PRATT CENTER
FOR COMMUNITY DEVELOPMENT

WHEDco
Building A Greater Bronx

Jerome Avenue Area Workforce Needs Assessment

CONTENTS

The Women's Housing and Economic Development Corporation (WHEDco) is a community development organization founded on the radically simple idea that all people deserve healthy, vibrant communities. We build award winning, sustainable, affordable homes — but our work is not over when our buildings are complete. WHEDco believes that to be successful, affordable housing must be anchored in strong communities that residents can be proud of. WHEDco's mission is to give the South Bronx access to all the resources that create thriving neighborhoods — from high-quality early education and after-school programs, to fresh, healthy food, cultural programming, and economic opportunity. For more information, visit **whedco.org.**

I. INTRODUCTION

New York City's workforce landscape has shifted dramatically in the last ten years, posing tremendous challenges for low-income communities and the organizations that support them. Unemployment citywide reached an all-time low in 2018, and employers report difficulty in finding qualified candidates. Yet, in neighborhoods around Jerome Avenue, many residents are unemployed or underemployed.

In the midst of this, the City initiated major rezoning processes that will fundamentally alter not only housing and economic conditions, but also the social fabric in many low-income neighborhoods. The Jerome Avenue Rezoning, passed by the Mayor in 2018, is anticipated to create over 4,500 new housing units--only 25% affordable to area households--as well as additional commercial space. As in other NYC rezonings, the impacts on the local workforce will be significant, but as they were not adequately studied during the City's process, they are not yet well understood. Local stakeholders anticipate significant displacement of small businesses – including the many auto shops, retail stores, and restaurants that support neighborhood entrepreneurs and provide employment for residents. In a context where unemployment and poverty rates are already high, workforce organizations are grappling with how to address existing barriers to employment and anticipated job displacement, while building pathways for residents to access good-paying jobs in growing sectors.

Throughout the rezoning process, workforce organizations, businesses, elected officials, and other stakeholders in the Jerome Avenue Rezoning Area[1] have advocated for workforce-related commitments from the City. While the Jerome Avenue Points of Agreement[2] includes several investments in small business relocation, workforce training, and local hire, there is broad recognition by local community and workforce development organizations, elected officials, and residents that these investments do not meet current need. Further, the needs are likely to increase given the expected business displacement and job losses resulting from the rezoning.

The scale of this issue requires a longer-term, collaborative planning and advocacy effort. In 2018, JobsFirstNYC began facilitating the Jerome Avenue Revitalization Collaborative (JARC), formerly the Jerome Workforce Partnership, a coalition of local organizations working together to develop goals and strategies to address workforce gaps. JobsFirstNYC describes a workforce partnership as "a collaboration of community-based stakeholders that leverages their community know-how and understanding of local residents. Together they maximize their opportunity to meet the incoming, and existing, business needs for talent."[3]

WHEDco is a member of the JARC. Through this study, WHEDco seeks to contribute data and insights that can influence local elected officials and agencies to optimize the workforce impacts of expected area investments; support the efforts of the Jerome Avenue Revitalization Collaborative; and shape WHEDco's economic development approach in the area.

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1. The Jerome Avenue Rezoning Area, as designated by the Department of City Planning's Rezoning Action and Neighborhood Plan, covers a geographic area that runs along the Jerome Avenue Corridor, a 92-block stretch from E.165th Street in the South to 184th street in the North. This includes east-west corridors in parts of University-Morris Heights, Highbridge, Concourse, Mt. Hope, and Mt. Eden.

2. The Jerome Avenue Points of Agreement is a non-legally binding document from the Office of the Mayor of the City of New York which contains commitments for investments bound in the neighborhoods around the Jerome Avenue Rezoning Area.

3. JobsFirstNYC. (2017). Testimony of JobsFirstNYC at the New York City Planning Commission Public Hearing regarding Jerome Avenue Rezoning. Retrieved from https://blog.jobsfirstnyc.org/2017/12/jobsfirstnyc-testifies-at-jerome-ave.html

This study employs quantitative and qualitative research methods to provide:

1. An overview of existing conditions, including workforce assets and challenges — with a focus on the businesses and residents that will be directly impacted by the rezoning action

2. Insights into growing and viable career pathways, existing programs to help residents access these careers, and opportunities to expand these strategies

3. Gaps in the workforce ecosystem, identified through interviews with local stakeholders

4. Recommendations for local workforce stakeholders - including government, elected officials, businesses, nonprofits, etc.

II. METHODOLOGY

Our research methodology combines quantitative and qualitative methods to understand current employment and workforce trends, existing and projected career opportunities, potential strategies to connect residents with these job opportunities, and broader takeaways for the workforce development ecosystem.

This study utilizes secondary datasets focusing on demographic, industry, and employment information for New York City, the Bronx, and the Study Area[4] from:

- **American Community Survey's (ACS) 5 year estimates 2013–2017 data**
  These estimates are conducted each year by the United States Census Bureau to be a nationally representative sample of the country. The data permitted for a comparative analysis of demographic information and workforce indicators of the Study Area, New York City and Bronx County.

- **ACS 5 year estimates 2012–2016 for the Integrated Public Use Microdata (IPUMS)**
  This data is from the Minnesota Population Center, University of Minnesota and US Census American FactFinder. Using this to determine the types of occupations that Study Area Residents are holding within specific sectors allowed for an analysis of occupational data by industry. ACS employment, industry and occupational information helped inform LEHD data analysis, referenced below.

- **Longitudinal Employer-Household Dynamics (LEHD) 2017 data from of the US Census**
  LEHD data provides local labor market information of the United States with demographic sources. It was utilized to conduct a comparison of income and employment differences within ACS-identified sectors and occupations for Study Area Residents (regardless of where they work) and Study Area workers (regardless of where they live).

- **Reference USA 2019, third-party dataset from Infogroup**
  Reference USA is a third-party service that provides information about local businesses throughout

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4. See Appendix A for detailed source documentation.

Figure 1-1. Map of Jerome Avenue Study Area

N

Manhattan

Bronx Community District 7

4

Bronx Community District 6

Bronx Community District 5

University Heights-
Morris Heights

Mount Hope

1

2

3

5

Harlem River

WHEDco

Highbridge

Bronx Community District 4

East Concourse-
Concouse Village

West Concourse

Bronx Community District 3

Bronx Community District 1

6

LEGEND

Jerome Avenue Rezoning Area

Neighborhood Tabulation Areas

Bronx Community Districts

SELECT LARGE EMPLOYERS

1 Bronx Community College

2 Montefiore Medical Center

3 St. Barnabas Hospital

4 BronxWorks

5 Bronx Lebanon Hospital Center

6 Hostos Community College

the United States.

- **North American Industry Classification System (NAICS)**
  NAICS breaks down the industries for analysis and was identified via Reference USA 2019 data.

- **NYS Department of Labor 2018, Long-term Occupational Employment Projections for New York City**
  These projections provide information on the level of education required and credentials needed for each occupation. They were utilized to identify career pathways based on potential job growth within the area.

The quantitative analysis conducted on the data above was primarily descriptive statistics, which allowed for frequencies, basic comparisons, as well as cross-tabulations for occupations by industry.

We also utilized primary quantitative data from 700+ surveys on community needs gathered by WHEDco and over 140 jobseeker-specific surveys conducted by members of the JobsFirstNYC-led JARC. This additional quantitative information provided insight on the local workforce's experiences, skills, and assets.

Qualitative data enabled a deeper understanding of the workforce landscape to be generated from our analysis. A total of 22 interviews were conducted. WHEDco and the Pratt Center conducted 16 in-person interviews with local workforce providers, large employers, and elected officials, between February 2019 and April 2019. Interview questions sought to understand interviewees' perspectives on current workforce and hiring trends in the Study Area, organizational strategies and challenges, anticipated employment growth, and gaps in the workforce ecosystem.[5] Six interviews with small retail and food service businesses in the Jerome Avenue Rezoning Area conducted by WHEDco with the JARC in April 2019, focused on businesses' outlook on the rezoning, growth, and hiring.[6]

Study Area

This workforce study focuses on a broader geographic area surrounding the rezoned area, and is defined by the boundaries of five neighborhood tabulation areas (NTAs), including all of Morris Heights, Highbridge, East Concourse, West Concourse, and Mt. Hope (Figure 1-1).[7] Neighborhood Tabulation Areas were created by the NYC Department of City Planning by using entire census tracts from the 2010 Census to build each NTA. These aggregations of census tracts are subsets of New York City's 55 Public Use Microdata Areas (PUMAs).[8]

Our aim in using these NTAs as a basis for analysis was to collect and analyze data on a geographic level that is relevant to the broader group of residents who live and work in and around the Rezoning Area and that correspond to DCP's study areas. These are residents who might be impacted by the rezoning action and thus could be served by government initiatives and organizations participating in JARC. This workforce study area's total population is 256,474 residents.[9]

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5. See Appendix B for list of interviewees and interview questions.

6. See Appendix C for business interview questions.

7 NYC Department of City Planning. Open Data: Neighborhood Tabulation Areas. Retrieved from https://on.nyc.gov/31CX8xm

8 https://data.cityofnewyork.us/City-Government/Neighborhood-Tabulation-Areas/cpf4-rkhq

9. American Community Survey. (2017). 5-year estimates 2013-2017. Retrieved from American FactFinder.

III. CURRENT CONTEXT: JEROME AVENUE STUDY AREA

This section provides an overview of the current population and the employment and business landscape of the Jerome Avenue Study Area. There is a particular focus on the residents and small businesses that are most likely to be impacted by the Jerome Avenue Rezoning.

The Jerome Avenue Rezoning Area and surrounding neighborhoods are home to a diverse and growing population

The population of the Study Area is incredibly diverse: 66.3 percent of the 256,474 residents identify as Hispanic or Latinx, and 28.8 percent of the population identifies as Black.[10] In comparison, only 29 percent of NYC's 8.5 million residents are Hispanic or Latinx and 22 percent are Black. Nearly 72 percent of Study Area residents speak a language other than English at home.[11] Foreign-born residents comprise 24.9 percent of the Study Area, compared to 16.9 percent of total City population.

According to JobsFirstNYC, the population of the Jerome Avenue Rezoning Area has been steadily growing with an increase of 9 percent since 2006, more than twice the citywide rate.[12] The Jerome Avenue Rezoning is anticipated to bring an additional 9,573 residents alone, or a net increase of 4.6 percent for this area.[13]

The majority of residents are commuting out of the Study Area for work

According to the LEHD, 96,819 of the 101,051 residents (95.8 percent) in the Study Area's labor force work outside of the Study Area boundaries.[14] The highest concentration of jobs for Study Area residents are located in Midtown and Lower Manhattan (Figure 3-1).[15] Forty-five percent of Study Area residents travel 30-60 minutes to work, and 26.3 percent of residents have very long commutes of more than one hour per day; the majority of residents (nearly 70 percent) rely on public transit to get to and from work.[16]

JEROME AVENUE STUDY AREA PROFILE SNAPSHOT

256,474
residents in the Study Area

101,051
Study Area residents in the labor force

95.8%
of the 101,051 Study Area residents work elsewhere

13.1%
of 32,231 Study Area workers live in the Study Area
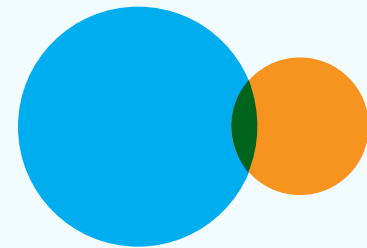
96,819 people live in the Study Area but work elsewhere

4,232 people live and work in the Study Area

27,999 people work in the Study Area but live elsewhere

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10. American Community Survey. (2017). 5-year estimates 2013-2017. Retrieved from American FactFinder.

