



New York City Employment & Training Coalition

STRATEGIC ACTION PLAN
October 2006 through September 2009

Plan Approved: July 2006

TABLE OF CONTENTS

Acknowledgements.....	3
Funders	
Strategic Planning Team	
Introduction.....	4
Workforce Trends.....	4
Vision, Mission, Values.....	8
Strategic Goals.....	9
Operating Principles	10
Performance Outcomes.....	11
Appendix A: Overall New York City Demographics.....	13
Appendix B: City Services Overview.....	16
Appendix C: Self-Sufficiency Standard.....	17
Appendix D: Housing in New York City.....	18
Appendix E: Educational Attainment and Recent Outcomes.....	19
Appendix F: Selected Workforce and Economic Indicators.....	20
Appendix G: Educational Requirements, Selected Industries.....	24

ACKNOWLEDGEMENTS

The Board Chair and the Executive Director would like to thank the New York Community Trust and Altman Foundation for underwriting the development of this plan. We would also like to thank the participating members of the Strategic Planning Team for all of the time, energy and commitment each individual brought to the effort. Our commitment is to implement this plan to the fullest to reach our collective vision.

Philip Caldarella

Executive Director
Binding Together, Inc.

Barbara Lowry

Executive Director
Northern Manhattan Improvement Corp

Kathleen Masters

Deputy Executive Director/General Counsel
CAMBA

Kathy Schrier

Managing Director of the Actors' Work Program
The Actors' Fund of America

Aaron Shiffman

Executive Director
Brooklyn Workforce Innovations

Mindy S. Tarlow

Executive Director
Center for Employment Opportunities

Ken Walters

Director of Member Services
United Neighborhood Houses of New York

Barbara Zerzan

Executive Vice President
WHEDCO

Bonnie Potter

Executive Director
New York City Employment and Training Coalition

Facilitated by: Lori Strumpf, **Strumpf Associates: *Center for Strategic Change***

INTRODUCTION

New York City's economy is in a period of profound and rapid transformation, driven by the competition created by a global economy, the proliferation of computer technologies, and increasing decentralization of work itself. To survive and thrive in this new economy, workers must have a solid educational grounding, analytical thinking skills, and access to ongoing training and learning opportunities. More than ever, an individual's knowledge, skills, ability and opportunity to learn are his or her most important economic assets. At the same time, population demographics are creating new demands for different approaches to training, teaching and learning.

The new economy creates both an opportunity and a challenge for the New York City Employment and Training Coalition and our members. The opportunity is to enhance the quality of the community through workforce and economic development. The challenge is to thrive financially and increase resources, while catalyzing change within our own organization and our members to ensure a responsive approach to workforce needs.

With this Strategic Plan we have taken the time to think systemically about how to position the Coalition and its members to influence and engage in workforce policy development, while delivering a system of quality workforce development services based on known best practices. In our quest to be the best resource for our members and to serve their technical assistance needs and policy interests at the highest levels of quality, the Coalition's Board convened a strategic planning team in late Fall 2005. The team engaged in a deliberate and thoughtful process to develop the goals and strategies presented in this plan. We conducted a comprehensive environmental scan, talking to over thirty individuals¹ about where the New York City Employment and Training Coalition should be headed over the next three years and beyond. We analyzed data related to workforce and economic reform efforts, as well as data regarding the state of the economy and the demographics of New York City and New York State. And we discussed our core organizational values, vision and mission. The conversations within the team, the conversations with the community, and the data led us to conclude that it was a strategic imperative for the organization to address four key issues over the next three years:

- Positioning ourselves as an organization that is knowledgeable about and influences *future* workforce trends and policy,
- Focusing on influencing *current* policy and legislation,
- Promoting *quality principles and practices* for program management, administration, and service delivery,
- Continually promoting a *positive public image* for the Coalition.

WORKFORCE TRENDS: LEARNING AND WORK

Specific workforce trends across the nation and in New York City will have an impact on the workforce, and will impact who is available for work and how they work. These trends will in turn

¹ These conversations were conducted in focus group format with members, funders, and other key stakeholders. Individual focus group reports were produced.

affect the Coalition, its members, and their ability to meet the demands of an ever-evolving workforce. They include the following:

Trend #1: Increase in Population Spurred by Immigration

Over the next fifty years, the population of the United States is projected to grow by nearly 50 percent, from about 275 million in the year 2000 to an estimated 394 million people in 2050. U.S. population growth is influenced by immigration and emigration rates, as well as by birth and death rates. Immigration will play the largest role in the growth of the United States through the mid-century.² (See APPENDIX A for more detail.)

New York City's population is expected to grow from approximately 8 million people today to 9 million people by 2030, according to the NYC Department of City Planning. Currently, foreign-born New Yorkers make up nearly half of the City's workforce, according to the Fiscal Policy Institute, and the city's immigrant population is expected to surge over the next several decades.

Trend #2: Baby Boomer Aging and Retirements

The baby-boom generation—those born between 1946 and 1964—comprise the largest and best educated generational cohort in American history, and spurred the unprecedented surge in worker productivity over the past 10 years. The “Boomers” are now between the ages of 42 and 60, and comprise about 47 percent of the workforce.³ Between 2011 and 2029, they will reach the traditional retirement age of 65. The pace and extent of their disengagement from the workforce will dramatically affect local and national labor markets for decades to come.

