



Lessons from the Ground:
**Serving Dislocated Workers in the
“New” Economy**

*2010 NYC ETC Workforce Development Summit
May 14, 2010*

Agenda

- I. Introductions: Seedco, GMHC, CPC**
- II. DW Program Overview**
- III. Who are We Serving? Demographic Profile**
- IV. Challenges & Strategies**
- V. Question & Answers**



Seedco: Our Mission and Who We Serve

For more than **20 years**, Seedco has worked with **underserved communities** to create and implement **innovative strategies** that generate **real economic opportunities**.



Help Workers Prepare for Tomorrow's Economy

- Skills training and re-employment services
- Ease access to aid such as food stamps, health and child care, and tax credits
- Career advancement for high-growth sectors



Ensure Small Businesses Succeed

- Stabilization capital and technical assistance
- Assist in employee retention and development
- Provide consultation to create business strategies for emerging markets



Strengthen Non-Profits and Communities

- Help struggling nonprofits meet their communities' needs
- Enhance nonprofits' capacity to effectively mobilize stimulus funds
- Immediate and long-term investments in job-creating developments

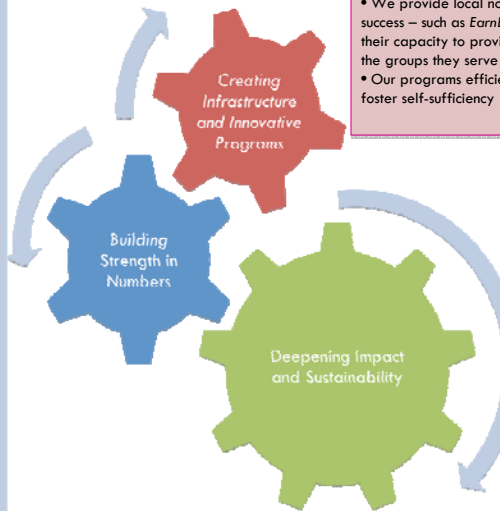
Our integrated approach promotes short-term recovery and long-term opportunity among underserved communities.

Value Added

1. Building Strength in Numbers

Seedco partners with **trusted faith-based and community organizations**:

- As the front lines of assistance, local partners have deep roots in communities, making them best-suited for outreach
- Seedco builds strong relationships with funders, city agencies, and employers
- We open doors to large funding opportunities through a "strength in numbers" approach



2. Creating Infrastructure and Innovative Programs

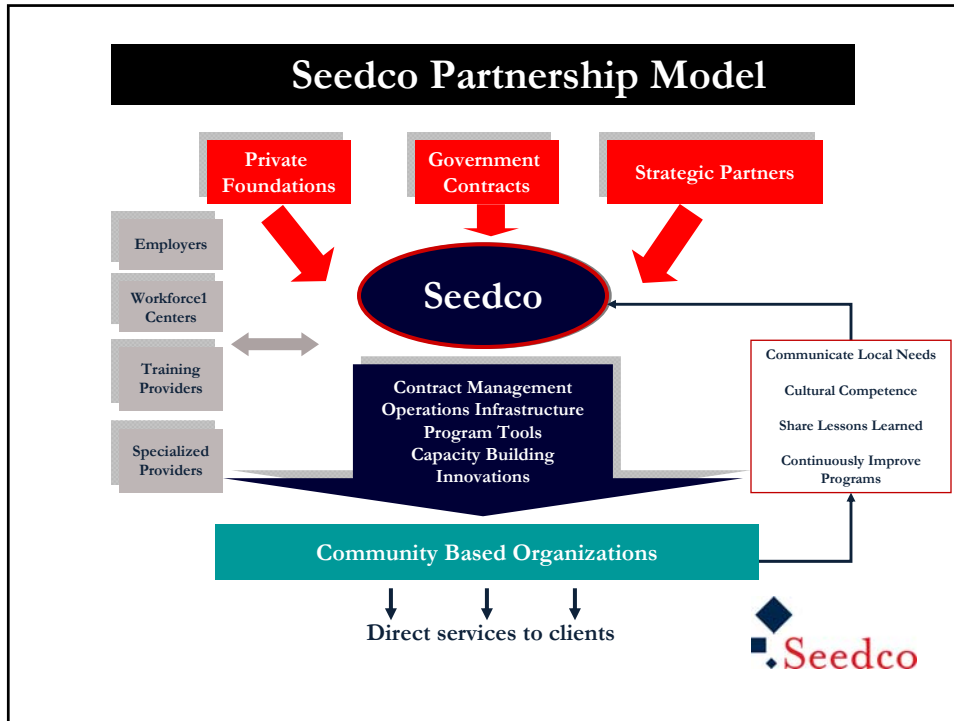
We apply what we learn to **develop best practices and new, innovative programs**:

