

NYC HRA Application to the EDA Good Jobs Challenge Grant Program

1a. Executive Summary

As two sectors upon which New York City’s economy depends—construction and industrial (including transportation and utilities)—face the prospect of daunting worker shortages, it is time to bridge the gap between employers seeking a diverse workforce, and the public systems seeking to place high-need, disadvantaged populations in career track positions. NYC PINCC (Pathways to Industrial and Construction Careers) will transform the city’s employment ecosystem in these two sectors by expanding career opportunities for low-income individuals served by the NYC Human Resources Administration (HRA) through the Cash Assistance program, Supplemental Nutrition Assistance Program (SNAP), and Jobs-Plus program in New York Public Housing Authority (NYCHA) public housing.

Led by HRA with the NYC Office of the Mayor, NYC PINCC will impact three phases of the employment cycle: recruitment and training, hiring, and job retention/career advancement. NYC PINCC will leverage NYC’s status as an employer and its contracted vendor relationships, extensive partnerships with nonprofit and for-profit employers, unions, and the support of the Partnership for New York City, an intermediary organization for 330 preeminent businesses. The program will create on-ramps into jobs while providing wrap-around and support services that address potential barriers to employment, and support retention and advancement toward family-sustaining career-track positions with a focus on inclusivity for women in these nontraditional sectors. By engaging over 20 employers, six unions, and four industry intermediaries, the program will serve 6,000 clients, including providing 2,380 clients with training and 1,802 clients with industry specific, well-paying jobs with benefits and opportunities for advancement.

1b. System Lead Entity or Backbone Organization

System Lead: Department of Social Services (DSS)/Human Resources Administration

(HRA): As the NYC PINCC system lead, HRA has the convening power in the region across multiple city agencies, employers, and nonprofits. HRA, along with its backbone organizations, has the support of the New York City Mayor; the NYC Workforce Development Board; New York State entities, including the Office of Temporary and Disability Assistance, the Department of Labor, and the Regional Economic Development Council; labor organizations; the City University of New York (CUNY) Chancellor and multiple CUNY college presidents.

HRA administers social service programs that serve millions of New York City residents. NYC PINCC will specifically target HRA clients served through Cash Assistance (CA), SNAP, and the NYCHA public housing Jobs-Plus program. CA provides income, workforce development services, and other supports to nearly 400,000 New Yorkers—including more than 188,000 working-age adults—in a program that combines federal Temporary Assistance to Needy Families (TANF) and NYS Safety Net funding to serve adults both with and without children (and with no time limit on assistance). Programming includes tailored employment services and wrap-around supports offered by contracted Career Pathways providers; additional job opportunities are generated through HireNYC (<https://www1.nyc.gov/site/careerpathways/strategy/hireNYC.page>), which leverages the City’s purchasing power to create jobs and training opportunities for New Yorkers. HRA also provides workforce development services to hundreds of thousands of additional New Yorkers, including SNAP recipients and New York City Housing Authority (NYCHA) residents participating in the Jobs-Plus program. HRA has been doing this work for over 35 years and has 225 full-time

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employees dedicated to overseeing more than \$600 million in workforce contracts. In 2019, HRA connected 70,000 clients to job search, training, and education services across multiple sectors and placed more than 40,000 clients into employment. This includes documented placements by Career Pathways providers with wages averaging \$15.80 per hour (NYC minimum wage is \$15/hour), HireNYC placements averaging \$20.83 per hour, and Jobs-Plus placements averaging \$16.41 per hour. HRA works across many public and private stakeholders to provide new resources, partnerships, and innovation in service delivery for HRA clients.

Construction Backbone Organization: NYC Mayor's Office of Workforce Development:

The Mayor's Office of Workforce Development (WKDEV) supports New York City's economic prosperity and social equity by helping to connect employers of all sizes, sectors, and neighborhoods across the five boroughs with highly qualified worker talent. WKDEV is the designated recipient of federal Workforce Innovation and Opportunity Act (WIOA) funds, and convenes the City's Workforce Development Board, an employer-led body that includes government, union, and nonprofit membership and approves WIOA expenditures serving both Adult and Youth populations. Through its support of the Board and engagement with employers, WKDEV has built deep knowledge of and relationships among New York City's workforce development community, including expertise and ties in the construction industry. WKDEV is a named party to the Project Labor Agreements (PLAs) signed between the City of New York and the Building and Construction Trades Council (BCTC), described in Section 2a below. It supports City agencies in their implementation of the PLAs and is ideally positioned to serve in the same role with the BCTC member unions that will engage on covered projects. WKDEV's activities will include agency-specific implementation plans and developing an across-the-board curriculum to support job retention and has five full-time employees dedicated to workforce.

As one of his priorities, Mayor Eric Adams is committed to expanding HireNYC and working with State legislature, community stakeholders, and unions to pass Community Hiring legislation that will allow the City to require all City vendors and contractors to hire from targeted communities, ensuring historically underserved residents have access to good jobs and apprenticeships. WKDEV will continue to play a pivotal role in the advocacy work involved in expanding the program and building on policies already in place that PINCC can leverage.