It is likely that both changes in the economy and public policy, as well as advances in technology and health care will prompt many workers to reconsider the timing and nature of their retirements, particularly those in less physically taxing jobs. The Center for an Urban Future, however, suggests that a number of physically and mentally demanding sectors key to the New York City economy will feel the impact of Baby Boomer retirements within the next 5-10 years. These sectors include construction, health care, automotive maintenance and niche manufacturing, among other industries. These fields offer routes to family sustaining jobs that pay living wages, provide benefits, and offer room for growth.

In addition to the impact of Boomer retirements, a number of these industries are also projected to experience significant job growth over the next decade. For instance, the unionized segment of the construction industry is expected to see approximately 20,000 job openings in the next five years, with numbers rising from there, as the average worker approaches 50 years old. Likewise, more than 1,000 yearly job openings in New York City's automotive maintenance industry are expected each year between now and 2012. In addition, health care workers are retiring and employment opportunities are coming on line for workers at virtually every skill and educational level, from

² U.S. Bureau of the Census, Resident Population Projections of the United States: Middle, Low, and High Series, 1996 to 2050, March 1996, <http://www.census.gov/population/projections/nation/npaltsrs.txt>; downloaded May 31, 1999. Middle series is used above.

³ U.S. Department of Labor, Bureau of Labor Statistics, Current Population Survey, first quarter 1999.

home health aide to registered nurse. As of 2000, nearly 3 out of 10 registered nurses in New York City were age 50 or over; that number has continued to rise in the years since.

Trend #3: Increasing Number of Youth Coupled with High School Dropout Rates

Despite the fact that the post-baby-boom generation (born after 1964) is much smaller in size, the number of youths is expected to rise by 2020, primarily as a result of immigration. In 2020, there will likely be over 70 million children under 17 years of age. By 2050, this under-17 population is expected to reach over 96 million.

A report on high school dropout and completion rates from the National Center for Education Statistics (NCES), *Dropout Rates in the United States: 2000*, shows that while progress was made during the 1970's and 1980's in reducing high school dropout rates and increasing high school completion rates, these rates have remained comparatively stable during the 1990's.

While New York City schools have seen much progress in recent years, the New York City Department of Education reports that the percentage of graduates awarded Regents-Endorsed Diplomas and Regents-Endorsed Diplomas with Honors, which had been increasing for graduating cohorts since 1996, declined slightly for the Class of 2004 compared with the previous two years (2002, 35.4 percent; 2003, 34 percent; and 2004, 33.2 percent). Of the total 5 million plus over 25 years old, 12 percent have less than a 9th grade education and have no diploma. (See Appendix E for more detail)

PREPARATION FOR THE FUTURE

Surveys conducted of employers over the past several years document that employers have great difficulties finding fully qualified workers. The 2001 American Management Association Survey on Workplace Testing found that 34.1 percent of applicants tested by respondent firms lacked the basic skills necessary to perform the jobs they sought in 2000. A 2002 study by the Heldrich Center found that some 57 percent of companies with 100 or more employees had difficulty hiring workers with the required skills. And a recent survey conducted by the Center for Workforce Preparation, an affiliate of the U.S. Chamber of Commerce, reports that half of the employers responding have a hard or very hard time finding qualified job applicants.⁴

This *skills gap* has serious consequences for employers and workers. Thousands of companies fail to achieve the levels of productivity that would make them profitable. Millions of workers, lacking needed training, never reach their full potential. It is critical to ensure that all workers receive the education and training that will allow them full and continuing participation in a thriving economy.

As the information economy requires that more and more individuals become knowledge workers, the skills gap grows ever wider and deeper. There's a clear need for knowledge "for all jobs, even jobs that historically would have been viewed as blue-collared jobs," says Ed Potter, president of the Employment Policy Foundation. "The cognitive abilities required to run a production line and

⁴ Rising to the Challenge: Business Voices on the Public Workforce Development System, Spring 2003. Survey findings are based on 3,700 usable surveys returned to the Center for Workforce Preparation.

the computer skills that go with that are significant to the point where somebody who's [only] got muscle power is not going to be qualified for those jobs."

OUR OPPORTUNITIES AND OUR COMMITMENT

The demographic and workforce trends noted above make it clear that New York City's future will depend on increasing the educational and skill levels of its residents, and on broadening the City's economic base to provide job opportunities for all who want them. This will require the Coalition to assume a key role in communicating and interpreting workforce trends for its members and state and city policy makers. It will also require us to assist our members and city and state policy makers in responding to them. The Coalition has developed a set of strategic initiatives to help us accomplish this task.

Our key areas of focus will be to: 1) influence current and future workforce policy and legislation to ensure that all City residents have access to critical workforce services and economic opportunities; 2) promote quality in the delivery systems of all our members; and 3) position the Coalition to be a leading voice in articulating and influencing future workforce trends.

To be successful, we must:

- Envision the future and make a commitment to a time not yet.⁵
- Understand and adhere to our mission and core beliefs.
- Know our community, its history and its ability to shape the future.
- Develop and enhance our organizational resources and reach.
- Provide leadership in the area of our expertise and work effectively with others.
- Work continually to capture the attention and earn the trust and respect of our community.

⁵ Adapted from Trustee Leadership Development, Volume 2, No. 4, Indianapolis, IN
Three Year Strategic Plan
July 2006

VISION, MISSION AND VALUES

VISION

We envision a City where every resident has opportunities and access to gain the skills they need to become employable and every business can attract and retain highly skilled workers.

MISSION

The Coalition's mission is to ensure the opportunity for, and availability of quality workforce development services for all New Yorkers, and to excel at linking our members to the right resources that build their capacity to provide quality services.