- We provide local nonprofits with models and tools for success – such as *EarnBenefits* and *EarnMore* – enhancing their capacity to provide the most effective assistance to the groups they serve
- Our programs efficiently enhance workers' income and foster self-sufficiency

3. Deepening Impact and Sustainability

In addition to funding, we provide comprehensive support to help our partners **broaden their reach and increase their impact**:

- Our businesses consultation helps small businesses achieve stability and prepare for the future
- Seedco provides local partners with outcomes-driven management services for complex, performance-based contracts
- We leverage our IT capabilities and "back office" assistance to track and manage results, maintaining transparency and accountability to funders



Primary Roles and Functions

Seedco	CBO Partners
Performance Management - Systems, tools, data tracking	Program Home - Outreach, intake, assessment, case management
Partnership Management and Development -CBOs, employers, other stakeholders -Research, resource development, marketing	Job Readiness - Trainings, career plan development
Contract Management - Compliance, subcontracts	Job Placement - Employer relationships, job matching
Technical Assistance - Operations, contract compliance, fiscal management, program quality	Barrier Removal & Management - Credit repair, counseling, legal services
Information Technology - Management information systems	Support Products - <i>EarnBenefits</i> , work supports, financial services
Program Models & Tools - e.g. <i>EarnBenefits</i> , <i>EarnMore</i> career advancement model, Job readiness curriculum; case management toolkit	Education and Training - Certifications, GED/ESL, adult basic education

Seedco New York City Programs

Seedco's NYC Programs create economic opportunity for low-income individuals through the implementation of innovative programs that support employment, work supports, career advancement and community entrepreneurship in New York City's neediest neighborhoods.

Key Stats:

- Over 5,600 placements in 2009
- 3,340 small businesses served in 2009
- NYC Programs annual budget \$20 million
- 100 staff operating 19 programs across 8 program sites
- 22 Subcontracted CBO Partners
- Seedco operates the Upper Manhattan Workforce One Career Center, and three Business Solutions centers in Manhattan



Community Partner Profile:

Gay Mens Health Crisis (GMHC)



Gay Men's Health Crisis

Mission

- Founded in 1981, GMHC's mission is to reduce the spread of HIV disease, help people with HIV maintain and improve their health and independence, and keep the prevention, treatment and cure of HIV an urgent national and local priority.

Programming

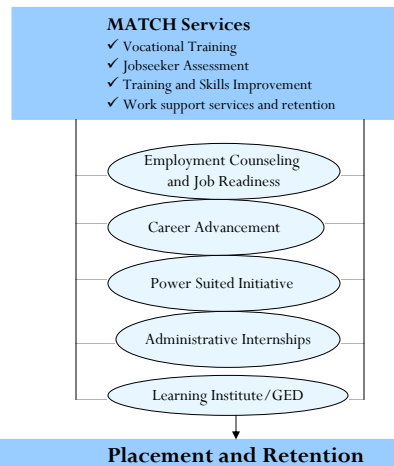
GMHC served more than 15,000 men and women over the last year, providing:

- Client advocacy and care coordination
- Workforce development (MATCH Program)
- Mental health, wellness and nutrition assistance.
- Income supports and benefits
- Legal services.