Industrial/Transportation Backbone Organization: Consortium for Worker Education

(CWE): The Consortium for Worker Education (CWE) is a non-profit organization that supports pipelines of in-demand workers by providing a workforce preparation continuum, industry specific training, and employment services to over 60,000 workers annually. It is the workforce development arm of the New York City Central Labor Council (AFL-CIO), with affiliated unions represent over 1.2 million workers in the NYC metro region. CWE union upgrade programs assist incumbent workers in augmenting their skills and advancing their careers in sectors including healthcare, construction, transportation, civil service, education, and childcare. With 89 full-time staff and a \$24 million budget, CWE operates the NY Alliance for Transport/Logistics Advancement Service (NYATLAS), a three-year training and placement program initially funded by the JP Morgan Chase New Skills for Youth Initiative. To sustain the program after the grant, CWE leveraged additional funding to offer several program tracks, including pre-apprentice and apprentice training under the New York Mechanic's Apprenticeship Program (diesel mechanics and helper).

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Please see Attachment A, bios of key team members across the lead and backbone entities.

2a. Employer Leadership and Commitments

NYC PINCC anticipates engaging a total of at least 6,000 HRA clients, with 3,000 enrolling in PINCC programming, 2,380 who advance into industry specific training, and 1,802 who are placed into union or high-quality jobs. Across both sectors, the PINCC initiative has directly secured over 1,221 specific job opportunities with potential to increase those numbers from 20 employer partners. NYC PINCC will build out hundreds more jobs from partnership commitments with six unions, and the Partnership for New York City, a nonprofit, intermediary organization for 330 preeminent business leaders and companies in New York City, will intermediate relationships between the city agencies and employers that are Partnership members, such as ABM, AT&T, Astoria Energy, Crown Castle, E-J Electric Installation, National Grid, T-Mobile, and Verizon. The NYC Workforce Development Board and NYC Department of Small Business Services, the Trucking Association of New York, and the two backbone organizations will also connect NYC PINCC to their established network of employers within the two sectors (see support letters).

NYC PINCC anticipates 1,000 HRA clients will enroll in **Construction Sector** programming. Of these, 750 will enter construction training, and 568 will be placed into union or high-quality jobs in construction (including some who have also completed PINCC construction training, and others placed directly). The project will leverage jobs generated from New York City's capital construction budget of approximately \$10 billion per year. Much of this work is covered by a new Project Labor Agreement (PLA) between the City, the Building and Construction Trades Council (BCTC), and the Apprenticeship Readiness Collective (ARC), a group of training providers that prepare and connect low-income workers to apprenticeships in the building and construction trade unions. For the PLA, the City of New York, not individual construction contractors, is the signatory employer party. Individual awarded contractors from a pool of hundreds of vendors, agree to the terms of the PLA when they apply for City contracts, including workforce provisions that set aside 30% of covered labor hours towards union workers from low-income zip codes and public housing, and 9% of hours for union apprentices from the same population. This proposal will create new and leverage existing pre-apprenticeship training programs that were created in partnership with the unions, employers, and the ARC providers, and will work with these partners to provide ongoing refinement and improvement of industry-specific preparation and placement into new union apprenticeships for a portion of the overall predicted number of workers in the PLA. NYC PINCC will deploy a referral, management, and tracking system to ensure that workers being trained and starting union apprenticeships are prioritized for hire on PLA-covered City capital contracts. The estimated number of jobs available for the target population is up to 1,300 workers for every \$1 billion in capital spend. Based on average capital expenditure from the last five years, the City anticipates more than 10,000 jobs for low-income populations over the next few years.

WKDEV will partner with awarded City contractors, the ARC partners, and HRA to ensure compliance with the PLA and position HRA clients to successfully complete training. These same partners will work with agencies, contractors, and unions to gather feedback on skills needed to improve and expand training and identify methods and practices that increase retention rates for HRA clients. This effort will provide proof of concept and will ultimately inform

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creation of an across-the-board curriculum and model that will provide guidance to other unions seeking to increase retention and diversify their workforce.