ROLE: The NYCETC will play several roles in furtherance of our vision and mission:

- We will **catalyze change** in the community to move it toward our vision of workforce development.
- We will be a **community facilitator and convener** to identify issues and act collectively with community partners to address them.
- We will be an **advocate** and take political action on workforce development issues at the local, state and national levels.

ORGANIZATIONAL CORE VALUES

We believe in the following shared principles, beliefs and priorities....

SOCIAL JUSTICE. We believe that all members of our community are entitled to the same basic rights, security, opportunities, obligations and social benefits.

INTEGRITY. We believe in doing the right thing for our customers and always honoring our commitments.

SELF-DETERMINATION. We believe that our customers have the right to make their own choices and should have the ability to act on them.

STRATEGIC GOALS

Goal 1: Position ourselves as a forward thinking organization that can identify, articulate and influence workforce trends and policy and become recognized as such.

Key Strategies:

- Create mechanisms to assist members to recognize and address the ‘skills gap’
- Regularly articulate labor market needs
- Provide research based information on the diversity of successful approaches to moving high risk segments of the population [i.e., youth, offenders, etc] toward ‘high skills’.
- Identify and advocate for future workforce development issues
- Influence economic development policies and practices by delivering workforce strategies aligned to community economic development initiatives
- Develop a policy agenda
- Adhere to and promote the policy agenda at every opportunity
- Improve the policy development process and decision making process around policy stances so that it is more collaborative, inclusive of a wide base of the membership; and more transparent
- Continuously build the knowledge of the membership on the skills gap, program best practices, and key workforce trends.

Goal 2: Influence current policy and legislation.

Key Strategies:

- Actively engage in the political, media, and community process with regard to policy development
- Influence funding decisions by staying connected to the legislature and to government
- Leverage related workforce issues and structures (e.g., identify the nexus between social services, economic development, and educational issues)

Goal 3: Ensure all members have demonstrated commitment to quality principles for workforce training entities.

Key Strategies:

- Identify and develop key standards and indicators that articulate quality practices in program management, organizational development; and service delivery systems
- Promote with funders
- Create a mechanism whereby members can ‘commit’ to strive for the standards (e.g., a member commitment letter)
- Use the standards to position the Coalition as an organization that promotes quality

- Work with the Workforce Professionals Training Institute to embed the standards in their curriculum and training.
- Create and implement a self assessment process that all members utilize
- Provide technical assistance to members to help them achieve the standards through identification of qualified technical assistance providers

Goal 4: Create a 'brand' for the Coalition to establish a positive public image.

Key Strategies:

- Define brand equity
- Hire a public relations and marketing firm with experience in social marketing campaigns

OPERATING PRINCIPLES

The following principles define the way the Coalition approaches the operational aspects of our daily work, in accordance with our values, goals, and strategies.

We seek to collaborate and to build strategic alliances around all of the goals, strategies and tasks we are engaged in.

We seek to align and maximize all resources required to carry out our strategic initiatives and to increase our resources as required.

We will continue to develop strategies that inform research and best practice information.

We will continuously ensure our strategies meet changing expectations of our members and the market place.

We will seek member input in the development of policy and legislation.

DESIRED OUTCOMES OF THE STRATEGIC ACTION PLAN

AT TWO YEARS:

Members have reported using the quality indicators and self assessment strategies provided by the Coalition, and that their organizational practices have improved as a result.

- **Indicator: 50 percent of all members report that their organizational practices have improved based on the quality principles**
- **Data Collection Method: Annual member survey.**

The scope of legislative and policy contacts that rely on the Coalition for workforce information has expanded (e.g., economic development entities; different state legislators)

- **Indicator: Of the total number of contacts in year 2 compared to year 1, 25 percent were new to the Coalition.**
- **Data Collection Method: A contact tracking system that tracks contact by type and by request**

Successful accomplishment of the strategies set forth in each year's policy agenda.

- **Indicator: 25 percent – or at least two major victories - for the preceding two years successfully completed**
- **Data Collection Method: Tracking of policy initiatives completed with successful outcomes.**

Increase the number of media contacts received to comment on workforce policy and issues.

- **Indicator: Of the total number of media contacts received in year 2 as compared to year 1, contacts increased by 25 percent.**
- **Data Collection Method: A tracking system to track contacts by type of media, media outlet, type of request.**

Increase the number of media placements (print, radio, electronic) about the Coalition and its members.

- **Indicator: Of the total number of media placements in year 2 as compared to year 1, placements increased by 20 percent.**
- **Data Collection Method: A tracking system to track placements by type of media, media outlet, type of marketing.**

Customer satisfaction increases.

- **Indicator: 90 percent of members report being satisfied with member services, with policy initiatives, and workforce trend data**
- **Data Collection Method: Annual member survey**

AT THREE YEARS:

Increase in the number of members reporting that they use the quality indicators and self assessment strategies provided by the Coalition, and that their organizational practices have improved as a result.

- **Indicator: 75 percent (a 25% increase) of all members report that their organizational practices have improved based on the quality principles**
- **Data Collection Method: Annual member survey.**

Increase the number of media contacts received to comment on workforce policy and issues.

■ **Indicator:** Of the total number of media contacts received in year 3 as compared to years 1 and 2, contacts increased by 25 percent.

■ **Data Collection Method:** A tracking system to track contacts by type of media, media outlet, type of request.

Increase the number of media placements (print, radio, electronic) about the Coalition and its members.

■ **Indicator:** Of the total number of media placements in year 3 as compared to year 1 and 2, placements increased by 20 percent.

■ **Data Collection Method:** A tracking system to track placements by type of media, media outlet, type of marketing.