GMHC Workforce Development: MATCH (Moving Ahead Toward Career Horizons)

The mission of the MATCH program is to encourage and assist men and women in their efforts to succeed in the workplace. MATCH successfully placed 187 individuals with an average salary of \$11.56 per hour over the last year.



Community Partner Profile:
Chinese-American Planning Council (CPC)



Chinese American Planning Council

Mission

- CPC's mission is to improve the quality of life of Chinese Americans in New York City by providing access to services, skills and resources toward the goal of economic self-sufficiency and integration into the American mainstream.

Scope

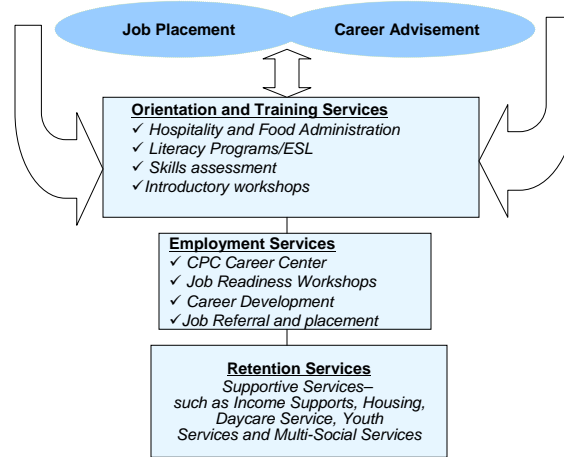
CPC now serves over 8,000 people daily through over 70 programs in 32 locations citywide. It administers community services such as:

- Child care and youth services
- Workforce development
- Senior services
- Home attendant services,
- Housing, and cultural services.



CPC Workforce Development Division

The mission of CPC's Workforce Development is to provide advanced services, skill upgrades, and employment related resources to individuals who are motivated to advance their careers. CPC's Workforce Programs serve over 2,000 people a year, and placing over 300 annually.



Dislocated Worker Program Overview



Serving Dislocated Workers Today

Under an ARRA-funded contract with NYC Department of Small Business Services, Seedco has been operating a Dislocated Worker (DW) Program in New York City as of September 1st, 2009.

- Overview: Sector-focused training and employment initiative operated through a CBO network structure that serves dislocated workers affected by the recession.
- **Core Services**
 - Intake and Assessment
 - Intensive Job Readiness
 - Skills Trainings, Certifications, Adult Basic Education/ESL
 - Job Development and Placement
 - Case Management/Income Supports/Post-Employment Services
- **Targeted Sectors**
 - Healthcare
 - Food and Hospitality
 - Weatherization/Energy Efficiency
 - Social Services/Administration
 - Retail



Community Partners

Manhattan

Chinese American Planning Council (CPC)*
Gay Men's Health Crisis (GMHC)
Henry Street Settlement (HSS)

Brooklyn

CAMBA*
St. Nicks Alliance*
Cypress Hills Local Development Corporation (CHLDC)

Bronx

BronxWorks (formerly known as Citizen's Advice Bureau)*
Highbridge Community Life Center (HCLC)

*Training providers offering CNA, Phlebotomy/EKG, Weatherization, Environmental Remediation, Energy Efficiency, Hospitality, Solar Panel Installation, CDL B, Security Guard and other trainings.



Program Model

- **Program Targets and Contract Term**

- Enroll 2000, place 1200, train 300
- September 1, 2009 – August 31, 2010

- **Enrollment Strategy**

- Neighborhood-based recruitment
- Voluntary program enrollment
- Enhanced enrollment criteria

- **Core Services Strategy**

- Customized service strategy based on skills, qualifications, experience, and industry affiliation.
- Varied intensity and length of services