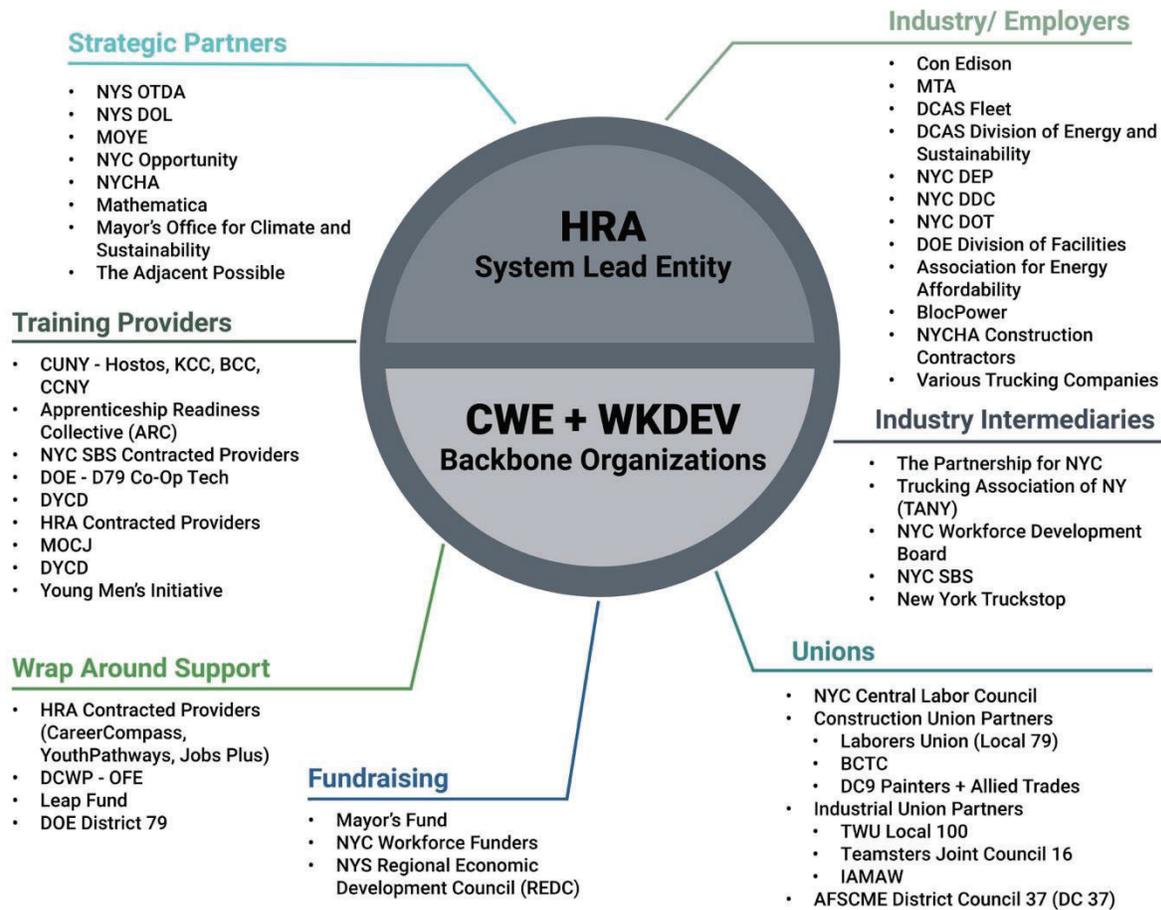
Through NYC PINCC's **Industrial Sector** programming, HRA will enroll 2,000 individuals, including 1,630 individuals who will receive training and stackable credentials in in-demand occupations, and also have access, if needed, to basic driver's education and Commercial Driver's Licenses (CDL) education – a critical requirement for employment in the sector that is a substantial barrier due to cost. Through pre- and post-employment training and direct placement, program will provide high wage employment with benefits for 1,234 individuals over the 30-month implementation phase.

According to New York State Department of Labor statistics on regional employment trends, there will be thousands of openings in New York within the next couple of years; already current positions are going unfilled due to an aging workforce and the inability to find qualified new workers. To help meet this demand, HRA and CWE have secured employer partnership commitments to source PINCC trained and qualified participants for entry-level positions with NYCDCAS Fleet and Division of Energy and Sustainability, the Metropolitan Transportation Authority (MTA), Con Edison, Hornblower, the NYC Department of Education (DOE) Division of School Facilities, the Association for Energy Efficiency, and several private sector trucking companies identified by the Trucking Association of New York (TANY)—intermediary representing over 530 trucking companies across New York. Further, HRA and CWE will work with intermediary and union partners, including TANY, the Teamsters Joint Council 16 and the International Association of Machinists and Aerospace Workers unions representing industry leading logistics employers, including United Parcel Service, Ryder, Penske, and Salem, to identify more employment opportunities.

CWE and its partners have developed robust training and employment relationships with hundreds of businesses, from local retailers to multi-national corporations. For NYC PINCC, the CWE will be expanding the signatory employer base from the New York Mechanic's Apprenticeship Program (NYMAP) and the New York Alliance for Transport and Logistics Advancement Services (NYATLAS) initiative to access employment opportunities for HRA clients. These include regional school and para-transit bus fleets to UPS and the MTA, companies often introduced to the process by CWE affiliated labor unions.

The CWE approaches employers from an HR solutions perspective, offering employers and unions the chance to directly inform CWE's recruitment and training processes, identifying skills gaps and credentials, providing company specific materials, recruiting directly from CWE's training courses or running training on-site. Additionally, CWE offers employers the chance to provide content on their online Portal, giving industry overviews, "day in the life" profiles of senior workers and links to company on-line applications. Once hired, employers provide proof of employment, and feedback to CWE to continually improve training, and recruitment.

2b. Other Stakeholders and Partners



Graphic 2b illustrates the more than fifty industry employers, labor unions, educational institutions, City and State agencies and offices, fundraising collectives, and other stakeholders that have committed to support NYC PINCC. For details on their roles within and commitments to this initiative, please see Attachment B, the collated letters of support from PINCC’s network of stakeholders.