Successful accomplishment of the strategies set forth in each year's policy agenda.

■ **Indicator:** 50 percent for the preceding three years successfully completed

■ **Data Collection Method:** Tracking of policy initiatives completed with successful outcomes.

Members receive an outside recognition as a promising or best practice in management or in service delivery (e.g., PEPNET; State Quality Award, etc.)

■ **Indicator:** 20 members (or approximately 10 percent) compete for and receive an outside recognition for quality.

■ **Data Collection Method:** Tracking system.

Customer satisfaction increases.

■ **Indicator:** 95 percent of members report being satisfied with member services, with policy initiatives, and workforce trend data

■ **Data Collection Method:** Annual member survey

APPENDIX A: OVERALL NEW YORK CITY DEMOGRAPHICS

Source: 2004 American Community Survey, U.S. Census Bureau.

Ethnicity – According to the 2004 American Community Survey, the total population of the city was estimated 7,918,562. It is almost evenly divided between males (47.4 percent) and females (52.6 percent.). The racial make up is 45 percent White, 27 percent Black/African American, 11 percent Asian, 28 percent Hispanic/Latino and 15 percent reported being some other race. Thirty-six percent (36 percent) of New York City’s population in 2004 were foreign born with 87 percent having entered the US before the year 2000 and 52 percent of all foreign born residing in the city having become Naturalized U.S. citizens. The largest numbers of New York’s immigrant population originated from Latin American (53 percent), Asia (24 percent) and Europe (19 percent). Ancestry of the total population was reported as 8 percent Italian, 7 percent West Indian and 5 percent Irish. These groups were higher than those reporting having an American ancestry (3 percent).

Marital Status and Household Size – In 2004, of the population 15 years and older, 48 percent of men and 40 percent of females were married and together. During the same period, 40 percent of men and 35 percent of females were never married and 11 percent of men and 24 percent of females were divorced, widowed or separated. The average household size is 2.65 and the average family size is 3.48.

Language – In 2004, for the population 5 years of age and older, 46 percent of individuals in speak a language other than English at home. Of that number 50 percent say they speak English very well. The next most widely spoken language was Spanish, then other Indo-European languages, then Asian and Pacific Islander languages.

Age – The median age in the city is 35.5 with 75 percent of residents 18 years of age and over and 12 percent 65 years of age and older, matching the U.S. average.

Education – In 2004, New York City reported that 78 percent of those 25 years and older had completed high school. Additionally, 31 percent have at least a bachelor’s degree and 13 percent a graduate or professional degree. However that leaves 22 percent of the population with less than a high school education. The City is home to 20 colleges and universities, the largest of which is New York University.

Disability – Of New Yorkers’ 5 years of age and over, 13 percent of the population is disabled (civilian non-institutionalized population). The largest portion of that population (72 percent) is between the ages of 16 and 64. The populations 65 years of age and older was the next largest segment.

Income – In 2004, 61 percent of New Yorkers’ 16 years of age and older were part of the labor force. The National average is 66 percent. The median household income (in 2004 inflation adjusted dollars) was \$46,717 which was about \$7,000 below the National median. However, the

per capita income of \$25,751 was slightly higher (\$1,731) than the National level. Other median income levels reported were: family income at \$46,717; income for males at \$40,314 and for females \$35,205. Reported in 2004 inflation adjusted dollars, 14 percent of all households in the city earned less than \$10,000 in income and benefits. Of all households, the highest percentage (17 percent) earned between \$50,000 and \$74,999 in income and benefits. The next highest (14 percent) earned less than 10,000. Thirteen percent earned in the \$35,000 to \$49,999 range and 12 percent in the \$12,000 to \$24,999 range.

In April 2005, the New York State Department of Labor reported that the unemployment rate for New York City (seasonally adjusted unemployment rate) decreased from 6.1 percent in February to 5.2 percent in March, reaching its lowest level since January 2001, when it was also 5.2 percent compared with 6.5 percent in February and 8 percent in March 2004.. Additionally, the City's unemployment rate matched the nation's rate for the first time since September 1988. On January 1, 2006, the minimum wage was increased to \$6.75 per hour.

Poverty – In 2004, 17.4 percent of all families in New York City had incomes below the poverty level. Of that 17 percent, thirty-three percent were female heads of households. Within the female heads of household subset, 44 percent of those households with children under the age of 5, and 43 percent with children under the age of 18 were living under the poverty level. Married couple families living under the poverty level were 10.2 percent. Of all people in New York City, 20 percent had income below the poverty level with 31 percent of that number being children under the age of 18 and 18 percent over the age of 65.

Total Population

8,008,278

Population by Borough (in percent)

Bronx	Manhattan	Queens	Brooklyn	Staten Island
16.5	19.2	27.8	30.8	5.5

Population by Ethnicity (in percent)

White	African-American	Latino/Hispanic (of any race)	Asian	Other	Two or more races
44.7	26.6	27.0	9.8	14.0	4.9

Population by Gender (in percent)

Female	Male
52.6	47.4

Population by Age (in percent)

Under 5 years	6.8
5-14	13.6
15-19	6.5
20-24	7.4
35-44	15.8

45-54	12.6
55-64	4.6
65-74	6.2
75 and over	5.5

Foreign Born

Percent of City Residents who are Foreign Born	36
Percent Entering before 2000	87
Percent how are naturalized US citizens	52
Percent of foreign born population from Latin American	53
Percent of foreign born population from Asia	24
Percent of foreign born population from Europe	19

Language Spoken at Home (population 5 years and over; in percent)

English Only	52.4
Language other than English	47.6
Of these, speaks English less than "very well"	50.0