11. Ibid

12. JobsFirstNYC. (July 19, 2018). Jerome Ave Partnership Presentation. Data retrieved from Labor Market Information Service, CUNY.

13. NYC Department of City Planning. (2018). Jerome Avenue Final Environmental Impact Statement Retrieved from https://www1.nyc.gov/site/planning/applicants/env-review/jerome-avenue.page

14. U.S. Census Bureau. (2017). LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017) Retrieved from OnTheMap Application.

15. Ibid.

16. American Community Survey. (2017). 5-year estimates 2013-2017. Retrieved from American FactFinder.

Most workers in the Study Area live elsewhere

LEHD data also reveals that the majority of Study Area workers live somewhere else. Of the 32,231 workers employed in the Study Area, only 4,232 workers (13.1 percent) live within the Study Area, while 27,999 (86.9 percent) live outside of the Study Area.

The Healthcare, Retail, and Food Service industries are major employment sectors

Healthcare and Social Assistance is a major employment sector for Study Area residents, employing 25.5 percent of residents in 2017 (Figure 3-2).[17] Other key employment sectors are Retail Trade and Food Service and Accommodation, which employ 11.3 percent and 10.1 percent

Figure 3-1. Location of employment for residents of the Jerome Avenue Study Area

☐ Jerome Avenue Study Area

Fewer residents employed in light blue areas

More residents employed in dark blue areas

Data source: http://onthemap.census.gov.

of Study Area residents respectively. Healthcare and Social Assistance is also a significant industry of employment for workers commuting to the area, employing 27.3 percent of these workers, as are Retail Trade (14.8 percent) and Food Service and Accommodation (6.3 percent).[18] Collectively, these three sectors account for nearly half of all employment types in the Study Area for both residents (46.9 percent) and non-residents (48.4 percents). Other services — including auto repair and personal care services — comprise four percent of resident employment, and 3.6 percent of non-residents.

There are some notable differences in employment between residents and workers commuting to the area: Public Administration and Educational Services in the area employ 27.8 percent of non-resident workers, but only 10 percent of resident workers. Conversely, the Administration & Support, Waste Management and Remediation, Transportation and Warehosing, Manufacturing, and Construction sectors had higher percentages of resident workers than non-resident workers, with 18.7% of residents employed in those sectors collectively vs. 5.4 percent of non-residents.

Large anchor institutions and thriving small businesses dominate the local business landscape

The Bronx has 20 large businesses and institutions with over 1,000 employees, and many of these

17. U.S. Census Bureau. (2017). LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017) Retrieved from OnTheMap Application.
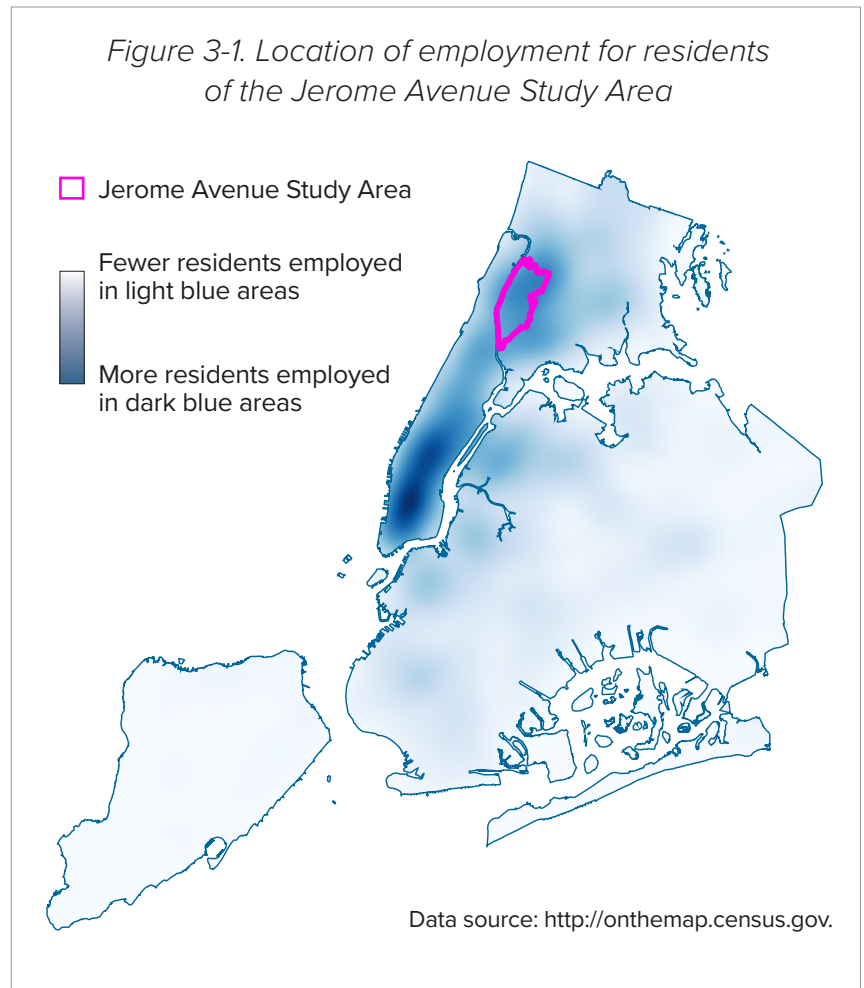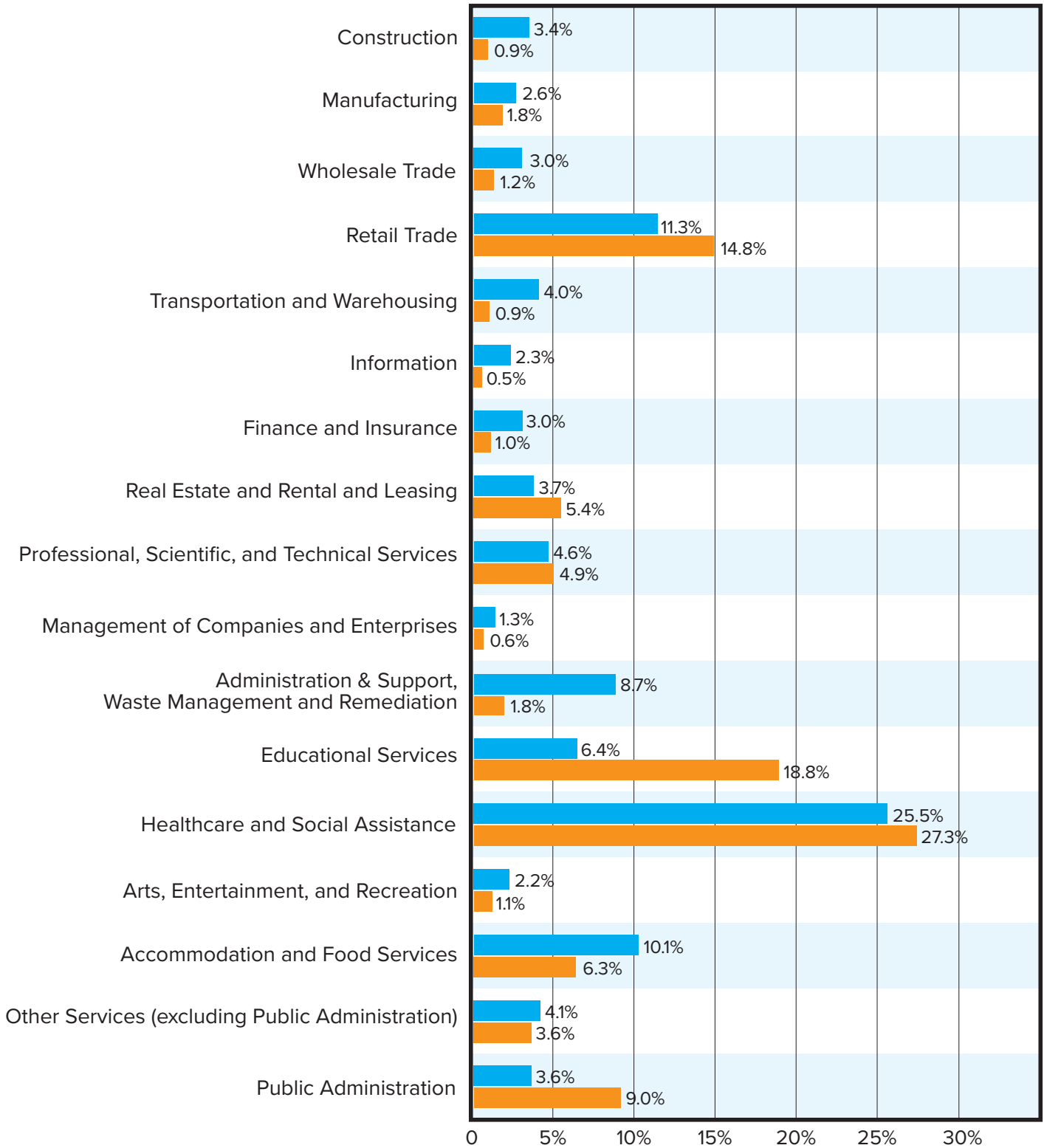
18. Ibid

Figure 3-1. Major NAICS Industries of Employment for Residents and Workers Commuting to Jerome Avenue Study Area, 2017

Industry	Residents of Study Area employed in any location	Workers in the Study Area, regardless of where they live
Construction	3.4%	0.9%
Manufacturing	2.6%	1.8%
Wholesale Trade	3.0%	1.2%
Retail Trade	11.3%	14.8%
Transportation and Warehousing	4.0%	0.9%
Information	2.3%	0.5%
Finance and Insurance	3.0%	1.0%
Real Estate and Rental and Leasing	3.7%	5.4%
Professional, Scientific, and Technical Services	4.6%	4.9%
Management of Companies and Enterprises	1.3%	0.6%
Administration & Support, Waste Management and Remediation	8.7%	1.8%
Educational Services	6.4%	18.8%
Healthcare and Social Assistance	25.5%	27.3%
Arts, Entertainment, and Recreation	2.2%	1.1%
Accommodation and Food Services	10.1%	6.3%
Other Services (excluding Public Administration)	4.1%	3.6%
Public Administration	3.6%	9.0%

provide healthcare, social assistance, and educational services to the neighborhood.[19] Several are located in the Study Area, including Hostos Community College (CUNY), Lehman College (CUNY), and BronxWorks. These are considered "anchor" institutions — universities, hospitals, and large social services organizations that are place-based and serve the surrounding community (Figure 1 -1).[20]