3. Regional Description

New York City was the early epicenter of the COVID-19 pandemic in the United States, accounting for a disproportionate share of cases and deaths through the spring of 2020. Since then, thankfully, the city has seen sharply lower rates of serious illness and mortality. But the employment crisis has never eased: as of December 2021, New York City payroll employment had only regained 55 percent of jobs lost in March and April of 2020, within an 8.8 percent unemployment rate twice as high as the nationwide average. Worse still, pandemic job losses have concentrated in face-to-face industries such as food service, accommodations, and retail—positions disproportionately held by Black and brown workers, those with lower education, young adults, and immigrants. As a result, the unemployment rate for Black New Yorkers was 15.2 percent in December, with Hispanics at 10.2 percent.

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Even as large numbers of New Yorkers are looking for jobs and the unemployment rate remains elevated at twice the national level, many jobs are going unfilled—the outcome of a mismatch between jobseekers’ credentials and experiences, and the skill sets employers seek. Nowhere is this gap more evident than in two sectors without which the City cannot function: construction and industrial (transportation and utilities). Both are included among the ten “significant industries” for the NYC area identified by the New York State Department of Labor (NYSDOL).

Construction: A convergence of local laws and federal investments has New York City’s construction workforce poised for overall growth, with priority populations poised to benefit. In 2020, New York City concluded a historic Project Labor Agreement (PLA) with leadership from organized labor covering hundreds of millions of dollars’ worth of new projects each year, described in Section 2a above. This agreement gives City government a lever of unprecedented power to open union jobs with high wages and strong benefits to traditionally excluded groups. Additionally, Local Law 97, a 2019 measure to require building retrofits to reduce greenhouse gas emissions, offers another pathway into construction careers. Analysts project that the law will require an additional 141,000 workers by 2030 to meet carbon reduction mandates.

In its 2021 strategic plan update, the New York City Regional Economic Development Council (REDC) prioritized investing in the region’s infrastructure as a necessity for fueling economic growth. According to NYSDOL, specific job titles in demand include welders, carpenters, construction laborers, electricians, plumbers, and painters. In addition to the City’s robust annual capital spending, New York City could receive as much as \$20 billion through President Biden’s Infrastructure Investment and Jobs Act, ensuring demand will remain high for years.

Industrial: Even more than in construction, employers within the transportation sector are facing severe and worsening shortages of workers. Among the jobs going unfilled are subway conductors, helpers, maintainers, track workers and operators, commuter and school bus drivers, truck drivers, and mechanics. The consequences have included thousands of delayed and canceled transit trips, as well as supply shortages and delayed deliveries leading to economic loss across other sectors.

Labor market economists project the most critical needs for automotive and diesel technicians and drivers with Commercial Driver’s Licenses. Additionally, engagement with large-scale transportation employers can produce myriad career tracks, including but not limited to IT, customer service, general administration, and facilities maintenance. A critical prerequisite credential to almost all the jobs in both transportation and utilities is a basic Class D Driver’s License. In a city that heavily relies exclusively on public transportation, many low-income New Yorkers do not have a Class D Driver’s License and cannot afford to pay out of pocket for private driving school lessons, required permit costs, and exams, creating a barrier for the industrial sector finding qualified workers and making it more difficult for existing publicly funded training opportunities such as CDL drivers and mechanics to find qualified candidates.

Longer term, as the sector pivots away from reliance on fossil fuels, New York City is poised to deploy the largest green municipal fleet in the country. New York State is also assisting private fleets in transitioning to electric or clean fuel models. Both incumbent and new transportation sector workers will need to develop skills and earn credentials to transition into electric maintenance in support of these shifts.

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The New York State Regional Economic Development Council (REDC) supports NYC PINCC and will work with the project partners to align future NYC REDC priorities and investments with this initiative (see letter of support attached). NYC PINCC aligns to multiple priorities within the REDC State of the Region: New York City 2021 Annual Report (https://regionalcouncils.ny.gov/sites/default/files/2021-07/NYCREDCProgressReport2021_7_7_2021.pdf) that serves as the official alternative CEDS plan:

- NYC REDC funding is available for training in high-growth industries, employer-driven training for low-income workers, and small businesses looking to rehire and retrain furloughed, laid-off, or new employees (see p. 34)
- NYC REDC has called for work-based learning opportunities targeted to individuals in need of up-skilling in transitioning into new industries (see p. 27)
- NYC REDC promotes workforce programs that lead to jobs for low- and middle-income workers without four-year degrees, and at-risk populations such as out-of-school youth, veterans, and previously incarcerated individuals (see p. 27).

4. Impacts of the Regional Workforce Training System

Section 4a

NYC PINCC proposes all three components (System Development, Program Design, Program Implementation) for both of its targeted sectors, Construction and Industrial. Within both, the project will address a longstanding and significant challenge of New York City's workforce landscape: creating training, job placement, and career advancement programs and systems—with robust wrap-around supports—tailored toward HRA clients, while fulfilling the talent needs of employers within the sector. HRA is an exceptional local entity within the U.S. because it provides multifaceted services and benefits to individuals and families while they receive employment services. Additionally, both sectors offer components of an effective regional workforce training system that have yet to be connected or customized to meet the needs of HRA clients. Detail within each sector is below.