Household Income in 1999 (in percent)

Median Household Income -- \$38,293

Less than \$15,000	23.2
\$15,000-\$24,999	11.7
\$25,000-\$34,999	11.5
\$35,000-\$49,999	14.2
\$50,000-\$74,999	16.7
\$75,000-\$99,999	9.1
\$100,000-\$149,999	7.8
\$150,000-\$199,999	2.5
\$200,000 or more	3.4

Poverty Status in 1999 (in percent)

Percent of Families below Poverty	18.5
Percent of Female-Headed Households Below Poverty	34.3
Of these female-headed households, those with children under 18 living in poverty	44.1
Individuals below Poverty	21.2
Children below 18 years living in poverty	30.0

APPENDIX B: CITY SERVICES OVERVIEW

Children Receiving City Services: *(Source NY Administration for Children's Services)*

TYPE OF SERVICE	NUMBER
Foster Care*	16,723
Preventive**	29,820
Protective**	16,595
Child Care**	56,723
Head Start**	20,334

* As of February 2006; ** As of October 2005

NYC Department of Corrections *(Source NYC Department of Corrections)*

	Admissions	Average Daily Population	Average Length Of Stay (Detainees)	Average Length Of Stay (City Sentenced)	Agency Expenditures	Agency Revenue	Annual Average Cost Per Inmate	Staffing Uniformed:	Staffing Civilian:
2005	102,772	13,719	47.7 days	38.1 days	\$ 830.5 million	\$ 16.5 million		9,477	1,391
2004	107,571	13,752	44.1 days	39.5 days	\$ 841.9 million	\$ 16.2 million	\$60,070	9,515	1,534
2003	109,445	13,974	45.5 days	40.7 days	\$ 866.5 million	\$ 19.3 million	\$58,288	9,533	1,443

Disability Rates

Of New Yorkers 5 years of age and over, 13 percent are disabled (civilian non-institutionalized population). The largest portion of that population (72 percent) is between the ages of 16 and 64. New Yorkers 65 years of age and older comprised the next largest segment.

APPENDIX C: SELF-SUFFICIENCY STANDARD

The Standard measures how much income is needed for a family of a given composition in New York City to adequately meet its basic needs without public or private assistance. The template for the standard was developed by the national organization Wider Opportunities for Women, and was customized for New York City with the support of the [United Way of New York City](#).

Self Sufficiency Standard

Source: *Women's Center for Education and Career Advancement, 2004*

Borough	<i>One Adult</i>	<i>One Adult, One Preschooler</i>	<i>One Adult, One Preschooler, One School age</i>	<i>Two Adults, One Preschooler, One School age</i>
Bronx	\$20,575	\$37,443	\$49,874	\$55,546
Brooklyn	\$21,920	\$38,983	\$51,567	\$57,234
Manhattan, South	\$40,048	\$60,902	\$77,957	\$78,741
Manhattan, North	\$19,406	\$36,481	\$48,995	\$54,590
Queens	\$24,583	\$42,136	\$54,961	\$60,028
Staten Island	\$23,730	\$41,211	\$53,874	\$58,814

APPENDIX D: HOUSING IN NEW YORK CITY

In New York City, the number of owner-occupied homes was 986,452 in DATE TK. Those homes had a median value of \$373,176 with a median of selected monthly owner cost for those homes with a mortgage of \$1,920 and those without a mortgage of \$563. The majority of housing structures were built in 1939 or earlier. Construction continued at high levels from 1940 through 1969 with the building of at least 1,412,676 structures during the thirty-year span, more than doubled the number of housing structures in the city. Housing units in the city since 1969 had only increased 41 percent by the year 2000.

Renters account for 67 percent of all housing units with the majority of units having 1 or 2 bedrooms. The median number of rooms per unit is 4 percent.

Of owner occupied units, the median value is \$373,176. The majority of homes (39 percent) were in the \$300K to 499.9K range. The next highest percentage is in the \$500K to \$999.9K range (21 percent), followed by the \$200K to \$299K range (16 percent).

In the rental market, the median monthly rent in the city is \$856.00, with the bulk of renters paying between \$500 and \$1,499. For most renters in the city (801,010), gross rent accounts for than 35 percent of their monthly household income.

Section 8 Housing Statistics as of 3/31/05:

Source NYC Housing Authority

There were a total of 90,471 section 8 units leased by the city (Bronx 37,230; Brooklyn 32,637; Manhattan 8,842; Queens 7,825; Staten Island 1,631). The city also maintains 51,938 rent controlled/stabilization units.

APPENDIX E: EDUCATIONAL ATTAINMENT AND RECENT OUTCOMES

Source: NYC Department of Education.

For the Class of 2004, overall, more than one-half (54.3 percent) of students graduated, and less than one-fifth (16.3 percent) of the class dropped out at the end of the four years. The remaining 29.4 percent were enrolled for a fifth-year of high school.

The graduation rate is slightly higher than in the last eight previous classes and the reported dropout rate decreased by 4 percentage points compared with the last three classes. The percentage of graduates awarded Regents-Endorsed Diplomas and Regents-Endorsed Diplomas with Honors, which had been increasing for graduating cohorts since 1996, declined slightly for the Class of 2004 compared with the previous two years (2002, 35.4 percent; 2003, 34.0 percent; and 2004, 33.2 percent). If all students in the cohort are considered, the percent of students graduating with a Regents-Endorsed Diploma after four years is 18 percent for the Class of 2004, approximately the same as the Class of 2003 (18.2 percent).