Most businesses in the Bronx are small businesses — 81 percent have fewer than 10 employees.[21] The Jerome Avenue Study Area is home to a vibrant mix of these small businesses in Healthcare and Social Assistance, Food Service, Retail Trade, Other Services, and Professional Services. These include doctor's offices, day care services, pharmacies, restaurants, auto repair shops, and lawyers' offices (Figure 3-3).[22]

According to the Final Environmental Impact Statement (EIS) for the Jerome Avenue Rezoning, the Jerome Avenue corridor houses the largest concentration of retail businesses in the rezoning area with 37 percent of all establishments, including a mix of auto, personal care, and restaurants.[23] There are 142 auto businesses along the corridor, making this sector a strong presence among the 775 total storefronts, according to a district survey conducted in 2016.[24]

IV. LOCAL ASSETS AND STRENGTHS

Through our research and interviews, we identified assets and strengths in the local workforce that may help position residents in the Study Area for a range of career opportunities. There are also local assets that

Figure 3-3. Most common business types by industry sector in the Jerome Avenue Study Area, 2019

HEALTHCARE AND SOCIAL ASSISTANCE
- Physicians' Offices
- Offices of Independent Healthcare Practitioners (e.g. Nurses, Dietitians, Dental Hygienists, Acupuncturists)
- Dentists' Offices
- Individual and Family Services (e.g. Family Welfare, Social Services)
- Mental Health Practitioners
- Child Day Care Services

ACCOMODATION AND FOOD SERVICES
- Full Service Restaurants

RETAIL TRADE
- Supermarkets and Grocery Stores
- Pharmacies and Drug Stores

EDUCATION
- Elementary and Secondary Schools

OTHER SERVICES
- General Auto Repair
- Beauty Salons and Barber Shops

PROFESSIONAL & TECHNICAL SERVICES
- Lawyers' Offices

FINANCE AND INSURANCE
- Commercial Banks

19. DiNapoli, Thomas, State Comptroller. (2019). An Economic Snapshot of the Bronx Retrieved from http://bit.ly/2m0cnAK

20. Democracy Collaborative (2017). Anchor Institutions Retrieved from http://bit.ly/2m7a5zZ

21. Ibid

22. Infogroup, Inc. (2012). Reference USA Business Indicators. Retrieved February 14, 2019, from ReferenceUSA database; U.S. Census. (2017). NAICS Classification System. Retrieved from https://www.census.gov/eos/www/naics/

23. NYC Department of City Planning. (2018). Jerome Avenue Final Environmental Impact Statement Retrieved from https://on.nyc.gov/31CX8xm

24. NYC Department of Small Business Services, WHEDco, and Davidson Community Center. (2017). Jerome Avenue Area Commercial District Needs Assessment Retrieved from http://bit.ly/2kAgu6c. Exact number of businesses may have changed since the survey was conducted.

could support the growth of local, small businesses.

There is a diversity of languages, skillsets and experiences within the local workforce that could benefit Study Area residents.

Local residents have a diverse mix of skills and experiences that could be leveraged across a range of career opportunities. Several workforce development organizations we interviewed shared that a number of their clients are recent immigrants, have college degrees, or professional experience outside the U.S., and are bilingual. In WHEDco's 2017 Community Needs Assessment of 724 community members in the Jerome Avenue Rezoning Area, just 237 respondents spoke only Spanish, and 163 spoke only English, suggesting that many are bilingual. Respondents also spoke French, Bengali, and African languages such as Fulani, Soninke, and Mande. Other local residents have had successful entrepreneurial ventures, either in other countries, in NYC, or in the Bronx itself. The auto industry along Jerome Avenue is one example of a thriving, immigrant-led business cluster that not only provides much-needed services and good employment opportunities locally, but also supports a number of related businesses in the area.[25] According to Pratt's 2017 research report, *Under the Hood,* the auto repair industry offers a higher percentage of middle wage jobs relative to the city's overall labor force.

Workforce organizations we interviewed recognize the transferability of these skills particular to the local workforce that are often undervalued. They are working to connect local jobseekers and their diverse backgrounds to viable career opportunities and to the training and support those clients require to access better-paying employment opportunities. For example, workforce organizations we spoke to noted that bilingual skills are incredibly important in the Community Health field, and that previous customer service experience in Retail can be an asset in patient-facing positions in healthcare settings. Auto workers have mechanical and technical skills that may translate to carpentry, plumbing, IT systems management, and other mechanical work.

> *"There is a lot of talent here — people need to recognize what their skills are, they don't necessarily know. Then, how do you tie in skillsets that people have, with the opportunities that are coming?"*
>
> *— Program Director, BronxWorks*

The career interests of the local workforce seem to align with major employment sectors in the Study Area

In a recent survey conducted by the Jerome Avenue Revitalization Collaborative, jobseekers in the study area expressed interest in working in many of the same fields covered by the area's top employers.[26] While the sample size was relatively small (142), Health, Human & Social Services, Education, Technology and Customer Service were ranked most highly, followed closely by Trades (automotive, carpentry, cosmetology, electrician, plumber). Finance, Government (public sector), Entertainment and Construction rounded out the top 10 fields of interest.

The jobseekers we surveyed also stated that they would need further education or training to qualify for their desired job. Besides a Bachelor's degree, which they ranked #2, most of the other trainings they

25. Pratt Center for Community Development. (2017). Under the Hood: A Look Into New York's Auto Repair Industry. Retrieved from http://bit.ly/2kqCwbP.

26. Based on 142 jobseeker surveys collected by Jerome Avenue Revitalization Collaborative members over two weeks from March-April 2019 and additional surveys collected by WHEDco in June 2019

cited in the top 10 are comparatively easier to access, have a shorter duration, and less costly to complete. They include High School Diploma or equivalent, English classes, Using technology, Job search techniques, Networking, Associate's degree, Cover letters & résumé assistance, and a trade program (e.g. carpentry, cosmetology, electrician, HVAC, mechanic, plumbing). Obtaining an Advanced degree (Master's or Doctorate) was ranked at #9.

There is a strong ecosystem of workforce and social services organizations

The Bronx is home to a large number of workforce and service providers, and this sector is growing. There is no "typical" profile of a workforce-serving organization in the Bronx, but instead a broad range of organizations bringing differing perspectives, approaches, and resources to the table. This includes workforce and skills training programs embedded at community colleges, non-profit job-training and placement services for hard-to-employ adult populations, organizations focused on creating exposure and internship opportunities for youth, programs that support small business development and entrepeneurship, and intermediaries working to bridge gaps in this ecosystem. Among the workforce leaders interviewed for this study, there is resounding agreement that the local investments expected from the Jerome Avenue area rezoning necessitates working together on solutions to bridge the gaps between the skillsets of the workforce and new job opportunities.

Small businesses are driving business growth and hiring in the Study Area

Small businesses are an important driver of the local economy. A report by the Center for An Urban Future found that microenterprises, or businesses with fewer than five employees, contributed to 82 percent of new business growth between 2000 and 2013 citywide. In that same time period, businesses with over 500 employees lost jobs.[27] In comparison, small businesses tend to hire locally, further adding to the local economy. The Jerome Avenue Business Needs Study, for example, found that all but one of the employees interviewed in the 41 businesses surveyed lived in the Bronx.[28]

There are larger businesses in the Bronx that can also make an impact on workforce opportunities and employment

The universities, hospitals, and non-profits based in and serving the Bronx have procurement and employment needs that can have a tremendous impact on local economic and workforce development. BronXchange, a social enterprise focused on democratizing the local economy, reports that 22 anchors in the Bronx are spending $9 billion annually to procure goods and services, but only 2 percent of that is going to Bronx businesses.[29] One of their initiatives is an Anchor Council, comprised of Bronx Community College (BCC), the Wildlife Conservation Society/Bronx Zoo, Montefiore Medical Center, and others to create a vision and commitment to working with local small businesses. Interviews conducted by the Jerome Avenue Revitalization Collaborative found that mid- and large-sized employers in the neighborhood are growing, invested in local hiring, and are interested in working more closely with communi-

27. Center for An Urban Future. (2014). Small Business Success: A Blueprint for Turing More of New York City's Small Businesses into Medium-Sized and Large Businesses. Retrieved from: https://nycfuture.org/research/small-business-success

28. WHEDco and Barretto Bay Strategies. (2017). Jerome Avenue Business Needs Study. Retrieved from https://whedco.org/wp-content/uploads/2018/10/WHEDco-Jerome-Ave-Business-Needs-Study-Final.pdf

29. WHEDco and Pratt Center interview with BronXchange, April 16, 2019

30. JobsFirstNYC Employer interviews

ty-based workforce organizations to identify and vet candidates, and design industry-informed training programs.[30]

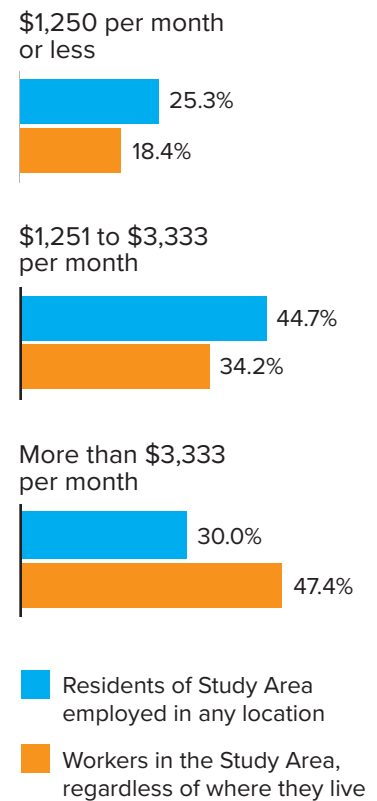# V. CHALLENGES AND BARRIERS FOR THE LOCAL WORK-FORCE AND BUSINESSES

Through data analysis and interview findings, we identified several barriers that the local workforce faces in accessing and retaining good jobs.[31] These will likely be exacerbated as the rezoning shifts the local business landscape.

Unemployment and low wages are key challenges in the Jerome Avenue Study Area

The Bronx economy has made significant strides in job growth, adding over 40,000 jobs in the last 10 years with six percent private sector job growth in 2017-2018.[32] Yet, the unemployment rate continues to lag behind the City and national rates. Based on Census estimates, the unemployment rate in the Bronx is 11.7 percent, compared to 7.8 percent citywide.[33] The unemployment rate for the Jerome Avenue Study Area is similar to the Bronx rate, at 11.8 percent.