Construction

The problem: HRA clients typically have little access to good jobs offering career pathway potential within the construction field. The obstacles include lack of information about opportunities, training programs that do not fit the needs and circumstances of HRA clients, and inadequate wraparound services to support clients who do enter training. For women, these issues are exacerbated by the male-dominated nature of the industry. The recent signing of the Project Labor Agreements (PLA) between the City and the Building and Construction Trades Council (BCTC), described in Section 2a above, opens a door for the HRA client population, but this needs to be complemented with the right supports to move this population through. PLA workforce goals create demand to employ more HRA clients on City contracts but there is no existing tailored pipeline into the unions for them. No systems currently exist to refer qualified workers or track and monitor outcomes on the City or Union side. Nor does the City have a targeted recruitment, training, or retention program specific for HRA clients in pre-apprenticeship training programs leading to union membership.

Strengths: The City has enormous purchasing power that it can use to create job opportunities for HRA clients. In a typical year, the City spends about \$10 billion in capital investments, including

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construction and rehabilitation of school buildings, infrastructure projects, and parks. Leveraging this market power by implementing the workforce goals of the PLA and training a qualified workforce will result in thousands of good paying union jobs for the hardest hit New Yorkers. The systems change envisioned in this proposal ensures the relationship and infrastructure needed to prioritize workers is sustainable beyond an initial launch. Another asset to leverage in developing regional workforce training programs and systems that specifically can help connect low-income jobseekers to good jobs and careers in construction is the City-funded Apprenticeship Readiness Collective (ARC), described in Section 2a above.

Local workforce needs: The influx of federal stimulus money, with as much as \$20 billion projected to flow to the New York City region over the next five years, will ensure the need for construction workers remains steady. EMSI Burning Glass industry data find that NYC employers have posted more than 7,100 construction jobs over the last 12 months, more than a third of which require only a high school diploma. The sector is projected for growth of 10.8 percent over the next ten years, with a median salary just over \$55,000. Among the highest-demand occupations are Construction Worker, Carpenter, Electrician, HVAC, and Plumber. Without investment in a system to leverage opportunities facilitated by the PLA, the City—and particularly the disadvantaged New Yorkers that HRA serves—could miss out on thousands of good high-paying union jobs that offer a straight shot to the middle class.

Industrial

The problem: Within the transportation sector, New York City’s portfolio of job training and placement programs is inadequate to meet overall demand, and particularly ill matched to the needs of HRA clients. One issue is a lack of public investment in programs that help New Yorkers obtain driver’s licenses—a core requirement for nearly all jobs in the industrial and transportation sectors, without which candidates cannot enroll in many training programs. Beyond that, publicly supported programs are small and scattered across multiple City agencies, with often-tenuous connections to employers, and minimally connected to each other. Again, women are particularly disadvantaged by their historic underrepresentation in this field.

Strengths: NYC PINCC’s Industrial backbone organization, the Consortium for Worker Education (CWE), has developed several key facets of a high-performing regional workforce training system. Its NYATLAS initiative coordinates training and placement partnerships between unions, nonprofit organizations, and educational institutions with employers such as UPS, Ryder, and Hornblower. NYATLAS training pathways include an 80-hour Auto Technician course, Commercial Driver’s License (CDL), and a New York State-certified Auto Diesel Mechanic apprenticeship. The resources and relationships of NYATLAS will support expanded job training, placement, and advancement opportunities for participants. Another strength is the prevalence of public sector employers who will be looking to hire at scale. The New York City Department of Citywide Administrative Services (DCAS), which maintains the City’s extensive vehicle Fleet, and the Metropolitan Transit Authority (MTA), a state-controlled entity responsible for maintaining and operating the City’s and region’s public transit system, both anticipate very substantial hiring needs, as articulated in their letters of support.

Local workforce needs: New York City is facing a severe and worsening shortage of transportation workers in multiple job titles. Stories abound of public and private employers

offering bonuses of up to five figures to lure back recently retired workers for positions from subway conductor to long-haul trucker. Regulatory changes set to phase in over the next several years will intensify demand in additional job titles, including diesel and electric vehicle mechanic and roles related to electric vehicle maintenance. DCAS Fleet alone will need to hire 200 diesel mechanics within the next two years. As just one indication of demand, EMSI Burning Glass Labor Insights posted over 5,500 openings for truck drivers in New York City over the past 12 months, with an average of 44 days needed to fill each opening. The MTA projects needing thousands of new workers across titles within the next few years due to an aging workforce, worker attrition, and the inability to find skilled labor. Beyond transportation, utilities employers supporting this proposal such as Con Edison have noted a mismatch between applicants and skills needed for positions such as General Utility Worker and Customer Service Representatives, of which the company hires approximately 200 per year.

