

Youth Justice Network

Amount Funded: \$75,000

Purpose: Build young people's capacity to get, keep, and thrive in fulfilling work and careers.

Have there been any changes to your organization's IRS 501(c)3 not-for-profit status since your request for this grant? No, our 501(c)3 status remains the same.

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

Date of submission: September 30, 2022

Grant Reporting Period: October 1, 2021- September 30, 2022 (Year 4 of Funding)

Program Description

Youth Justice Network's (YJN) partnership with Columbia University has increased our capacity to support the career goals of justice involved young people, ages 16 - 24, who live in northern Manhattan. Our career readiness programming builds upon YJN's innovative, youth centered model which is catalyzed by or connected to a young person's involvement in the criminal justice system. Our Career Center participants include young people recently released from Rikers Island, young people on Probation or Parole, and others whose lives have intersected with the justice system even if they are no longer under justice 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.
- Cultivation of internship and employment opportunities for justice-involved youth.
- Matching of program participants with potential internship and employment opportunities.
- Conducting targeted outreach in Grant and Manhattanville houses;

Program Participation and Duration

Youth Justice Network's program model, developed over 32 years of working with young people impacted by the justice system, is founded on personal connection, long term engagement and supports, and respect for youth agency. The pandemic disrupted our everyday routines and practices, but our staff have adapted in order to remain a lifeline to young people, providing emergency supports, connection, resources, and care.

Young people come to YJN in different ways. Primarily, through initial contacts inside jails and juvenile detention centers where we meet and recruit them; through Probation and the courts; and from the community, as a result of outreach and neighborhood word-of-mouth. We continue to build relationships with youth while they are incarcerated and use that time to build trust and connect with families, attorneys, and social supports. Young people work with the Career Center and YJN's

wraparound supports to overcome obstacles to employment such as documentation, housing, and access to mental health supports. Advocates encourage consistency and accountability in our youth members and support them through each step, from getting into the employment mindset to envisioning themselves in a job they are passionate about. There is no end-date at YJN, we work with youth as long as they wish to stay engaged with us.

Program Location(s)

Youth Justice Network's Career Center is based in our new central office location on the fourth floor of 63 W. 125th St. New York, NY 10027. We hold our job readiness workshops at YJN's Bronx Office, 424 East 147th Street, Bronx, NY 10455. YJN also has a borough hub based in Brooklyn (25 Chapel Street).

Goals and Outcomes

Program Updates (October 1, 2021 – September 30, 2022):

Youth Justice Network is extremely grateful to Columbia University for its continued partnership and investment in our youth members and advocacy work. The world has struggled to get its bearings over the past two years. In response, we have sought to pivot and adapt our model to the shifting needs of our youth members. With Columbia's support we have been able to stabilize and rebuild our capacity to serve and lead in the youth justice space. We are pleased to share with you our updates and accomplishments over the past twelve months.

During this grant period, YJN has engaged with 243 youth through Career Services Center and Shifting Gears™ programs. Of the 243 engaged, 143 were initially engaged through Shifting Gears™ outreach. See the chart below for grant period outcomes:

| Activity | Outcome | Identified Zip Codes |
|--|---------|----------------------|
| 150 youth engaged with Shifting Gears™/Career Services Center over the course of 12 months | 243 | 27 |
| 90 youth enrolled in Job Readiness workshop* | 21 | 6 |
| 80 youth completed Job Readiness workshop | 18 | 5 |
| 60 youth placed into employment, subsidized or unsubsidized** | 43 | 11 |
| 25 youth will be placed into non-subsidized jobs with minimum retention goal of 90 days*** | 31 | 8 |

*Of the 21 youth who enrolled in a Career Services workshop, 11 participated in a 16-day dual job readiness and math education workshop (of whom 6 reside in identified zip codes.) Of these 11 youth, 9 successfully completed (5 of whom reside in identified zip codes).

Shifting Gears Outreach on 125th Street





SECOND STAGE THEATER FAIR CHANCE JOB FAIR

Second Stage is hosting a job fair that will focus on returning citizens and people who are justice-system impacted. This event will connect individuals with job opportunities and other career resources such as resume writing and interview preparation skills. We are partnering with the Youth Justice Network and other groups focused on employment services for returning citizens. We would love to engage as much of the community as possible.