- **Employment Strategy**

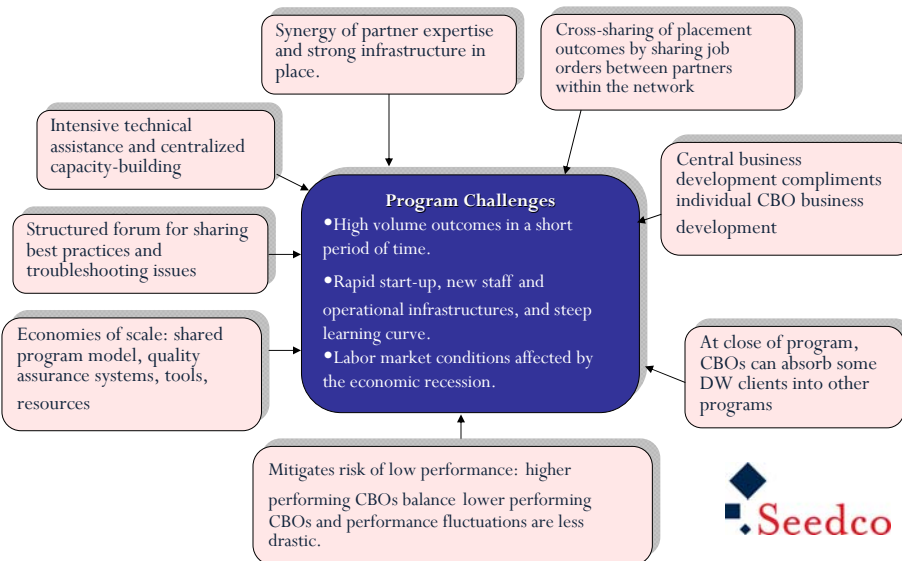
- Focus on high-growth industries
- Job placement into quality jobs
- Combination of employer demand-driven and jobseeker-focused placement strategies.

Seedco

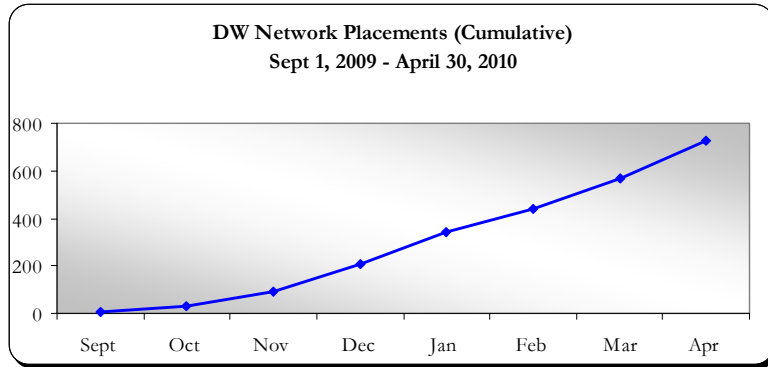
- Technical Assistance
- Capacity Building
- Centralized Program Infrastructure
- Performance Measurement and Management



Advantages of a Network-Based Approach



Snapshot of Outcomes To Date



Job Placements to Date	730
Training Completions	158
Current Training Enrollments	130
Average Wage	\$11 an hour



Who are we serving? Demographic Profile



Dislocated Workers Defined (WIA)

Category 1

An individual who has been terminated and is eligible for unemployment insurance and is unlikely to return to a previous industry or occupation.

Category 2

An individual who has been terminated as a result of any permanent closure, or substantial layoff, at a plant, facility or enterprise.

Category 3

A formerly self-employed individual

Category 4

A displaced homemaker



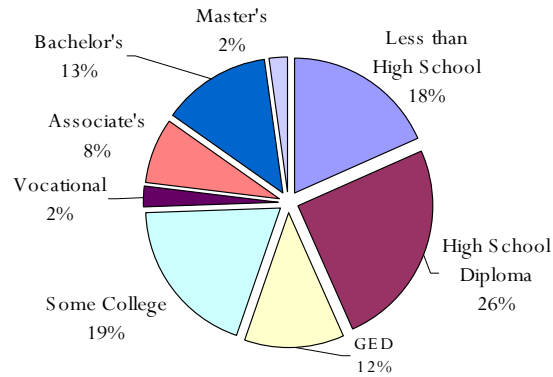
Who are we serving?