Section 4b

NYC PINCC's fundamental goals match several EDA investment priorities, including:

- **Equity.** NYC PINCC will target underserved, minority populations across New York City, including more than 188,000 working age (18-59) Cash Assistance (CA) recipients, more than 470,000 working age (18-59) non-CA SNAP recipients, and additional low-income New Yorkers living in NYCHA public housing developments. The highest proportion of this population (more than one third) live in the Persistent Poverty County of the Bronx. NYC PINCC will serve traditionally underserved populations, including Black, Latino, and other persons of color, women, and the LGBTQ+ community by individualizing the service experience with tailored programs and wrap-around services, providing services at accessible locations, and centering support systems past the start date of employment. This will be a critical investment serving populations that have long faced highly elevated rates of poverty and unemployment stemming from systemic racism and other discrimination.
- **Recovery and Resilience.** NYC PINCC's focus on the construction and industrial sectors will help build economic resilience to and long-term recovery from economic shocks, most immediately from the successive waves of COVID-19 that have decimated employment in face-to-face industries such as retail and food service in which HRA clients historically have sought employment. Given the transferrable skills common to the two sectors, individuals trained in one of the sectors will be poised to enter the other field if demand and opportunities shift. PINCC also anticipates the future changes anticipated for these sectors as they pivot from fossil fuels and adapt to the City's needs for sustainability and climate resiliency and will include training options to meet the demands of an evolving local economy.
- **Workforce Development.** Through NYC PINCC, HRA will align its training programs with union and employer informed curriculum to help clients secure in-demand certifications that provide pathways to good jobs that provide economic security. Trainees will receive wrap-around support during training and the first year of employment.
- **Environmentally Sustainable Development.** With its focus on transportation and building technologies, NYC PINCC will help position HRA and its clients to fill emerging climate-related jobs such as building retrofit, off-shore wind, and green energy over the next decade and beyond.

Section 4c

The jobs HRA clients are placed into typically pay wages close to the City’s minimum of \$15 per hour. NYC PINCC offers HRA clients the opportunity to secure living wage jobs putting them on a path to economic security. Please see Attachment C for a visual for the pathways towards high-quality jobs that PINCC provides.

Construction: The Construction sector anticipates enrolling 1,000 HRA clients, providing in-demand training for 750 clients, and placing 568 individuals into union or prevailing wage jobs. The apprenticeship positions set aside for the target population in the PLA are all union positions and therefore subject to the prevailing wage schedule set by the NYC Comptroller’s office. Some titles anticipated to be prevalent in City capital contracts and the associated wages are below. Please note these rates more than double upon a worker’s completion of paid apprenticeship.

The union trades positions to be developed that will include wages and supplemental benefits per hour (sb/h) that include health insurance, vacation benefits, sick leave, etc.:

Starting Position	Compensation	Advancement	Compensation
Carpenter Apprentice	\$19.55 - \$23.37/hour <i>plus</i> \$16.35 - \$35.49 sb/h	Carpenter Journey Worker	\$34.80 - \$56.93/hour <i>plus</i> \$22.20 - \$53.49 sb/h
Laborer (First 1,000 hrs Apprentice)	\$21.75/hour <i>plus</i> \$48.63 sb/h	Laborer Journey Worker	\$43.50/hour <i>plus</i> \$48.63 sb/h
Painter - Brush & Roller (First Year Apprentice)	\$17.20/hour <i>plus</i> \$16.67 sb/h	Painter Journey Worker	\$43.00/hour <i>plus</i> \$36.70 sb/h

Industrial: The NYC PINCC Industrial sector expects to enroll 2,000 clients, providing 1,630 clients with training, including stackable credentials such as driver’s education. Through a blend of post-training and direct placement, 1,234 clients will secure high wage, benefitted employment over the 30-month program implementation phase. We project that at least 75% of employment opportunities will be unionized, well paid jobs with benefits including full family health care, dental, optical, pension, on-the-job training and post-secondary tuition benefits. The remaining positions, though not unionized, are with targeted employers that offer prevailing wages and benefits.

Unions representing affiliated employers include Teamsters Joint Council 16, Transport Workers Local 100, Amalgamated Transport Workers, and the International Association of Machinists. These employer relationships and attendant training/placement opportunities established during the CWE’s NYATLAS and NYMAP program include (but are not limited to):

- o Commercial Driver’s Licenses (\$20-30.00/hour *plus* signing bonus). Titles include School/ Paratransit Bus Operator, Logistics Courier, Food/Beverage Route Driving, Utilities Service Worker, Airline Service Worker, and Truck Rental and Fleet Services.
- o Public transportation (\$20.19- 40.93/hour). Titles include Helper, Technician Vent and Drainage Maintainer, Cleaner, Janitor, and Track Worker.

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- o Private transportation (\$22-36.00/hour). Titles include Diesel/Electric Mechanics, Auto/Electric Vehicle Technician, and Electric Vehicle Charging Installation/Maintenance.

Additional high-quality employment within the industrial sector to be developed:

- o Waterborne Tourism/Transit (\$18-23.00/hour). Titles include Deckhand, Dockhand, Boat Maintenance, Customer Service, and Food/Beverage/Culinary.
- o Utilities (\$21.00/hour) with Unions Local 1, 2, and 3. Titles include General Utility Worker and Customer Service Representatives.
- o Energy and IEQ Management (\$22.00/hour). Titles include Assistant Energy Auditor and Assistant Building Operator.