Educational Attainment (Population 25 years and over; in percent)

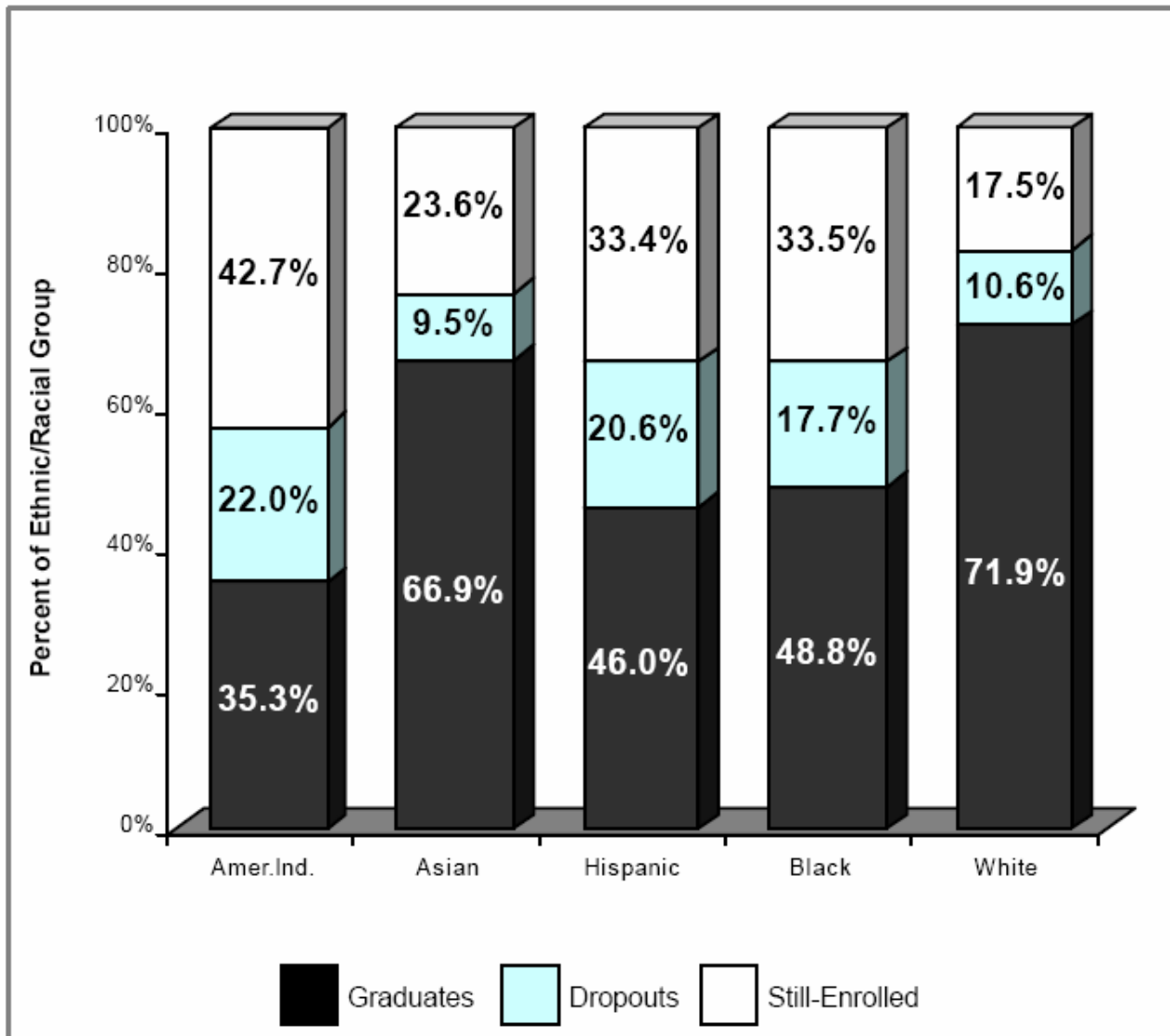
Less than High School	27.7
High School (includes GED)	24.4
Some College (no degree)	15.2
Associates Degree	5.2
Bachelors Degree	15.8
Graduate of Professional Degree	11.6

Literacy

According to the Literacy Assistance Center's 2004 Annual Report, **1.5 million to 2 million** adults in New York City (approximately 30 percent to 40 percent of the adult population) have inadequate literacy skills. A person with inadequate literacy skills, as defined by LAC, includes someone who may be able to sign their name or read a street sign but may not be able to respond to a help-wanted ad, read a subway map or calculate dosage for over-the-counter medication.

Four-Year Outcomes for Ethnic/Racial Populations in the Class of 2004

Data Include August 2004 Graduates and DVR Updates



Note: Percentages may not add to 100% due to rounding.

APPENDIX F: SELECTED WORKFORCE AND ECONOMIC INDICATORS

Workforce Breakdown by Industrial Category

Data Set: 2004 American Community Survey	
Agriculture, forestry, fishing and hunting, and mining	2,040
Construction	175,771
Manufacturing	182,799
Wholesale trade	110,758
Retail trade	299,463
Transportation and warehousing, and utilities	214,317
Information	159,291
Finance and insurance, and real estate and rental and leasing	380,862
Professional, scientific, and management, and administrative and waste management services	406,612
Educational services, and health care, and social assistance	858,467
Arts, entertainment, and recreation, and accommodation, and food services	338,211
Other services, except public administration	199,999
Public administration	141,966

Employment Status

In labor force	57.7 percent
Employed	52.2 percent
Unemployed	5.5 percent (but 9.6 percent of the labor force)
Not in labor force	42.2 percent