DATE:

June 6th, 2022
10:00 AM - 2:00 PM

LOCATION:

Hayes Theater and the Youth Justice Network
Mobile Career Unit, 240 W. 44th Street between
Broadway and 8th Avenue

EMPLOYERS & COMMUNITY PROGRAMS ATTENDING:

- Bronx Parent Housing Network
- Saint Nicks Alliance
- Defy Ventures
- Housing Works Justice Initiatives Reentry Program
- Housing Works HR
- Exodus Transitional Community
- The Public Theater
- Roundabout Theater
- Alicart Restaurant Group
- & Others

For additional information please email: Ckaye@2st.com





Overview

The Entrepreneurial Design Thinking program was founded in 2019 to educate and empower New York City residents and enhance the city's entrepreneurial ecosystem.

Now in its third year, we've reached over 100 Black and brown entrepreneurs from the five boroughs of New York City and beyond through year-round education, grant-making, mentorship, and coaching.

The program provides participants with an intensive, hands-on course and mentorship focusing on contemporary design thinking concepts and the tools to generate, develop, and launch innovative solutions to important marketplace and/or community problems. To date we've awarded \$60,000 in grants to entrepreneurs developing their ventures.

The Entrepreneurial Design Thinking program is administered by [Stef Alicia Made](#), in partnership with the [Office of Government and Community Affairs](#) at Columbia University.

Program Structure

The course is taught by Columbia Business School alumni, including two co-instructors and two co-mentors for a classroom of 28 students.

The program can be virtual or in-person depending on student needs, accessible resources, and public health guidelines.

1. Introduction to Entrepreneurial Design Thinking

In this 10-week course, participants learn how to:

- identify and define a major problem to be solved,
- engage real customers to better understand the problem from their perspective,
- generate multiple solutions, then choose a solution to test with real customers,
- create an action plan based on customer feedback, and
- present their solution idea to the relevant stakeholders

Participants who complete the course can apply for a \$10,000 or \$5,000 Workforce Development Grant. Two grants are awarded.

2. MVP LAB (Spring 2022)

The next phase of our community entrepreneurship program extends the Entrepreneurial Design Thinking course to provide structure and support for grantees from ideation through launch.

The Workforce Development Grant recipients commit to participating in the 12-week MVP LAB to build and launch their Minimum Viable Product (MVP). This second stage serves the local NYC entrepreneurial ecosystem by creating space for students to develop their ventures with new programming, existing resources, and structured support at Columbia.

The MVP LAB includes programming, coaching, and resources to support the entrepreneurs, such as:

- Dedicated mentor paired with each team for biweekly check-ins
- Access to the Columbia-Harlem Small Business Development Center, including webinars to provide training in fundraising, finance, operations, and marketing
- Meet-ups (can be virtual or in-person) to connect and build community with fellow grantees

Our Students

The Entrepreneurial Design Thinking Program serves Columbia University's neighbors in the Upper Manhattan Empowerment Zone (UMEZ), as well as New York City residents across the five boroughs. Our students come from diverse backgrounds across race, gender, age, education, employment, and socioeconomic status.

In the most recent Fall 2021 cohort, our students self-identified as follows:

- 56% identify as Black or African-American
- 78% identify as female
- 42% have completed up to an Associate's degree or fewer years of schooling
- 41% are unable to work, out of work and looking, or part-time employed
- 51% have household incomes below \$50,000

Recruitment outreach includes a course application, virtual information sessions, digital marketing, and rolling admissions. Returning citizens and/or carceral system-involved persons are encouraged to apply, however, they are not required to disclose their status to enroll.

Results¹

Entrepreneurial Design Thinking administrators collect demographic and evaluative data from application through course completion, to continue to improve the program. Through these efforts, we've seen great results,

Within our total student population:

- 2x applications increased
- 2.2x enrollment increased
- 2.1x student retention
- 4x teams in pitch competition

With our target UMEZ residents:

- 9.7x applications increased
- 9.5x enrollment increased
- 10x student retention
- 4x teams in pitch competition

And in student testimonials:

“The training was instrumental in choosing my target market/ideal client” -Fall 2021 student

“I found what was taught to be very insightful but also because of the positivity and encouragement of the teachers.” -Fall 2021 student

“If it wasn't for Columbia University, there would be no Nanny's Kitchen.” - [REDACTED] Spring 2019 & Spring 2020 Grantee

Get Involved

To learn more about the Entrepreneurial Design Thinking program at Columbia University, including how to bring it to your school, organization, or community, please reach out to:

Stef Alicia McCalmon

Founder & CEO
Stef Alicia Made
[REDACTED]