Median annual income in the Study Area is $27,631, compared to $57,782 citywide.[34] The median income for the Study Area is well below the self-sufficiency standard for typical household profiles in the area.[35] For example, in the Study Area, average household size is 2.9 people, and 53.1 percent of households have female householders with no husband present.[36] Of these female-led households, 58.4 percent have their own children under 18 years old living with them. The self-sufficiency standard for these household profiles in the Bronx ranges, based on the age of children, from $38,783/year for one adult with two teenagers to $89,119/year for one adult with two infants.[37] The median income for the Study Area of $27,631 is thus $10k to $60k below self-sufficiency standards.

Figure 5-1. Monthly Earnings for Residents and Workers Commuting to Jerome Avenue Study Area, 2017.

$1,250 per month or less
25.3%
18.4%

$1,251 to $3,333 per month
44.7%
34.2%

More than $3,333 per month
30.0%
47.4%

■ Residents of Study Area employed in any location

■ Workers in the Study Area, regardless of where they live

31. The local workforce is defined as the residents living in the Study Area who are currently working, or looking for work.

32. DiNapoli, Thomas, State Comptroller. (2019). An Economic Snapshot of the Bronx Retrieved from https://www.osc.state.ny.us/osdc/rpt4-2019.pdf;

33. American Community Survey. (2017). 5-year estimates 2013-2017. Retrieved from American FactFinder. Income levels

34. Ibid.

35. Self-sufficiency standard is defined as a measure of the wages needed for households to meet basic needs. See http://unitedwaynyc.org/resources/self-sufficiency-standard-key-findings

36. American Community Survey. (2017). 5 yr. estimates 2013-2017. Retrieved from NYC Population Factfinder

37. United Way. (2018). Self-sufficiency Standard Budget Worksheet. Retrieved from http://unitedwaynyc.org/resources/self-sufficiency-standard-budget-worksheet

There are well-paying jobs in the Study Area, but fewer area residents are in these types of positions

An analysis of employment and job location patterns reveals that people commuting into the area for work are employed in higher-paying, higher-skill positions than area residents. While 45.3 percent of workers commuting into the area have jobs that pay more than $39,996 per year, only 30 percent of residents have jobs paying at that salary level (Figure 5-1).[38]

Adult educational attainment is a barrier to employment for the local workforce

In the Study Area, only 65% of the population has a high school degree or higher compared to the City's rate of 81 percent.[39] The Hispanic or Latinx population has the lowest rates of high school attainment among all racial or ethnic groups, at 60 percent, compared to 75 percent of the Black population and 81 percent of the White population. Bachelor's degree holders or higher comprise 14.5 percent of the Study Area population, compared to 35 percent across New York City.[40]

At minimum, a High School degree or High School Equivalency (HSE) is increasingly a requirement for prospective employers, especially for full-time jobs in Healthcare, Social Assistance, Education, Information Technology (IT), and other growing sectors. This creates a barrier for accessing local, entry-level jobs in these fields (Figure 5-2). Nationally, only 12 percent of jobs in 2020 will be available to people without a high school degree. In NYC, the unemployment rate for residents without a high school diploma is 6.2 percent, compared to 4.8 percent for those with a high school degree, based on the NYS Department of Labor's Current Population Survey.[41]

Almost all workforce organizations that we interviewed cited high school attainment as a barrier to employment. For those adults that have already been in the workforce, are out of school, or have language barriers, completing pre-HSE or HSE courses can be daunting. Many do not want to return to school, or do not have the time or ability to complete HSE courses. It is challenging for jobseekers to commit to and successfully complete courses needed for better long-term options, as they balance the immediate need for paid-work and other opportunities to sustain themselves and their families.

Industry certifications and work experience are valued by employers, but can be difficult to obtain

An analysis of occupational profiles shows that

$27,631
Median annual income in Jerome Avenue Study Area

$57,782
Median annual income in New York City

> *"The challenge is the juggle between education and work: we want people to focus on completing education, but also need to send them to work. These are often low-wage positions -- people do want to go to work but it might not have a long-term future. So it's a struggle. What is the future for long-term jobs, especially when people don't have the high school or basic educational credentials?"*
>
> *— Gregory Faulkner, Chief of Staff to Councilmember Cabrera*

38. U.S. Census Bureau. (2017). LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2017) Retrieved from OnTheMap Application

39. American Community Survey. (2017). 5-year estimates 2013-2017. Retrieved from American FactFinder

40. Ibid

41. NYS Department of Labor. (2018). Current Population Survey. Retrieved from https://www.labor.ny.gov/stats/why_go_to_school.shtm

residents more commonly hold lower-paying positions within sectors that have a range of job types, such as Healthcare and Social Assistance.[42] For example, within this industry, the largest occupational categories were home health aides, janitors, personal care assistants, dental assistants, administrative assistants, and medical assistants.[43] Home health aides earn only $24,960 annually.[44] Other occupations, such as dental assistants and janitors, pay at or closer to the Bronx median wage of $37,525.[45]

Industry data and our interviews underscored the importance of industry-recognized certifications for obtaining well-paying entry-level jobs, and for career advancement. For example, all construction jobs require OSHA certification. An additional NYS License is required for licensed nurse positions, a level up from home health aides. Workforce organizations in the neighborhood, including BronxWorks, Bronx Community College, and others, report that bilingual trainings or trainings for adult learners are especially critical. However, the cost of providing certain types of certifications is rising and funding is not keeping pace with these costs.

Some relevant work or internship experience is often required or highly valued for entry-level positions in many growing industries, but this can be difficult to obtain, especially for jobseekers seeking full-time, paid employment. Most construction jobs require six months' experience on-site. Many healthcare positions, beyond home health aides, require some hospital-based or patient care experience.

Figure 5-2: Select Occupations and Growth Projections for NYC[46]

Industry (NAICS)	Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC 2018	City-wide Projected Growth, 2024
Other Services	Automotive Service Technicians and Mechanics	$33,760	HS or GED	Work Exp., Certificate	5.8%
	Bus and Truck Mechanics and Diesel Engine Specialists	$67,290	HS or GED	Vocational Certificate + prior work exp, basic computer skills	19.8%

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42. See Appendix D; NYACH. (2019). Improving Job Quality for Home-Health Aides. Retrieved from: http://nyachnyc.org/wp-content/uploads/2019/05/NYACH-Brief-HHA-.pdf

43. See Appendix D

44. NYS Department of Labor, (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter.

45. Ibid.

46. Figure compiled from: Infogroup, Inc. (2012). Reference USA Business Indicators. Retrieved February 14, 2019, from ReferenceUSA. Industries were selected based on businesses with highest counts in the Study Area. See Appendix E for detailed chart. IPUMS USA, University of Minnesota. ACS 2016 5yr. Estimate. Retrieved from University of Minnesota, www.ipums.org. Based on number of residents reporting in the Study Area. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024.   NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024; Background research into career openings and requirements in NYC. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024.

Industry (NAICS)	Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC 2018	City-wide Projected Growth, 2024
Professional, Technical and Scientific Services	Computer User Support Specialists	$60,180	HS or GED	COMP TIAA Certification	24.4%
Administrative, Support and Waste Management and Remediation	Pest Management Workers	$47,290	HS or GED	Apprenticeship + License	15.1%
Health Care and Social Assistance	Certified Nursing Assistants	$40,060	HS or GED	License	15.6%
Educational Services	Childcare workers	$31,010	HS or GED	Certificate	10.50%

VI. POTENTIAL CAREER PATHWAY OPPORTUNITIES[47]

This section identifies specific career opportunities in the Study Area, providing some initial insights into sectors and occupations that may be growing[48] and providing full-time work with good wages, as well as the skill and education requirements needed to obtain these positions. These insights are intended to support local legislators as well as workforce, education, and industry leaders in assessing opportunities and building programs to move local residents beyond low-wage, part-time work into well-paying, growing careers with benefits.

Healthcare and Social Assistance

For years, Healthcare and Social Assistance has been a dominant industry in the Bronx, with long-established neighborhood anchors such as Montefiore Medical Center, St. Barnabas Hospital, BronxCare Health System (formerly Bronx Lebanon Hospital), and others. Thirty-three (33) percent of all jobs in the Bronx are in healthcare, and the sector grew 43 percent in the borough between 2008-2015.[49] Anticipated growth shows that this trend will continue, with projected growth at 17 percent for healthcare practitioners and 35 percent for healthcare support positions in 2024.

In terms of accessible occupations, healthcare positions run the gamut from entry-level positions with very low barriers to entry and low wages, to positions that require some post-secondary training and job

47. See occupational growth chart for detailed documentation (Appendix E). All growth projections are based on NYS DOL 2018 predictions for jobs in NYC in 2024.

48. Based on labor market projections, current occupational profiles of local residents, and insights from stakeholder interviews.

49. Labor Market Information Service. (2018). Bronx Labor Market Report. Retrieved from https://www.gc.cuny.edu/CUNY_GC/media/365-Images/Uploads%20for%20LMIS/Reports%20and%20Briefs/NYCLMIS-QBB-Q4-2018-BX.pdf; Bureau of Labor Statistics. (2018). Quarterly Census of Employment and Wage, NYC

experience but have higher wages (Figure 6-1), such as medical technicians or certified nursing assistants. Almost all of these occupations are projected to grow citywide. As the industry moves from a hospital-driven model to a more diffuse structure with many outpatient clinics and community care centers, the need for patient-facing positions will increase, as will non-medical positions, such as administrative, janitorial, and IT-related jobs.

Types of growing occupations citywide include:

- **Licensed nurses** work both in hospital and outpatient clinic settings. These positions require at least 2 years of experience, a NYS license, some college or post-secondary education, and a high school degree. Licensed nurses can earn $55,280 per year (Figure 6-1).

- **Medical assistants** are sometimes called **patient care associates**, **medical office assistants**, or *administrative medical assistants*, and perform administrative and clinical duties, increasingly in outpatient settings. This position requires a high school degree, medical assistant training and an industry certification. Medical assistants earn a median salary of $37,010 (Figure 6-1).[50]

- **Community health workers** help individuals and families access and navigate health resources, provide case management and counseling, and conduct outreach. These positions require a deep understanding of community context and a certification in community health worker training. Employers include local government, universities, insurance companies, outpatient groups, and hospitals.[51]

- **School-based health care** is also a growing need, as there is demand for people from local communities to address the health disparities faced by local residents, including here in the Bronx.

- Social assistance positions - **counselors, case managers** and **peer recovery specialists** - are also in demand, especially within community-based organizations, non-profits, hospitals, and outpatient treatment centers.

- **Medical billers** and **administrative assistants** manage patient intake, billing, and insurance claims and other administrative duties. Medical biller certification is preferred for these positions, and the City is currently funding training programs in partnership with CUNY Colleges.[52]

- **Certified nursing assistants** (CNAs) perform clinical care duties in hospitals and outpatient settings. CNAs need a certificate and clinical training, and Lehman College provides subsidized training for students through the Workforce1 Individual Training Grant (ITG) Voucher program.[53]

- **Home health aide** is an entry-level position with very low barriers to entry; however, this position can be highly variable depending on patient needs, and wages are below poverty level (typically around $25,000 yearly). But, this is a growing sector - home health aide jobs are projected to grow by 49 percent in the city by 2024, and personal care aides are projected to grow by 32 percent (Appendix E).