Employment Status, by Gender and Race (in percent)

	All	Males	Females	White Only	Black Only	Hispanic	Other
Labor Force Participation Rate	59.4	68.1	51.7	60.0	57.8	59.3	60.5
Employment to Population Rate	55.8	64.0	48.6	57.7	52.4	54.6	58.7
Unemployment Rate	6.0	6.0	6.1	3.9	9.4	8.0	2.8

**FPI Analysis of CPS Data. Unemployment Rate, January 2006: Labor Force Participation Rate 2006:*

Employment Status, by Borough (in percent)

	Brooklyn	Bronx	Queens	Manhattan
Labor Force Participation Rate	59.6	58.1	62.5	67.6
Employed	53.5	50.6	56.6	62.1
Unemployed	6.1 (10.2)	7.5 (12.8)	5.9 (9.4)	5.5 (8.1)

(as percentage of the labor force)				
Not in Labor Force	40.4	41.9	37.5	32.4

Labor Force Growth between 1995 and 2005, by Race (in percent)

(Source: CPS, U.S. Bureau of Labor Statistics)

Total Growth	17
White New Yorkers	8
Black/African American	23
Hispanic/Latino	38

Immigrant Work Force (in percent)

Immigrants now comprise nearly half of the NYC labor force.

(Source: CPS ORG, July 2000-June 2005)

Percent of Workforce, Foreign-Born	48.1
Male	56.2
Female	43.8

Wage, by Education and Birth Origin

Educational Attainment	<i>All Workers</i>	<i>Immigrant Workers</i>	<i>Native Workers</i>
<i>Less than HS</i>	\$8.75	\$8.75	\$9.00
<i>High School</i>	\$12.04	\$11.21	\$13.00
<i>Some College</i>	\$12.94	\$12.36	\$13.44
<i>Associates (Vocational)</i>	\$14.73	\$14.58	\$14.90
<i>Associates (Academic)</i>	\$15.87	\$14.91	\$17.26
<i>College</i>	\$22.80	\$20.48	\$24.28

*FPI Labor Market Outlook for NYCETC, using CPS outgoing rotation groups, 7/00-6/05

Occupational Data

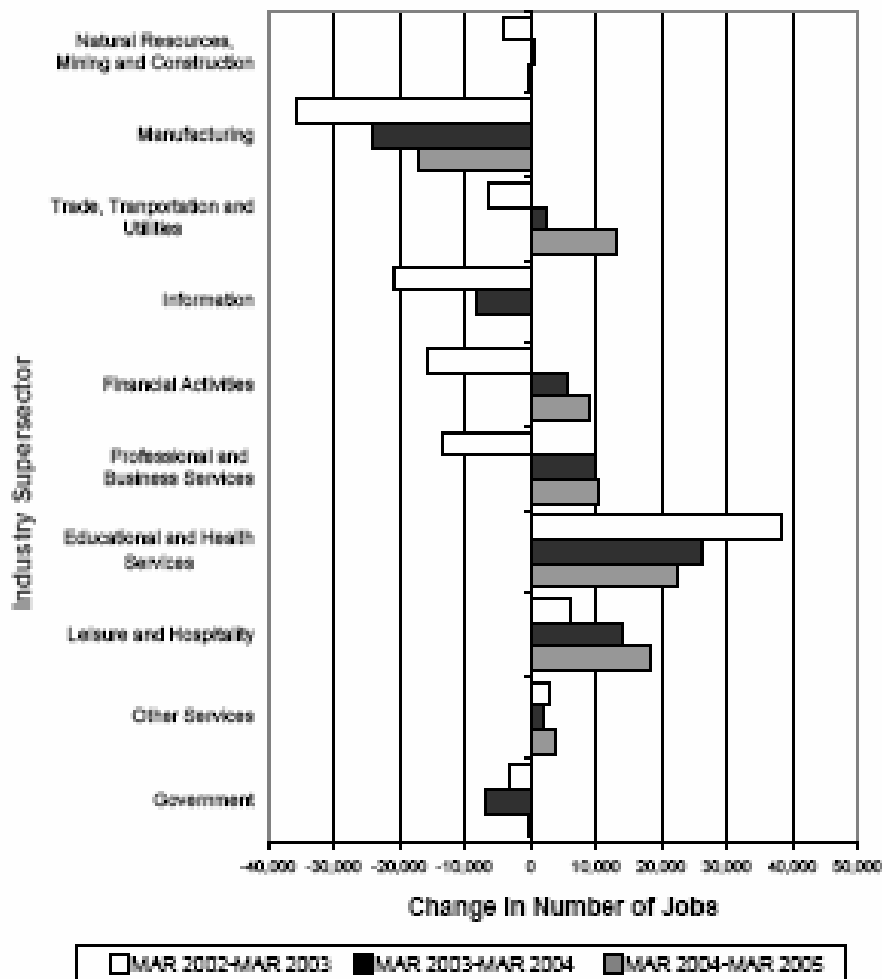
Occupation	Percent of Employed Population
Management, professional, and related occupations	36.8
Service occupations	18.6
Sales and office occupations	27.4
Construction, extraction, and maintenance occupations	6.4
Production, transportation, and material moving occupations	10.9

Industry Data

Industry	Percent of Employed Population
Construction	4.3
Manufacturing	6.6
Wholesale trade	3.1

Retail trade	9.0
Transportation and warehousing, and utilities	6.5
Information	5.3
Finance, insurance, real estate, and rental and leasing	11.4
Professional, scientific, management, administrative, and waste management services	11.9
Education, health and social services	23.4
Arts, entertainment, recreation, accommodation and food service	8.3
Other services (except public administration)	5.7
Public administration	4.5