Flores Forbes

AVP of Community Affairs
Columbia University
[REDACTED]

¹ Fall 2021 enrollment data when compared to Fall 2019

EDT Curriculum Sample



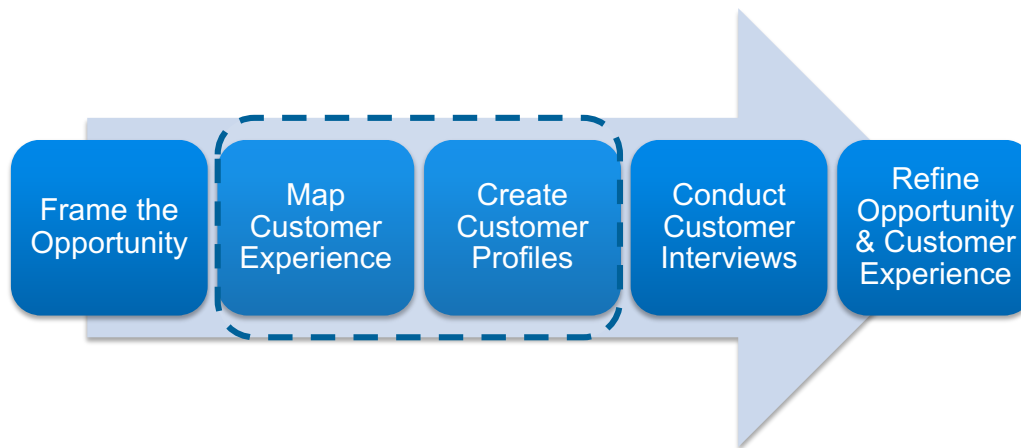
Module 2

Deep Understanding of the Customer Experience

Learning Objectives

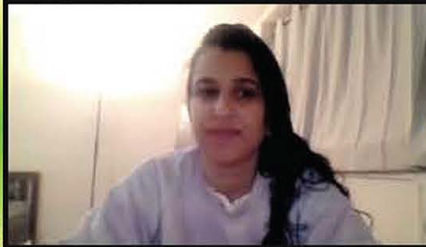
During this session, you will learn how to:

- ✓ Place the customer problem & needs upfront
- ✓ create target customer profile/persona
- ✓ map the customer experience



Creating customer profiles and mapping their experience are worked on in parallel. The information from the two work activities inform each other.

Zoom Meeting



● Recording



UxR Curriculum Sample

2-WEEK OVERVIEW

WEEK I

Introduction
Storytelling
Public Narrative

WEEK II

Crafting Your Own Public Narrative
Presenting Your Public Narrative

TODAY'S OVERVIEW

**1// ICE BREAKER &
REVIEWING (15 MINS)**

**2// DIVING INTO
PERSONAL NARRATIVES
(30 MINS)**

3// BREAK (10 MINS)

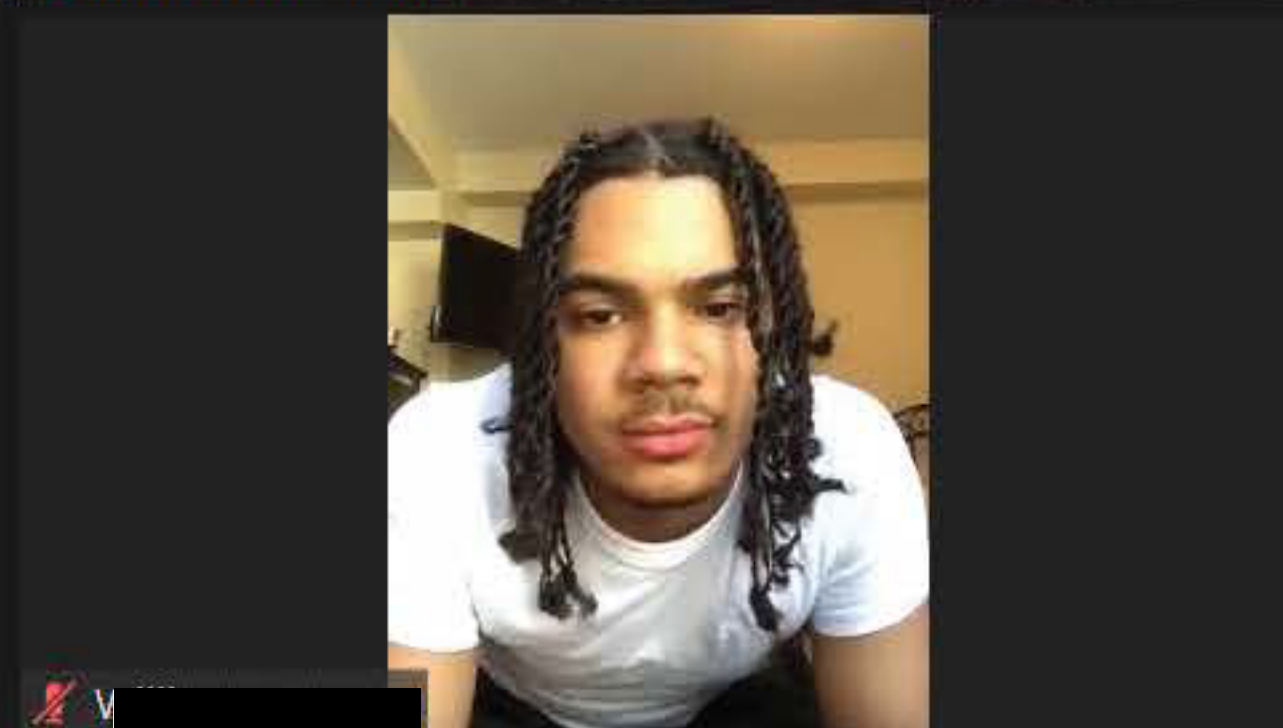
**4// BRINGING STORIES TO
LIFE (20 MINS)**