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50. NY Alliance for Careers in Healthcare (NYACH). Medical Assistant Training Program. Retrieved from https://nyachnyc.org/initiatives/medical-assistant/

51. LaGuardia Community College. Community Health Worker Training Program. Retrieved from https://www.laguardia.edu/CE/Pages/Business-Services/community-health-worker-certificate-training-program/

52. Lehman College. Medical Billing and Allied Health Program. Retrieved from http://www.lehman.edu/academics/continuing-education/allied-health.php

53. Lehman College. Nursing Assistant Training Program. Retrieved from https://lehman.edu/academics/continuing-education/certified-nursing-assistant.php

*Figure 6-1: Well-paying and Growing Occupations
in Healthcare and Social Assistance (Selected)[54]*

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Licensed Nurses	$55,280	Some college or post-secondary, no degree	NYS License	19.20%
Secretaries and Admin Assistants	$45,490	HS Degree	Computer skills, customer service, some experience	21.5% for medical assistants, 6.8% overall
Certified Nursing Assistants	$40,060	HS or GED	License	16.5%
Community Health Workers	$38,500	HS or GED	Certificate	19%
Medical Assistants	$37,010	Some college or post-secondary, no degree		28%

Select local programs and strategies that prepare or connect jobseekers to healthcare positions include[55]:

- **Montefiore** has had success with its youth-focused training, internship, and job placement program, in partnership with Phipps Community Development and other community partners. They are currently training and hiring for entry-level roles including **nutritional specialists**, **patient transport**, and **environmental support (janitor)** positions. They are also hiring for clerical positions that tend to be more mid-level and patient-facing, including **patient service representatives**, **concierge services**, and **medical billers**. **Licensed nurses**' positions are in demand - especially as the structure of the hospital moves to outpatient care. Certified nursing assistants are also in demand. Home health aides and medical assistants are not hired by Montefiore directly, but through non-hospital-based facilities.

- Based on in-depth surveys with residents, **BronxWorks** identified a need for more workers in social support services - including **mental health** and **substance abuse counseling**, as well as **case management**. They have been working with community members and sending them to fill these roles, helping them access the training and work experience necessary to step into these positions. For healthcare roles, most members are referred to **home health aide** positions; while open to exploring other jobs in the medical field, they have not had the educational experience necessary for these better paid opportunities.

- Through its Office of Workforce Development and Continuing Education, **Bronx Community College (BCC)** offers several industry-tied certifications for non-matriculating students, including **Child Development Associate Licenses** and **Community Health Worker Licenses**; these programs also offer academic credit, and internship experience. These are industry credentials that are portable and recognized by employers across the city and country, preparing students for positions anywhere. These train-

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54. Figure compiled from: IPUMS USA, University of Minnesota. ACS 2016 5yr. Estimate. Retrieved from University of Minnesota, www.ipums.org. Based on number of residents reporting in the Study Area; NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter; NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024; NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024; Background research into career openings and requirements in NYC; NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024.

55. Stakeholder Interviews

ing opportunities are currently grant-funded, and BCC hopes to expand these offerings. Hostos Community College, Lehman College, and other schools offer similar credentials, and the Service Employees International Union (SEIU) is a potential partner. Local employers are actively hiring for these roles, trying to address a growing need in the Bronx.

- **Cooperative Home Care Associates (CHCA)** is a cooperative, managed home health care agency that provides free, Department of Health-approved bilingual training, certification, job placement, and support services for **home health aides** and **personal care aides**. Graduates find a position within weeks of graduating and are offered membership and union affiliation opportunities after a probationary period. CHCA clients are typically immigrants with no work experience in the U.S. and need support with referrals to other social service agencies, legal assistance, and other education and training programs. Wages start at $15/hour and while the jobs can be arduous, retention rates are good. In terms of career pathways from home health aide into other positions, a program direc- tor at CHCA explained: "*There is no clear trajectory to other careers, but there are different tracks. During the interview process (before people are placed) we try and understand their career goals and offer or point them to other opportunities. Nursing, ambulance drivers, EMTs, and physical therapy are some areas of interest/opportunities. Most people think it's Home Health Aide to Certi- fied Nursing Assistant, but this requires a GED, 6-month training and State exam. Many of them do make this transition, but that's not always the path*."

What's most critical for success in the healthcare industry?

- **Stability and benefits for home health aides and personal care aides**. These jobs offer an entry point for many people in the study area and Bronx-wide, especially immigrants and those without a high school degree, but the work is variable, physically and emotionally demanding, and has lower wages.

- **Funding and coordination for accessing training and experience leading to higher-paying posi- tions such as licensed nurses, certified nursing assistants, or technicians**. Especially for an adult workforce, it can be challenging to make these investments without support, funding and coordi- nation between educational institutions, employers, and funders. Some colleges do provide these opportunities in partnership with unions and the City, including Lehman College in the Study Area and LaGuardia Community College in Queens.

- **Besides certifications and on-the-job experience, soft skills and customer service experience are an asset in the medical field**. Retail and Food Service may be great areas of prior experience for these positions.

Construction, Green Construction, and Trades

Construction is undoubtedly a major growth sector in the Study area, the Bronx and citywide, given the scale of anticipated residential and commercial development that will result from the Jerome Avenue Rezoning and other housing-focused rezonings across the City. There is significant projected growth in

entry-level and specialized occupations (Appendix E). The City's focus on retrofits to public properties and local laws mandating green building practices for developments of a certain size are catalyzing the market for green construction products and services. All workforce and vocational programs that we interviewed have some focus on construction jobs. Building Skills NY and The Hope Program both report that their programs have doubled in placement within the last year, with no signs of slowing down.

Workforce development organizations view construction as a viable and highly accessible career opportunity for residents without a high school degree or post-secondary education, and little prior work experience, especially given new demand driven by the rezoning. There is potential for developing specialized skills through local skills training and certification programs and apprenticeships, as well as union membership.

Types of occupations include:

- **Construction flagger**, an entry-level position that typically pays $15/hr, and does not require any formal training or experience.[56]

- Entry-level positions on active job sites require candidates to have their own personal protective equipment and **OSHA 10 or 30 certification**, depending on the position, and typically pay $18-20/hour. OSHA training is provided by a number of City, CUNY and non-profit workforce programs locally, and costs approximately $150 to provide. These positions also typically require six months' experience in construction.[57]

- Specialized trade positions, such as **plumbing, carpentry**, **masonry**, and **electricians**, can pay $25/hour and up, depending on the level of experience. Community college or trade apprenticeships are really valued by employers - the median wage for plumbers with certifications and/or apprenticeship experience in NYC was $66,900 in 2018, and $96,000 for electricians.[58]

Select programs and strategies to prepare and connect jobseekers to construction positions[59]

- **Building Skills NY** plays an important role as a non-profit that uses partnerships with developers and workforce development organizations to quickly find, interview, and place qualified, underemployed candidates in entry-level construction jobs across the City. They are focused on keeping people continuously employed after their initial job, and providing a much-needed, reliable service to developers and subcontractors. Some entry-level positions can be just a couple of months, and they work with people to find their next positions at increasing skill and wage levels. If candidates do not find their next job in construction, Building Skills NY makes referrals to positions in **concierge**, **building maintenance**, or **porter** work. They anticipate a growing demand for employees that are vetted and ready to work, and work with a developer and subcontractor network that they hope will exercise the opportunity to invest in communities through local hire: "*We don't want to see them as compliance, but instead view this as an opportunity to reach the great people out there, who can benefit from skills development on the job*."

- **The Hope Program** provides job readiness, industry trainings, adult basic education, and internship and job placement services for the hardest-to-employ New Yorkers, including those with a criminal

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56. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter; Stakeholder Interviews

57. Stakeholder Interviews

58. NYS Department of Labor (2018). Occupational Wages Retrieved from NYS Department of Labor; Stakeholder Interviews

59. Stakeholder interviews

justice or substance abuse background. In partnership with Sustainable South Bronx, they prepare clients for jobs in the growing **green construction** and **building maintenance** sector, including positions working on green roofs, brownfields or hazardous site clean-up, and solar projects. The Hope Program partners with employers to identify job openings and skills needed, and then can develop flexible training programs to fill these gaps. Their model is "Hope for Life", remaining engaged with clients as they continue their career past the first placement.

- **Bronx Community College** has raised funds to pilot National Center for Construction Education and Research (NCCER)-accredited **electrical**, **plumbing**, and **carpentry** training for adults who are not matriculating students. There are four levels to each of these trades and 200 hours of training, resulting in a certification. Building Skills NY plans to send several of their clients to this program.

- **BronxWorks** supports residents of NYCHA developments across the Bronx in obtaining the wraparound services and job readiness training they need to succeed in positions on development projects across the borough. They have developed strong working relationships with private developers in the Bronx, including those that are working to upgrade NYCHA buildings in the Jerome Avenue Rezoning Area through the RAD program. Some of their members face significant barriers in finding employment, and have trouble meeting the experience requirements for construction positions, so **flaggers** or **helpers** onsite can be a good stepping stone position for them. BronxWorks is actively working with developers in Hudson Yards located in Midtown Manhattan to place people, and are eager to build relationships with projects along Jerome Avenue.

- **BronXchange** and **Northwest Bronx Community Clergy Coalition** are offering an **Integrated Pest Management certification**, which leads to an apprenticeship and certification opportunity. **Pest management specialists** can earn a median income of $40,000-$45,000 annually. BronXchange is also working to build the market for small, Bronx-based businesses to compete on pest management contracts by working to bridge the gaps between these businesses and the needs of local anchor institutions.

What's most critical for success in the construction industry?

- Building and maintaining good working relationships with developers, and showing the value of workforce partnerships

- Securing additional funding for training and certifications, and basic skills (math, literacy, adult basic education)

- Identifying transitional employment opportunities and other relevant work experience to meet industry minimum requirements

- Developing more internship, pre-apprenticeship and apprenticeship opportunities

- Ensuring that clients stay connected and continuously employed

"Some developers realize they have no choice but to talk and work with community-based organizations for hiring needs, and they are letting their sub-contractors know to do this too, but for others, we are constantly trying to nail them down. It's really important to have invested employer partners."

- Program Director, BronxWorks

Automotive Repair and Maintenance

The Jerome Avenue Rezoning Environmental Impact Statement

(EIS) assessed that at least 36 of the 171 automotive repair, maintenance, car sales, automotive parts and accessory stores, car washes and related businesses within ½ mile of the study area will be directly displaced through the rezoning — a figure that most community stakeholders and local officials feel grossly underestimates the true impact on the sector.[60] While there may be a possibility of relocation, the barriers are high for local businesses: many face compliance issues, there is low vacancy in adjacent commercial areas, and appropriately zoned space across the city is dwindling. In addition, the cost and burden of relocation will most likely put most of these companies out of business.[61]

In light of this, stakeholders are now focused on identifying other employment options for those who will likely lose their jobs in the Study Area as a result of auto business displacement. A local workforce development specialist explains the issue, "*Many people are working in the auto sector, many of which will be displaced. Many of these individuals have been working in these positions for most of their adult life. How do you switch positions?*"[62]

Many pointed to barriers that the automotive industry workforce faces: most are not college-educated or likely to go to college, are supporting families and will need to find local employment, and may not have English language skills or documentation needed to work. There is also an immense gap in information about the career interests of these workers, the transferability of their skills and knowledge, and how training programs can be designed and funded to meet these needs.