CHART 3: OVER-THE-YEAR CHANGE IN JOBS BY SUPERSECTOR
 NEW YORK STATE, MAR 2002-MAR 2003, MAR 2003-MAR 2004, MAR 2004-MAR 2005



APPENDIX G: EDUCATIONAL REQUIREMENTS, SELECTED INDUSTRIES

Growth Occupations by Training Required

According to data from the 2000 Census, the following occupations in New York City have the greatest number of workers who will reach retirement age in the next 5 to 10 years:

Nursing, Teaching, Government, High-end manufacturing, Automotive maintenance, and Aviation maintenance

In addition, according to projections made by NYS DOL, the following occupations are considered to have the most favorable employment outlook in NYC between now and 2012.

28% Bachelor's Degree

Advertising and Promotions Managers, Computer and Information Systems Managers and Analysts, Computer Software Engineers, Financial Managers and Analysts, Medical and Health Services Managers, Sales Managers, Accountants and Auditors, Adult Literacy, and GED Teachers and Instructors, Cost Estimators, Credit Analysts, Database Administrators, Editors, Employment, Recruitment and Placement Specialists, Film and Video Editors, Graphic Designers, Loan Officers, Market Research Analysts, Medical and Clinical Laboratory Technologists, Meeting and Convention Planners, Network and Computer Systems Administrators, Occupational Therapists, Physician Assistants, Preschool Teachers, Probation Officers, Property and Real Estate Managers, Recreational Workers and Therapists, Securities, Commodities and Financial Services Sales Agents, Social and Community Service Managers

7% Associate's Degree

Biological Technicians, Computer Support Specialists, Diagnostic Medical Sonographers, Environmental Engineering Technicians, Medical and Clinical Laboratory Technicians, Medical Records and Health Information Technicians, Paralegals and Legal Assistants, Physical Therapist Assistants, Radiological Technologists, Registered Nurses, Respiratory Therapists, Veterinary Technologists and Technicians

9% Post secondary vocational training

Architectural and Civil Drafters, Automotive Service Technicians and Mechanics, Barbers, Chefs and Head Cooks, Desktop Publishers, Electronic Home Entertainment Installers/Repairers, Emergency Medical Technicians and Paramedics, Fitness Trainers and Aerobic Instructors, Hairdressers, Hairstylists and Cosmetologists, Licensed Practical and Vocational Nurses, Massage Therapists, Medical Transcriptionists, Real Estate Sales Agents, Security and Fire Alarm Systems Installers, Skin Care Specialists, Surgical Technologists

6% Work experience in a related occupation

Concierges, Construction and Building Inspectors, First-Line Supervisors of Construction Trades and Extraction Workers, First-Line Supervisors of Food Preparation and Serving Workers, First-Line Supervisors of Housekeeping Service Workers, First-Line Supervisors of Mechanics, Installer, Repairers, First-Line Supervisors of Non-Retail Sales Workers, First-Line Supervisors of Retail Sales Workers, Food Service Managers, Real Estate Brokers, Transportation/Storage/Distribution Managers

8% Long-term on-the-job training (more than 12 mos.)

Brickmasons and Blockmasons, Carpenters, Cooks, Restaurant, Electricians, Elevator Installers and Repairers, Fine Artists, Including Painters, Sculptors and Illustrators Flight Attendants, Glaziers, Heating, A/C, and Refrigeration Mechanics and Installers Interpreters and Translators, Maintenance and Repair Workers, Plumbers, Pipefitters and Steamfitters, Structural Iron and Steel Workers, Telecommunications Line Installers/Repairers, Tile and Marble Setters

12% Moderate-term on-the-job training (1 to 12 mos.)

Advertising Sales Agents, Ambulance Drivers and Attendants, Bookkeeping, Accounting and Auditing Clerks, Bus Drivers, Transit and Intercity, Construction Laborers, Customer Service Representatives, Dental Assistants, Executive Secretaries and Administrative Assistants, Hazardous Materials Removal Workers, Laundry and Dry-Cleaning Workers, Locksmiths and Safe Repairers, Medical Assistants, Medical Equipment Repairers, Pharmacy Technicians, Roofers, Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products, Sheet Metal Workers, Social and Human Service Assistants, Tax Preparers

23% Short-term on-the-job training (less than 1 month)

Amusement and Recreation Attendants, Bartenders, Bill and Account Collectors, Cashiers, Combined Food Prep and Serving Workers, Cooks, Fast Food and Short Order, Counter Attendants, Cafeteria, Coffee Shop, Food Concession, Dining Room and Cafeteria Attendants, Dishwashers, Helpers – Electricians, Helpers – Pipe fitters, Plumbers, Steamfitters, Home Health Aides, Hotel, Motel and Resort Desk Clerks, Janitors and Cleaners, Landscaping and Grounds keeping Workers, Maids and Housekeeping Workers, Mail Clerks, Medical Equipment Preparers, Non-farm Animal Caretakers, Nursing Aides, Orderlies and Attendants, Parking Lot Attendants, Payroll Clerks, Personal and Home Care Aides, Pharmacy Aides, Physical Therapist Aides, Postal Service Mail Carriers, Receptionist and Information Clerks, Reservation/Transportation Ticket Agents, Retail Salespersons, Security Guards, Shipping/Receiving and Stock Clerks, Taxi Drivers and Chauffeurs, Ushers, Lobby Attendants, Ticket Takers, Waiters/Waitresses