**5// WORK TIME
(45 MINS)**

6// BREAK (5 MINS)

**7// PRESENTATIONS
(45 MINS)**

**8// CLOSING & FEEDBACK
(10 MINS)**



COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

September 29, 2021

Attn: [REDACTED]
Associate Executive Director of Programs
Youth Justice Network
63 W. 125th Street, 4th Floor
New York, NY 10027
[REDACTED] 5

Dear [REDACTED],

May this letter serve as an official record that Youth Justice network has been awarded another round of workforce grant funding from Columbia University's Office of Government and Community Affairs. The award amount for this round of funding remains at \$75,000 and was remitted via check no. [REDACTED] on 9/20/21. We congratulate your organization on this award and look forward to the ways in which it will enable Youth Justice Network to continue to provide workforce development services via its career center. Please see below for a schedule of important dates as related to the current grant cycle:

Grant Cycle: 10/1/21-9/30/22

- 1st Progress Report Due Date: 2/28/22
- 2nd Progress Report Due Date: 5/31/22
- Final Report Due Date: 9/30/21

Additionally, due to our office's obligations to report to a NY state monitor, additional request may be made for program data and to view program activity. Please read and review this update and return a signed copy at your earliest convenience.

Sincerely,

DocuSigned by:

B715FDCEFD8A4C5...

Director of Youth Initiative
Office of Government and Community Affairs

[REDACTED]

Signature

9/29/2021

Date

**Columbia University Office of Community & Government Affairs
& SAM
Entrepreneurial Design Thinking Program
2021-2022**

Scope of Work (SOW) / Memorandum of Understanding (MOU)

Overview

The Entrepreneurial Design Thinking Program provides participants with an intensive, hands-on course and mentorship focusing on contemporary design thinking concepts and the tools to generate, develop, launch and scale innovative solutions to important marketplace and/or community problems.

Administered by SAM, in partnership with Columbia University's Office of Government and Community Affairs, our objective is to educate and empower New York City residents and enhance the city's entrepreneurial ecosystem.

Program Structure

1. Introduction to Entrepreneurial Design Thinking (Fall 2021)

In this 8-week course, participants learn how to:

- identify and define a major problem to be solved,
- engage real customers to better understand the problem from their perspective,
- generate multiple solutions, then choose a solution to test with real customers,
- create an action plan based on customer feedback, and
- present their solution idea to the relevant stakeholders

Participants who complete the course can apply for a \$10,000 or \$5,000 Workforce Development Grant. Two grants will be awarded.

Date and Time

Eight 2-Hour Virtual Sessions:

6 – 8 pm

Tuesdays

October 12, 2021 – November 30, 2021

The course will be taught by two co-instructors with support from two mentors/teacher's assistants

2. MVP LAB (Spring 2022)

The next phase of our community entrepreneurship program will extend the Entrepreneurial Design Thinking course in order to provide structure and support for students from ideation through launch, iteration and sustainability.