Several related occupations were raised as potential options for local auto workers by workforce development stakeholders. These positions may build on or complement existing skill sets and backgrounds.[63]

- **Diesel technician** positions are projected to grow 19.8 percent citywide by 2024, and currently the median salary is $67,290. These jobs require an **automotive certificate**, work experience, and likely a high-school degree. These jobs could involve servicing commercial trucks, buses, sanitation trucks, and cars at dealerships or repair shops citywide

- **Certified auto mechanic** is an entry-level position that requires a certificate and some work experience, particularly on the shop floor. These jobs have a more modest growth outlook citywide and a median salary of $33,760

- **Electric car technicians** are able to service and repair hybrid or electric vehicles. Some auto businesses have expressed an interest in up-skilling their employees and equipping their shops to service these vehicles

- **Commercial driver** positions require a **Commercial Driver's License** and a clean driving record. Drivers can earn $33,543/year, and this occupation is projected to grow by 11 percent in the next 5 years. Potential employers are food distribution companies in the South Bronx, such as Baldor and Fresh Direct — these are large employers that are hiring and have relationships with local workforce organizations.

Potential programs and strategies to prepare and connect jobseekers to auto positions[64]

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60. NYC Department of City Planning. (2018). Jerome Avenue Final Environmental Impact Statement Retrieved from https://www1.nyc.gov/site/planning/applicants/env-review/jerome-avenue.page

61. Pratt Center for Community Development. (2017) "Under the Hood: A Look Into New York's Auto Repair Industry." Retrieved from https://prattcenter.net/research/under-hood-look-new-york-citys-auto-repair-industry-0

62 Ibid.

63. See Appendix E for all data and source documentation

64. Stakeholder Interviews

The **Consortium for Worker Education**'s NY Atlas apprenticeship provides **training for diesel technicians**, **commercial drivers** and **auto technicians** in the South Bronx for 18-24-year-olds with a high school degree, and enables them to obtain apprenticeships and a certification.

Bronx Community College has an **Automotive Technician Certification** program for non-matriculating students that enables them to obtain a certificate and entry-level positions in the sector.

Tech, administrative, and childcare positions may be other opportunity areas for local residents[65]

Entry-level technology jobs in IT Support are a promising and growing career opportunity. **Computer user specialists** have a projected growth of 25 percent over the next five years.[66] These skills are in demand in all types of organizations, including businesses, universities, hospitals, and nonprofits. Many positions require a **Comp TIAA A** + or **Network** + **certificate**, which is available in the Bronx through programs at **Per Scholas**, **Hostos Community College**, **Bronx Community College**, and others. Starting wages are approximately $30,000, but there is room for advancement; median wages for this position are closer to $60,000.[67] One workforce development organization noted that these jobs may be good for students who do not have strong English skills, but have strong technical capabilities — perhaps even a good fit for **auto workers**. Other organizations are interested in this possibility, but worry about their clients having the basic math and computing skills necessary to succeed in these roles.

Administrative assistant is also a growing position — especially in the medical field, where the number of jobs is projected to grow by 21.5 percent in the next five years.[68] Montefiore is actively hiring for patient-facing **administrative and billing assistants** — jobs which have a median wage of $40,000-$45,000 and only require a **certification** and high school degree.[69] Both BronxWorks and CHCA have hired local residents and clients in these positions within their organizations. BronXchange also reports that a number of their vendors, mainly small businesses, are actively looking for back office and billing support.

Childcare workers work in home-based daycares, preschools, and schools, and must earn a certification and complete an internship in order to obtain these roles. Childcare workers can earn approximately $31,000 yearly as a starting salary.[70] Bronx Community College currently offers a **Childcare Worker certification** for non-matriculating students.

Retail and food sector positions can be a good option for transitional employment

While **retail and food service positions** are not always ideal positions in terms of stability, physical demands and compensation, they can be an important jumping off point for people not currently in the

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65. Ibid

66. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024

67. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter

68. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024

69. NYS Department of Labor. (2018). Long-term Occupational Employment Projections, New York City 2014-2024. Median annual wage data from 2018, 2nd quarter

70. Ibid.

workforce.[71] There are low barriers to entry, and wages are $15/hour, so many workforce organizations locally view these jobs as transitional employment or a good way for people to put some experience on their resume. Customer service is also a transferable skill, valued in a number of sectors, including healthcare and social assistance. Local workforce organizations and local officials also anticipate that the retail and food service landscape in the Jerome Avenue Corridor will shift, with new types of retail coming in. Although it is not clear what types of businesses these may be, many anticipate and hope for retail that addresses current gaps, including more fresh food options.

VII. GAPS IN THE WORKFORCE ECOSYSTEM

During our interviews, stakeholders raised a number of challenges in their efforts to better serve clients and expand programming.

Gaps in business and employment information to guide decision-making around the rezoning

Overall, there is a lack of clear information about the impacts of the rezoning, and little time to prepare for these changes

Across the board, local stakeholders point to a lack of insight into the business and employment outlook for the neighborhood, and a narrowing window of opportunity to prepare for this changing reality. What is understood is that if the rezoning changes are fully realized through new development, there will be significant business displacement for the small retail, industrial, and auto businesses that currently occupy ground floor space within the Jerome Avenue Rezoning Area and employ hundreds of workers. Businesses, local officials, and workforce development leaders have different perspectives on this transition, and are seeking answers to a range of questions:[72]

- **Businesses' outlook on their future in the neighborhood varies.**[73] Some restaurants and businesses are preparing for new clientele and anticipate growth, while other businesses had little information about the rezoning but anticipate rising rents and are laying off employees. Several auto businesses pointed to existing challenges that will be exacerbated by the rezoning — including short-term leases, parking issues, conflicts with residential uses, and lack of low-cost financing options focused on small businesses in the neighborhood. There is significant concern around potential displacement and the loss of the "community of auto businesses". Overall, businesses are stretched thin and there is little time to track down resources that might be available.

- **Timely access to information is a major gap for local officials and constituents seeking local hiring opportunities.** There is frustration about the lack of readily available, up-to-date information regarding the City's progress towards commitments made in the Points of Agreement, the development pipeline for the Jerome Avenue Rezoning Area, and immediate or projected local hiring

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71. Stakeholder interviews

72. Pratt Center for Community Development. (2017). "Under the Hood: A Look Into New York's Auto Repair Industry." Retrieved from https://prattcenter.net/research/under-hood-look-new-york-citys-auto-repair-industry-0; Stakeholder interviews

73. Based on survey data from businesses interviewed by JobsFirstNYC and WHEDco.

opportunities.

> *"We've gotten regular updates from the City, but we are constantly chasing substantive information that will actually help us move forward and address workforce needs. We have no information until development permits are already pulled, and we have no leverage then to make sure the community benefits through local hire commitments. And we only have information for developers seeking City subsidies, not private developers."*
>
> — *Paul Philps, District Manager, Bronx Community District 4*

- **Workforce stakeholders are also chasing down information about hiring opportunities related to new construction, while also trying to prepare for longer-term employment opportunities.** Several workforce organizations have met with developers coming to the area directly (locally and citywide) to try to independently identify hiring opportunities in construction, retail, and food service. There is also little specific information about longer-term career pathway opportunities in the Jerome Avenue Study Area, but there is a very general understanding that these are likely to be in certain growth sectors like healthcare, social assistance, education, and construction.

- **Residents are not well-informed about the rezoning. Information-sharing is a priority for workforce development organizations.** Information-sharing is a priority for workforce development organizations. Many residents have not been informed about the rezoning: more than 55% of those WHEDco surveyed in the Jerome Avenue Rezoning Area did not know about the City's rezoning plans in their community.[74] Even fewer are aware of the potential implications, including shifting employment options. Several interviewees were especially concerned about the adult, non-English speaking workforce who may have a harder time making a career transition.

Funding gaps

Funding gap for expanding or developing new skills-training programs

Training programs that provide industry-recognized certifications and skills-training at little or no cost are essential for creating access to careers in construction, healthcare, and other growing sectors. Many trainings are government or grant-funded, and dollars are limited. At the same time, the cost and baseline requirements for positions are rising, as is demand. For example, OSHA 30 will now be required instead of OSHA 10 for any construction position.

While community colleges play an important role in providing training, CUNY does not cover the total cost for non-matriculating students, and programs that do grant certifications to non-matriculating students are limited in size. For example, BCC has a program that provides certifications in Community Health Care but hopes to increase the size of the program with additional funding. Stakeholders also recognize the need and potential for more customized, hybridized training options to prepare the workforce to enter a broader range of potential careers - but this will also require diverse funding sources.

While some high schools have vocational training opportunities, many do not have sufficient funding to invest in career explorations, partnerships with employers or local colleges, or internships. This gap in knowledge and resources disproportionately impacts low-income students of color in the Bronx.

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74. WHEDco (2018). Jerome Avenue Community Needs Assessment. Retrieved from https://whedco.org/wp-content/uploads/2018/10/WHEDco-Jerome-Ave-Community-Needs-Report-Web.pdf

Need for better local partnerships

Building more employer-partnerships

Designing training opportunities and partnerships with new employers in the area takes time and investment. However, this was identified as critical, to better equip jobseekers for positions.

Connecting with anchor institutions

From the perspective of workforce development organizations, there is a lack of clarity around job openings, skill requirements, and potential pathways at area anchor institutions. Some expressed confusion as to the institutions' ability to hire locally because of Equal Employment Opportunity regulations[75], and others felt that they simply had no point of contact at these institutions. On the flipside, anchor institutions also see value in growing partnerships with community-based organizations to support gaps in their services. BCC, for example, sees an opportunity to better partner with CBOs to disseminate information about job openings.

Access to information about local resources and local jobs

An ecosystem-wide barrier for the local workforce is the lack of information-sharing among key players including employers, residents and jobseekers, workforce development organizations, educational institutions, and workforce intermediaries. There is a vast range of programs and job opportunities available, but referrals, information about openings, and training opportunities are not always publicized or widely known.

Almost all stakeholders expressed a need for a centralized or systematized format for disseminating employment-related information, and for creating a peer group among service providers to share insights and challenges. For jobseekers and employers alike, information about job openings and potential candidates is often word-of-mouth, through personal networks, flyers or when people simply drop into businesses. A number of workforce organizations also cited the need to change a sometimes top-down

"Where are community members at rezoning meetings? What are the residents' thoughts about switching jobs? How do people fit in? It's a new world. A program will fail unless we hear what people want and what issues they face."