Leveraging Existing Resources

HRA is uniquely positioned within NYC to leverage its vast network of established partners across the public and private sectors for systems development. HRA has strong relationships with the City University of New York, many governmental agencies and mayoral offices, employers, and community-based organizations who all serve clients directly. HRA's diverse populations will have access to all available benefits before enrolling in NYC PINCC. HRA will leverage existing training options within the NYC Department of Education Co-Op Tech and will develop new bridge programming for over 500 individuals utilizing DOE's existing resources. Once placed into employment, they can utilize transitional services to support them toward job retention and career advancement. HRA contracted employment providers will ensure that each participant receives personalized services and is enrolled into the career track that best fits their individual need and career goal. Additionally, CWE can leverage its state incumbent worker training funding to provide opportunities for career advancement within unionized positions.

Section 4d

Construction: Within the construction sector, NYC PINCC connects established training models that serve populations with specific needs and circumstances, and an unprecedented opportunity to place workers at scale. The City has assembled a well-balanced coalition of government, private sector, and labor partners to support the project. Details are below.

- The Apprenticeship Readiness Collective (ARC), described in Section 2a above includes several organizations that have successfully prepared and placed distinct populations into construction apprenticeships: the Malloy Initiative for Construction Skills (high school students), Non-Traditional Employment for Women, and Helmets to Hardhats (veterans).
- The Project Labor Agreements signed by the City with the Building and Construction Trades Council (BCTC) will cover hundreds of millions of dollars worth of development projects per year, as detailed in Section 2a above.
- The well-established relationships of these parties, including backbone entity WKDEV, the BCTC, and its partnering employers and participating unions, provide a baseline of trust as NYC PINCC works through operational challenges common to startup programs.

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- WKDEV will work with CCNY and private sector contractors to create and leverage existing training curriculum for back-office construction positions.

Industrial/transportation: CWE has successfully implemented similar programs in partnership with unions such as Teamster's Joint Council 16, Transport Workers Local 100, Amalgamated Transport Workers and the International Association of Machinists, developing a strong network of employer relationships and attendant training/placement opportunities through its NYATLAS and NYMAP programs (see Section 1b and Section 2a respectively). For NYC PINCC, CWE will leverage and expand the NYATLAS and NYMAP infrastructure to identify employer skill gaps in their workforce, create new curriculum and design trainings that can support upskilling, and connect HRA clients to unionized and other high-quality employment opportunities. Many of the trainings will be offered in partnership with CUNY, allowing participants to gain college credits or credit for prior learning applied to future degree programs. All employers involved in NYATLAS and NYMAP have indicated an urgent need to fill positions and a strong desire to bring on a qualified, diverse talent pool. UPS has articulated a specific need for diesel mechanics and a plan to hire qualified HRA clients.

Section 4e

NYC PINCC will reach a wide range of historically underserved populations through referral by HRA contracted providers. The program specifically targets HRA clients receiving services through Cash Assistance, SNAP, and the Jobs-Plus program in New York Public Housing Authority (NYCHA) public housing. Women and communities of color are overrepresented in the HRA client population. Targeted sub-populations also include lesbian, gay, bisexual, transgender, questioning, intersex, and gender non-conforming clients; Limited English Proficient (LEP) clients and immigrants; homeless and formerly homeless clients, including domestic violence survivors; persons with disabilities; disconnected youth; individuals in recovery; clients with criminal justice history including justice-impacted and reentry participants; and veterans. Each of these groups has disproportionately struggled to achieve steady employment and economic security and would benefit tremendously from high-quality employment programs designed to serve them directly.

For example, specifically among working-age HRA cash assistance recipients, more than three-quarters are African American (40%) or Hispanic (36%); another 9% are multi-racial, 9% White, 6% Asian, 0.3% Native American, and 0.2% Hawaiian Pacific Islander. The majority (55%) are women. The largest proportion live in the Bronx (36%). The remainder live in Brooklyn (29%), Manhattan (17%), Queens (14%) and Staten Island (4%). The subset of these clients served through HRA's Career Pathways programs have similar demographics, although with an even higher proportion of women (60%) and Black and Hispanic populations.

In all, NYC PINCC estimates it will engage approximately 6,000 people receiving HRA services, impacting not only these individuals, but also their families. Among the 3,000 enrolled in NYC PINCC, 2,380 clients will receive training and 1,802 will be placed in new jobs. The program will additionally impact hundreds of employers and communities directly, and millions more indirectly by supporting the critical needs of the city's supply chains, ancillary businesses that are supported by new development, and public transportation systems that people rely on as part of their daily commutes.

Section 5: Funding Request and Program Design and Implementation

Section 5a

NYC PINCC proposes all three components (Systems Development, Program Design, Program Implementation) for both of its targeted sectors, Construction and Industrial/Transportation. The total grant request is \$20,156,850.49 for both sectors—averaging \$3,359 of EDA grant funds per person engaged—including \$836,675.66 for the two-month Phase One (Systems Development); \$1,673,351.31 for the four-month Phase Two (Program Design), and \$17,646,823.52 for the 30-month Phase Three (Program Implementation). HRA intends to leverage \$8,420,674.47 of additional non-federal funding. Please see Attachment D, the attached budget narrative, for a detailed description and justification of each budget line. For sustainability beyond the duration of the grant, HRA intends change its workforce contracts moving forward to be in line with this enhanced model of service for its clients, and will work with the NYC Office of Management and Budget, the Mayor’s Fund to Advance New York City, and the NYC Workforce Funders to identify resources for any additional budget gaps.