The Workforce Development Grant recipients will commit to participating in the 12-week MVP LAB to unlock the awarded funding to build and launch their Minimally Viable Product (MVP). Inspired by Columbia Business School's Lang Center for Entrepreneurship's LAUNCH Roadmap, the MVP LAB will include programming, coaching and resources to support the entrepreneurs, including:

- Dedicated mentor paired with each team for biweekly check-ins
- Grant funding released in increments according to project milestones
- Webinars to provide training in fundraising, finance, operations and marketing
- Meet-ups (can be virtual or in-person) to connect and build community with fellow grantees

Recruitment

The Entrepreneurial Design Thinking Program serves Columbia University's neighbors in the Upper Manhattan Empowerment Zone (UMEZ), as well as New York City residents across the five boroughs. Recruitment outreach includes:

- **Course application** goes live on August 20, 2021 on Columbia University hosted website. Applicants will be accepted and notified of enrollment on a rolling basis until the course reaches capacity at 25 students. If applications surpass capacity, there will be a waitlist available. If spots become available, waitlisted students will be admitted on a first come, first serve basis. Applications close on September 28, 2021.
- **Virtual information sessions** held during Summer 2021 with community partners and
 - Get Out Stay Out
 - Living Redemption Youth Opportunities Hub
 - Youth Justice Network
 - Northern Manhattan Improvement Corporation
 - Stanley J. Isaacs Center
 - The Center for Alternative Sentencing and Employment Services (CASES) – Jobs for America's Graduates (JAG) Program
 - Manhattan Educational Opportunities Center
 - Strive
 - Catholic Guardian Services
- **Website, social media and out-of-home marketing** across Columbia University channels. Columbia Government & Community Affairs office to confirm which channels are available for use and any costs associated.

Contacts

Columbia University

[REDACTED], Director of Youth Initiatives, Office of Government & Community Affairs

[REDACTED], Associate Vice President, Office of Government & Community Affairs

[REDACTED], Director of Global & Community Entrepreneurship

SAM

[REDACTED] Founder & CEO

[REDACTED], Head of Strategy

Signed by:

[REDACTED]

2021-08-17

[REDACTED]
Director of Youth Initiatives
Office of Government and Community Affairs
Columbia University

Date

[REDACTED]

17 August 2021

[REDACTED]
Founder & Chief Executive Officer
SAM

Date

COLUMBIA UNIVERSITY

IN THE CITY OF NEW YORK

OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

Attn:

[REDACTED]

CEO, SAM

Program Lead, Entrepreneurial Design Thinking

Dear [REDACTED],

May this letter serve as notice that SAM will be awarded a monetary contribution of \$53,000 from the Columbia University Office of Government and Community Affairs. These funds are to be used to cover the cost associated with the Spring 2022 schedule of program activities associated with the Entrepreneurial Design Thinking Program. The date range that this disbursement covers will range February 2022-June 2022. The funds will be disbursed via check.

Due to reporting stipulations of our office's Workforce Training Fund, there may be requests made for additional information on the program activities and the participants at the conclusion of this time period. By signing this document, you agree to use the funds as indicated and provide program information for reporting purposes.

X

[REDACTED]

Date 2/17/22

[REDACTED]
Director of Youth Initiatives, GCA

X

[REDACTED]

Date _____

[REDACTED]
CEO, SAM

COLUMBIA UNIVERSITY
IN THE CITY OF NEW YORK

OFFICE OF GOVERNMENT AND COMMUNITY AFFAIRS

Attn:

Director SAFElab
Columbia School of Social Work

Dear [REDACTED]

May this letter serve as a notice that SAFElab will be awarded a monetary contribution of **\$30,000** from the Columbia University Office of Government and Community Affairs. These funds are to be used for the facilitation of the Spring 2022 User Design Research Lab Fellowship program. The payment will be made via the following chart-string: [REDACTED]

We are looking forward to continuing to be able to support this program as it directly aligns with our focus on workforce initiatives that provide individuals from the community with skills applicable in the 21st century employment market.

Due to reporting stipulations of our office's Workforce Training Fund, there may be requests made for additional information on the program and the participants at the conclusion of this cohort. By signing this document, you agree to use the funds as indicated and provide program information for reporting purposes.

X

[REDACTED]

[REDACTED]

3/24/22

Date

[Signature]

[REDACTED]

[REDACTED]

Director, SAFElab

3/25/22

Date