– Program Director, BronxWorks

"There is very little funding going into developing career exposure and job opportunities at the post-secondary level."

– Program Manager, HERE to HERE

"We need to think more out of the box when it comes to new employment and training opportunities."

- Councilmember Vanessa Gibson

It's so important to find the right employer partners who are invested and understand the community's needs. This is a huge challenge and a huge component of the work, and ensuring that there will be a high level of mentorship and guidance is really key."

– Program Director, Bronx Works

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75. Equal Employment Opportunity laws prohibit specific types of job discrimination in certain workplaces. For more information, see the U.S. Equal Employment Opportunity Commission website (https://www.eeoc.gov/).

approach to client services and gather more information about client needs and interests to inform career guidance. Many resources are also listed online which makes them less accessible for the local population who may not own computers or have internet access.[76]

Challenges for small businesses

Finding candidates with the right qualifications

Businesses and institutions report that it is difficult to find qualified, reliable candidates when they are ready to employ more people. For customer-facing businesses, such as retail and restaurants, these skills include a basic aptitude for customer service, soft skills, reliability, and some experience in the field. They are often willing to train on-the-job for specific needs. Others, like construction or building-related services and pharmacies, may be looking for more specialized training, such as certificates in pest management or pharmacy technicians. There is also a need for computing and technology skills. Businesses serving multiple clients, such as small outpatient health clinics or pest management services are especially in need of back-office or administrative support. Institutions face similar issues finding specialized workers. WHEDco tried for many months, without success, to find an experienced bilingual social worker from the Bronx or the local area.

No centralized source for referrals

Most small businesses report that they use multiple means to source referrals, and do not know where to go to find good candidates. Many rely solely on word-of-mouth referrals, jobseekers that drop in, personal networks, and ads placed on flyers or social media. This is especially challenging for businesses that have immediate needs, as finding and training people can take several months. Almost none works with workforce development organizations or can obtain any government subsidies for training because of their small size. While some expressed an interest in hiring locally and working with youth, it is challenging to find the funding and support to make it feasible.

Bronx Community College, a large employer, has had difficulty in sharing information about job openings across the community and helping prospective applicants navigate and prepare for the hiring process. For example, some entry-level positions such as building maintenance and grounds-keeping are classified as civil service positions and may require qualifying exams. Moreover, many of the positions, from entry-level to experienced, are only advertised online, thereby excluding those without internet access, an ongoing issue in the Bronx.

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76. New York City Comptroller, Scott M. Stringer, Bureau of Budget, Bureau of Policy and Research. (2019) "Census and the City: Overcoming NYC's Digital Divide in the 2020 Census." Retrieved from https://comptroller.nyc.gov/wp-content/uploads/documents/Census_and_The_City_Overcoming_NYC_Digital_Divide_Census.pdf.

VIII. RECOMMENDATIONS

(1) IMPROVE LOCAL EMPLOYMENT AND ECONOMIC DEVELOPMENT BY ESTABLISHING CLEAR, MEASURABLE STANDARDS OF EQUITY FOR NEW LOCAL INVESTMENT

Adopt legally-binding agreements with clearly defined community gains and benefits for all publicly supported projects in the Jerome Avenue Rezoning Area

The Jerome Avenue Study Area has no shortage of talent and assets among businesses, workforce, institutions, community groups and other stakeholders that can be leveraged when new investment is expected in the neighborhood. While individual community benefit agreements (CBAs) can meet more specific needs, negotiating project to project can be time-intensive and yield benefits that are piecemeal. Legislators should implement a set of standards for the Jerome Avenue area to ensure all publicly funded projects are designed with tangible gains for existing residents from new investment in their neighborhood, and to the investor or developer, including clear expectations and predictable costs going into new projects in their neighborhoods.

Create and enforce a local hire agreement for each new development.

The Jerome Avenue Points of Agreement projects a slew of publicly-supported new mixed use housing, school, parks, and other developments. Local hire expectations, at minimum, could include:

- *local and targeted hiring of residents and workers in both short-term and long-term positions,*

- *creation of high-quality jobs that provide living wages and career pathways,*

- *job training (including apprenticeships),*

- *streamlined access to contracting opportunities for small, local, minority- and women-owned businesses.*

Create and enforce local procurement measures for contracting with area small businesses, entrepreneurs and worker cooperatives, many led by persons of color, including artists.

With new development and taxpayer dollars slated to flow into the neighborhood as a result of the rezoning, it is critical to advocate for the inclusion of local small businesses, particularly minority- and women-owned businesses, in the economic. Additionally:

- *anchor institutions in the Study Area and the Bronx should commit to shifting a portion of their purchasing/contracts to local vendors or to supporting local worker co-ops.*

- *given the rezoning-inflated cost of local real estate, developers should be required to offer some percentage of commercial tenant space to small businesses and workforce-serving*

institutions, including those displaced by development, at deeply discounted rates that still enable the developer to break-even.

• *hire local artists and architects to design new wayfinding signage and community buildings.*

This new development creates opportunity to address the challenges of economic injustice in our neigh-borhoods.

Incentivize and reward private efforts to address issues of equity and access.

The Bronx and the city government should implement policy that rewards inclusive economic development strategies, among them tax credits/abatements, subsidies, grants, etc. for entities that are intentional about supporting and/or leasing to local small businesses of color Particular emphasis should be placed in engaging MWBEs, whether or not they are certified.

(2) DEVELOP AN INTEGRATED EMPLOYMENT NETWORK FOR COORDINATION BETWEEN LOCAL STAKEHOLDERS TO BRIDGE WORKFORCE GAPS

Invest in local infrastructure and capacity to establish a local employment network, coordinated closely with City-funded full-time on-the-ground staff to mitigate rezoning impacts on Jerome Avenue.

Following the Jerome Avenue rezoning, the NYC Department of Small Business Services (SBS) created the Rezoning Manager position to oversee SBS-funded initiatives in the Jerome Avenue Points of Agreement. A necessary point of contact, the position helps to provide information and resources regarding SBS programs for business and workforce to the community. However, currently, the Rezoning Manager's capacity along Jerome Avenue is limited to specific events and office hours.

Given the large geographic size of the Jerome Avenue Rezoning Area, the roughly 900 businesses operating along rezoned corridors, and the potential impacts of the rezoning's land use changes, the businesses along Jerome Avenue Rezoning Area require additional direct City support.

- *The on-the-ground Rezoning Manager should be available on a full-time basis to manage the needs and displacement concerns of small businesses, including lease negotiations, relocation or compliance issues, permitting, re-skilling and training opportunities for workers, other workforce development needs, access to flexible capital sources, and other employment services.*

- *A full-time Workforce Coordinator position should be created to facilitate the implementation of the employment network framework developed by the JARC, the JobsFirstNYC-convened taskforce, and to work with the Rezoning Manager to coordinate between partner agencies as well as with businesses and employers.*

Investment in a local employment network in the Jerome Avenue Study Area can foster information sharing, coordination, and tracking of employment opportunities and outcomes between employers, workforce partners, educational institutions, and jobseekers. These Jerome Avenue rezoning area staff would work directly with community-based organizations and employers to assess workforce needs, recruit locally and address barriers for harder-to-employ residents.

Create targeted, sector-focused working groups to further explore and launch pilot government-funded job training, apprenticeship, and work-based learning programs to help local residents access available positions and build long-term careers in growth sectors, including healthcare, social assistance, construction, IT, and education.

Sector-focused working groups may ensure that opportunities and challenges surrounding specific workforce sectors are appropriately considered. These working groups could leverage existing neighborhood programs, including Bronx Community College's certification programs, Cooperative Home Care Associates, the Hope Program, and BronxWorks, as well as engage local employers to ensure

that skills and training match industry demand. Comprised of educational institutions, employers, elected officials, workforce groups, and other community- and business-serving stakeholders, working groups should also explore career opportunities that might not be widely publicized or may be considered more difficult to obtain because of entrance requirements, such as positions at CUNY schools, or in public administration. Educators and administrators from local two- and four-year schools in the working group would share their input and learn about industry needs. Input from the impacted workforce that would benefit will also be crucial to the success and sustainability of career training intitatives. The sharing of information about employment and skills needs through the employment network could foster more cooperation on the development of internships and apprenticeships for jobseekers in the neighborhood.

Create targeted, sector-focused working groups to further support and fund the efforts of the Jerome Avenue Revitalization Collaborative (JARC).

Spearheaded by local elected officials the Jerome Avenue Revitalization Collaborative (JARC) should be comprised of employers, developers, unions, workforce organizations, educational institutions, community-based organizations, area workers who will benefit, and other allies. A resounding short-term priority for this group is the development and articulation of a transparent equitable process to connect impacted residents to new job opportunities including housing and commercial development, but also tied to any rezoning-related investment, including parks, schools, and other capital projects, and private developments.

Other priorities for this group would include:

- *Advocating for and negotiating the community benefits agreements to mandate local hire (in coordination with the local employment network), job training, living wages, and other provisions*

- *Ensuring that local hire requirements are tied into City RFPs for government-funded development sites*

- *Overseeing the working groups to develop job training, apprenticeship, and career pathways programs*

- *Requiring that developers and contractors partner with apprenticeship and community and workforce organizations' programs*

- *Looking at opportunities to set aside lower-cost commercial space for local entrepreneurs and small businesses in developments that receive public subsidy, a benefit pursued by the Coalition... for Community Advancement during the East New York rezoning*

- *Engaging in longer-term advocacy efforts directed at the Mayor's Office, City Council, and other political leadership to enact policies that center equity and access in all local hiring, and business and economic development opportunities*

(3) ENSURE ACCOUNTABILITY THROUGH MONITORING AND ENFORCEMENT

Develop metrics to regularly assess the impacts of projects and potential displacement and mandate community impact reports from employers and developers about meeting community expectations.

Through the community benefits negotiations process and based on local hiring goals, local stakeholders must establish the performance metrics or standards for employers and developers to be held accountable. Not only should employers and developers be aware of these expectations, but they must clearly outline their intentions and goals in the context of the community's needs. Community impact reports will require that the community benefits agreements are carefully considered and legally binding, and that future development projects in the neighborhood are crafted with those expectations in mind.

Implement mechanisms for thorough labor monitoring and reporting systems and establish policy that enforces penalties for nonperformance.

Once projects are approved, employers and developers must remain transparent about their hiring process and their overall progress on new projects. Additional city agency staff (NYC DCP, Housing Preservation and Development, etc.) may need to be hired for ongoing compliance monitoring and will work in coordination with the JARC, the local employment network, and city officials to ensure that accountability remains a priority in the years following the Jerome Avenue rezoning. Centering equity and access should also be coupled with disincentivizing displacement and gentrification. There should be clear consequences for employers and developers that do not adhere to the community benefits agreements or who stray far from their projected impact numbers around local hire, local procurement and other goals.