Section 5b

Within the *Systems Development* phase:

- CWE will engage new employers through its labor management coalitions, industry intermediary partners, and training partner boards, promoting the program as a solution to hiring challenges and skills gaps.
- WKDEV will build a referral and logistics system among capital agencies and unions to identify types of jobs created by capital funding and engage new agency partners.
- WKDEV will engage new employers through city agencies, industry intermediaries and in partnership with CCNY.
- HRA and the two backbone organizations will link existing construction and industrial sector training across agencies and determine scope of services with new training partners such as CUNY and community-based partners and associated services.
- HRA will create a client recruitment and matching system within HRA to refer CA clients, SNAP clients, and residents located in the 44 NYCHA developments served by Jobs-Plus to NYC PINCC training opportunities. HRA will adapt CWE’s existing portal system for both construction and transportation/industrial to capture participant registration, training and credentialing opportunities, and job openings. The Portal will provide HRA and agency staff with a real-time, robust, measurable longitudinal view of the entire training network.
- HRA will create communications content for HRA clients and distribute to providers, NYCHA residents, and other partners.
- HRA will create or enhance time and attendance tracking system to use across all NYC PINCC funded or leveraged training programs to ensure efficiency of use for both clients and training providers.
- HRA will determine a process for expanding and linking leveraged or new wraparound supports.
- HRA will create an onboarding process that ensures the timely hiring and training of staff required to execute each phase and administer the capacity of the program. Preparation will commence prior to commencement of phase I by HRA staff currently onboard.

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Within the *Program Design* phase:

- Backbone organizations will assess employer needs in terms of positions to fill, skills gaps and training required;
- Backbone organizations will work with industry partnerships to ensure strategies are demand-driven and include employer input as well as development of new or enhanced sector-focused curricula designed for HRA clients.
- HRA and backbone organizations will work with union and employers, training providers, CUNY, NYSDOL, and/or the New York State Civil Service Commission to expand existing and create new apprenticeship programs, new civil service titles, and stackable credential training (driver's licenses etc.)
- Existing employers will provide training materials, corporate or agency awareness and hiring links on the portal. The CWE will conduct trainings for HRA and contracted agency staff on use of the Portal for participant engagement and administrative tracking.

Within the *Program Implementation* phase:

- An online portal will be implemented to track client outcomes including training, job placement and retention.
- Program operations activities will include, but not be limited to:
 - Hire and train Employment Liaisons, Career Navigators, and Financial Coaches.
 - Client recruitment: HRA will recruit through its contracted providers and NYCHA's existing network of 70+ economic opportunity providers, host events and recruitment activities, and work in connection with NYCHA stakeholders (e.g. Resident Associations).
 - Career Navigators will directly provide to clients assessments inclusive of career exploration and planning; will enroll clients as appropriate into bridge instruction (i.e., short sector-contextualized basic education that provides an overview of the sectors, and basic familiarity with sector-related tools and concepts), occupation specific training, and will provide access to job placement opportunities related to in-demand training. This will include supports for soft skills development, including communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct.
 - Career Navigators will additionally connect clients with wraparound services, ensuring service coordination and access to work supports, financial coaching, social-emotional development opportunities, and childcare.
 - Employer Liaisons – sector subject matter experts with a direct relationship with sector partners (employer/training providers) – will ensure that pertinent customized career coaching is provided based on current industry standards, particularly as clients transition from apprenticeship to employment. They will serve as industry experts who will advise Career Navigators of career advancement opportunities for clients in employment.
 - The backbone organizations will communicate frequently with employers to fine-tune training programs and regularly keep up with the changing labor market.
 - Post placement, Career Navigators will coordinate with Employment Liaisons to deliver strong sector-based retention/advancement services to clients, which will be provided for up to one year after job placement. Retention services will address

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- clients' success and areas for improvement on the job, including addressing issues that may lead to termination.
- The backbone organizations will coordinate training and direct placement activities, citywide, provide real-time and periodic reporting to HRA and contracted agencies to ensure contract compliance. Backbones will continue to engage industry employers to ensure program sophistication and expansion.
- HRA will conduct rigorous performance management, including routine and ad hoc metrics reporting, and a mixed methods implementation and outcome evaluation with interim and final reports.

Please see Attachment E for a description of our program elements.

Section 5c

New York City will sustain NYC PINCC through the consensus among agencies and other committed stakeholders to support participants. Structurally, it will integrate into HRA's existing Career Pathways programming, which boasts extensive systems infrastructure sustained through a mix of federal, state, and local funds. HRA intends to utilize NYC PINCC as its new program template for creating career paths within multiple sectors.

Historically, public workforce programs have not effectively served HRA clients. HRA and its partners developed NYC PINCC with broad set of wrap-around services to surface and address the barriers that have impeded clients' success in past programming, such as:

- Knowledge of and interest in career-track opportunities.
- Connecting interested parties to training opportunities.
- Skills mismatch.
- Ability to participate in training.
- Financial counseling needs including insight into benefits cliffs.
- Childcare.
- Transportation.
- Personal Equipment.

Please see Attachment F for detailed descriptions of these barriers.