Key Characteristics of DWs served to date

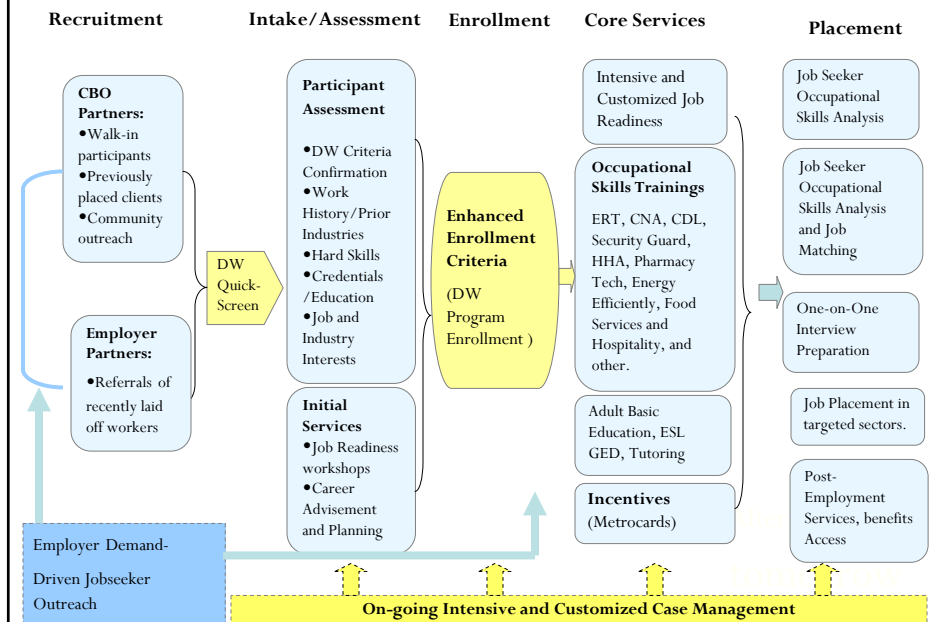
- Varying ages: 52% are 25– 44, and 25% are 45-64 years old.
- Non-mandated, voluntarily self-selected jobseekers
- Varying levels of skills, education, work experience and industry representation.
- Reluctance to change fields after long-term engagement within the same occupation that was downsized.
- Self-perception of not requiring job readiness services
- More experienced/qualified dislocated workers not willing to settle for lower paying jobs.



Varying Education Levels



Flexible, Client Centered Client Flow



Key Challenges & Strategies



Challenges and Strategies

Challenge: Diverse set of skills, work experience, and industry expertise represented by dislocated workers.



Strategy: Customize services (ranging from light touch (immediate placement) to more intensive (long term training) interventions) to fit the diverse backgrounds and demographics of each dislocated workers



Challenges and Strategies

Challenge: Skills, job interests and wage expectations of previously long-term employed dislocated workers are not always aligned with the current labor market opportunities.



Strategy: Strategic and customized recruitment and case management services:

- Enhanced enrollment criteria based on interests, job readiness participation, and JD assessment
- Resetting job seeker expectations
- Emphasizing career pathways
- Offering jobseekers access to training for in-demand occupations.
- Supplementing DW recruitment and outreach with employer demand-driven strategies



Challenges and Strategies

Challenge: Long-term engagement of dislocated workers in the program to ensure completion of training programs, when applicable, as well as employment and post-employment follow-up and services.



Strategy: Program design, operational, and internal infrastructure improvements to include more streamlined integration, and at the same time more specialized division of labor between different program units such as case management, career advising, job development and other.



Challenges and Strategies

Challenge: CBO traditional partnership and business development initiatives with small or medium-size employers are not always sufficient to meet the diverse employment needs and qualification profiles of dislocated workers.



Strategy:

- Engagement of large employer partners;
- Combination of employer-driven and client-centered approaches;
- Industry-specific sectoral job search and placement strategies, including targeted recruitment of licensed/certified professionals in demand by the larger employer (e.g. CDL, CNA, HHA).



Questions?