IX. CONCLUSION

Unemployment, underemployment, and low wages are key challenges in the Jerome Avenue Study Area. Changes to the local workforce ecosystem as a result of the 2018 Jerome Avenue Rezoning may create additional hardship to area residents, as some well-paying employments opportunities with relatively low "barriers to entry" are displaced, such as those in the automotive repair sector. Despite these challenges, existing support systems are underway to empower residents and entrepreneurs of the Study Area. Local stakeholders, including anchor institutions and social service providers, are mobilizing to respond to the needs of local workforce ecosystem, developing strategies to connect area residents to potential opportunities while assisting local small businesses find the support systems to stay and grow within the Study Area. These efforts may be able to leverage the influx of additional investment through private real estate development and public initiatives expected as a result of the Jerome Avenue Rezoning. In addition to new opportunities, qualified residents may benefit from the many good jobs and career opportunities that already exist within the Jerome Avenue Study Area, particularly in healthcare, educational, and social services sectors. More robust outreach methods may facilitate dissemination of job listings, recruitment services, and workforce development resources available both locally and city-wide. Communication between area stakeholder and City agencies will be integral in helping to avoid duplicative efforts and coordinating between complimentary services and strategies. Finally, a continued commitment from local stakeholders and City agencies is imperative to leveraging local assets, resources, and local opportunities.

Leveraging the investment from the City's controversial rezoning to catalyze economic opportunity for local workforce will take a clear strategy, intentionality, infrastructure, political will and heavy collaboration. There is willing local talent, area industries and employers with good-paying desirable jobs, and incoming investment, accompanied by a diverse workforce that while skilled in some ways, could benefit from increased education and training as well as displacement and increasing rent realities that are triggering business closures and thus worker layoffs. Within this environment is the 30-member JARC local collaborative of employers, workforce, higher education, community, civic and other stakeholders which is committed to changing the story of rezoned neighborhoods. Given the data gathered from third-party sources and interviews with multiple stakeholders in the area, featured in this report, it is apparent that a multi-pronged approach that includes standards and policies to ensure real community investment in people, legally-binding local hiring and procurement, and creating a local employment network to bridge the rife workforce gaps, will be a crucial way forward to bring greater equity to the area's rezoning-slighted populace, improve employment in good jobs, and help stabilize and improve outcomes for the area's Black and Brown families for generations.

*This workforce needs assessment of the Jerome Avenue Study Area was conducted **prior** to the COVID19 pandemic. We strongly recommend further study to supplement this baseline research and refine the findings given the ongoing impact of the crisis on local residents, workers, businesses, employers, community and educational institutions, government, and other key stakeholders in the hard-hit Study Area and the Bronx.*

Jerome Avenue Area Workforce Needs Assessment 2019
Select Growth Occupations by Industry (wages >$27,000)

Administrative

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Receptionists and Info Clerks	$32,950	HS or GED	Computer.skills, customer service	19%
Office Clerks, General	$33,540	HS or GED	Computer skills	8.3%
Secretaries and Admin Assistants	$45,490	HS Degree	Computer skills, customer service, some experience	21.5% for medical assistants, 6.8% overall
Paralegals and Legal Assistants	$55,850	Associate's Degree	Paralegal Certificate preferred	10.30%
First-Line Supervisors of Office and Admin Workers, 7.03%	$71,420	Some college, no degree	Some experience	13.80%

Automotive Repair and Maintenance; Transportation

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Automotive Service Technicians and Mechanics	$33,760	HS or GED	Work Exp., Certificate	6%
Automotive Body and Related Repairers	$42,460			10.7%
Bus and Truck Mechanics and Diesel Engine Specialists	$67,290	HS or GED	Vocational Certificate + prior work exp, basic computer skills	19.8%

Construction

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Construction Flagger	$33,543			
Construction and Extraction Workers	$33,760		Some experience, some OSHA 10 or 30	22%
Plumbers	$42,460	HS or GED	Certificate + Apprenticeship	27.8%
Electricians	$67,290	HS or GED	Certificate + Apprenticeship	32.3%

Educational Services

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Childcare workers	$31,010	HS or GED	Certificate	10.5%
Elementary School Teachers (no data from IPUMS)	$69,907	Bachelor's	Internship	4.6%

Jerome Avenue Area Workforce Needs Assessment 2019
Select Growth Occupations by Industry (wages >$27,000)

Health and Social Assistance

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Dental Assistants	$32,440	HS or GED	Dental Assistant Certification & 1-2 yrs exerience	21%
Social and Human Service Assistants	$36,440	HS or GED		16.7%
Medical Assistants	$37,010	Some college or postsecondary, no degree		28%
Community Health Workers	$38,500	HS or GED	Certificate	19%
Certified Nursing Assistants	$40,060	HS or GED	License	16.5%
Secretaries and Admin Assistants	$45,490	HS Degree	Computer skills, customer service, some experience	21.5% for medical assistants, 6.8% overall
Licensed Nurses	$55,280	Some college or postsecondary, no degree	NYS License	19.2%
Social workers	$66,120	Bachelor's	Supervised experience	7.9%

Technology (various industries)

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Computer User Support Specialists	$60,180	HS or GED	COMP TIAA	24%
Computer Systems Analysts	$110,690	Bachelor's		33%

Misc: Accommodation & Food Services; Retail Trade; Transportation; Support and Waste Management

Occupations, Study Area Residents	Median Annual Income, NYC, 2018	Education Level Required, NYC, 2018	Credentials Needed, NYC, 2018	City-wide Projected Growth (2024)
Waiters	$27,530	HS or GED		33%
Cooks	$27,550	HS or GED		19%
Food Prep	$28,120			21.5%
Light truck or delivery drivers	$33,543		On-the-job training + CDL	11%
First Line Supervisors of Retail Sales Clerks, 6%	$46,590	HS or GED	3-5 years exp	7%
Past Management Workers	$47,290	HS or GED	Apprenticeship + License	15%

Jerome Avenue Area Workforce Needs Assessment 2019
Discussion Guide for Elected Officials

Background Questions:

- Could you provide a brief overview of your role, and the current priorities of your office related to the Jerome Ave Rezoning?

- What types of jobs or sectors are your constituents/members who are currently seeking employment getting? What issues are being raised by your constituents / members who are currently seeking employment locally (ie barriers, requests for assistance, job trainings)? What concerns are you hearing about job loss?

- Similarly, what challenges are employers facing in finding/retaining local employees?

- What trends do you see developing that may impact the workforce outlook locally, such as new businesses coming in, and new growth sectors? What do you anticipate being the biggest challenges for the existing workforce and business sector?

- What is the current relationship between your office and City Agencies in receiving and providing updates with regards to the Points of Agreements?

- From your perspective, what is the current level of engagement of your office or other City agencies or officials in advancing the goals of the POAs? What gaps / challenges have there been in engaging other City agencies or officials on these goals?

  - What is the level of engagement with regards to planning how to collaborate with potential developers coming into the neighborhood?

  - What is the level of engagement with regards to engaging and finding solutions to displacement of auto sector businesses?

- What strategies or investments do you think the City needs to prioritize to support and create opportunities for the local workforce and for local businesses in the long-term?

- What can community based organizations like WHEDco do to help advance these investments, and better support the needs of your constituents?

Jerome Avenue Area Workforce Needs Assessment 2019
Discussion Guide for Workforce Development Organizations

Background Questions:
- Could you provide a brief overview of your program, goals, and who you serve?

- Specifically: age/background of clients / target population (e.g. are they currently employed, transitioning, etc.), industries / businesses worked with, skills training provided or accessed through other providers, and any geographic area focus; how long does it typically take for clients to finish your program, to receive employment?

Workforce insights
- In your experience, what are the major barriers to finding and accessing good-paying jobs? What are the barriers to keeping these jobs?

- What are the skills / education mismatches you see?

- How do you see these challenges evolving or being exacerbated, given how rapidly neighbor-hoods have changed, and will continue to change in the Bronx?

- In your experience, have internships, apprenticeships or other experiential training options helped jobseekers find good-paying jobs?

- How do local workers find jobs in the Bronx? In NYC? What tools or networks do they use?

Industry insights
- How did you identify focus industry sectors or career pathways for your program?

- How do you outreach to and partner with local employers? What challenges do they face in hiring, and how do you fill those needs? What challenges do you face in identifying viable busi-nesses, and working with them?

- What challenges do businesses face in finding viable candidates?

Ecosystem / Policy Insights
- Looking to the future, where do you see emerging employment / career opportunities for the groups you serve?

- What are some of the biggest gaps in the local workforce ecosystem (skills training, support ser-vices, etc.)?

- Organizationally, where do you see yourself growing? What type of support do you need?

- What can community-based organizations like WHEDco do to help create a pipeline of potential referrals into your programs?

Jerome Avenue Area Workforce Needs Assessment 2019
Discussion Guide for Healthcare Institution

Background Questions:

- What types of entry-level positions are you mostly hiring for (full-time, part-time, seasonal/temporary)?

- What are you looking for in prospective candidates? Specifically, what skill levels, education, etc. are you looking for in entry-level candidates? Are you open to applicants with a criminal justice background?

- How do you find prospective employees? What referral organizations do you work with? What challenges do you face in finding and hiring employees? How long does it typically take to fill a position?

- What challenges do you face in retaining employees? What types of career pathways do you typically see within your hospital?

- What training organizations do you partner with? What type of onboarding or on-the-job training do you typically provide (for different types of jobs)?

- How do you expect the rezoning of Jerome Avenue to impact your business? What worries you most about the rezoning of Jerome Avenue?

- How do you anticipate growing in the Bronx? What positions do you anticipate hiring for? What healthcare positions in general will be fastest-growing?

- What other training or workforce development services would be helpful to you? How could community/government partners be more helpful to business owners in this neighborhood?

Jerome Avenue Area Workforce Needs Assessment 2019
Discussion Guide for Small Businesses

Background Questions:

- How long have you been in business in this location? What type of products and/or services do you provide? How has this changed over time?

- How many employees do you currently have, and what type of positions are these (full-time, part-time, seasonal/temporary)? What skills/education backgrounds do your employees have?

- How did you find candidates? Do you work with any local workforce development organizations or training organizations? What is the average time it takes for you to fill a position?

- Are you planning to hire in the next couple of years?

  > ***If yes: (if no, see below)***
  > - Will you be hiring in this location, or are you planning to relocate?
  >
  > - What type of positions are you mostly hiring for (full-time, part-time, seasonal/temporary)? What types of roles are these (entry-level, managerial, etc.)?
  >
  > - What education levels do you prefer? What are you willing to train on and what do you expect people to know?
  >
  > - What specifically are you looking for when interviewing that suggests a potential employee might be a good fit?
  >
  > - Do you accept applicants with a criminal background? Which offenses prevent you from hiring an applicant?
  >
  > ***If no:***
  > - What are the barriers you face for hiring?
  >
  > - Are there other ways you are planning to grow your business?

Concluding questions:

- How do you expect the rezoning of Jerome Avenue to impact your business?

- What concerns you most about the Jerome Avenue rezoning?

- What other types of business support do you need?