



Building Opportunity for Bronx Employers and Youth: Introducing The Bronx Private Industry Council



**Developed by The Office of
The Bronx Borough President
Ruben Diaz Jr., HERE to HERE,
the Bronx Overall Economic
Development Corporation,
and HR&A Advisors**

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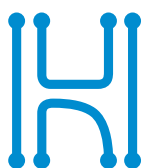
Introducing The Bronx Private Industry Council

HERE TO HERE Policy Brief | March 2019

Developed by: The Office of The Bronx Borough President Ruben Diaz Jr., HERE to HERE, the Bronx Overall Economic Development Corporation, and HR&A Advisors.



The Office of The Bronx Borough President represents over 1.4 million people of The Bronx and governs with a goal of creating opportunity for all New Yorkers.



HERE TO HERE

HERE to HERE is a Bronx-based nonprofit that unites employers, educators, and community-based organizations to connect young people to family-sustaining careers and create a thriving, inclusive economy. HERE to HERE supports people and institutions already developing career pathways and breaks down barriers between them. HERE to HERE creates and identifies resources for new programs and advocates for policies that ensure every student can develop the passion, experience, and professional network to get from high school to anywhere.



*The Bronx
Overall
Economic
Development
Corporation*

The Bronx Overall Economic Development Corporation was created over 40 years ago to support current Bronx businesses as well as attract new ones for the purpose of creating more local job opportunities in The Bronx. Under its current administration, it has assisted in bringing the unemployment level down to 5.4% in December 2018^[1] from a reported 14.1%^[2], rebranding the borough, and encouraging the investment of over \$18.9 billion in private equity since 2009.^[3]



HR&A Advisors, Inc. is an industry-leading consulting firm providing services in real estate, economic development, and program design and implementation. An employee-owned firm with just under 100 staff members across five offices, HR&A Advisors is composed of urban planners, economists, and policy analysts who have worked to make cities vibrant and vital. HR&A's Inclusive Cities practice, which supports this report, focuses on bridging intentions with implementation to advance social and economic justice.

^[1] Rate of Unemployment By County of Residence New York State, December 2018. New York State Department of Labor.

^[2] Gronewold, Nathaniel. "Bronx Activists Trying to Turn Park Projects, Stimulus Cash into Economic Engines." The New York Times, 15 Apr. 2010.

^[3] 2009-2018 Annual Bronx Development Report. The Office of The Bronx Borough President Ruben Diaz Jr. March 2019. <http://bronxboropres.nyc.gov/wp-content/uploads/2019/03/2018-bronx-annual-development-report-for-web.pdf>.



Introduction from The Bronx Borough President

**Thank you for taking the time to read our report
on The Bronx Private Industry Council (PIC).**

Through this innovative partnership, we are setting new standards in New York City for internship opportunities that grow young people's skills and talents while developing the workforce of the future that Bronx employers need to flourish. By organizing and supporting the PIC, Bronx employers can tap in-demand talent, contribute to aligning youth skills with employer needs, partner more effectively with educators, and provide our youth the opportunity to enhance their talents and network.

We see a bright future for the Bronx PIC. Among our aspirations, we hope to engage more postsecondary institutions, such as the CUNY system, and assess the feasibility of increasing our scope of work to include out-of-school youth.

I am pleased to share this report on the wonderful work the Bronx PIC Task Force has done to set the foundation for the Bronx PIC. The report articulates a bold and attainable vision for the future.

We hope you will join us in this important and beneficial endeavor.

The Bronx Path: Toward Increased Social Equity

Over the last 20 years, The Bronx has seen record economic growth and unprecedented levels of private investment. Both population and job growth in the borough have outpaced New York City during this time.

The Bronx's population has grown by 26% since 1980, compared to 22% citywide^[4] and the borough has seen a 27% increase in job growth since 2010 compared to 20% citywide.^[5] While the borough has grown, so too have levels of investment in real estate. Since 2009, \$18.9 billion has been invested in development, leading to the addition of 36,000 housing units and the creation of commercial hubs for established and emerging industries.^[6] Additionally,

over 50% of the more than 45,000 new housing units built in The Bronx since 2009 are affordable units.^[7]

Over 115,000 more Bronx residents are working today than when Bronx Borough President Ruben Diaz Jr. first took office in May of 2009.^[8] The Borough President has prioritized economic development, and the Bronx Overall Economic Development Corporation has played an active role in bolstering The Bronx economy as well. The Ruben Diaz Jr. Borough Presidency has seen the addition of major businesses to The Bronx including Silvercup Studios and Fresh Direct's headquarters, which employs over 3,000 workers.

^[4] ESRI Community Profile; NYC Open Data.

^[5] EMSI Q2 2018 Data Set.

^[6] Anuta, Joe. Crain's New York, "Last year was The Bronx's biggest development since the Great Recession." May 15, 2018.

^[7] 2009-2018 Annual Bronx Development Report. The Office of The Bronx Borough President Ruben Diaz Jr. March 2019. <http://bronxborpres.nyc.gov/wp-content/uploads/2019/03/2018-bronx-annual-development-report-for-web.pdf>.

^[8] Labor Statistics for the New York City Region, New York State Department of Labor.

There have been a number of significant results from these efforts: The New York State Department of Labor reports that The Bronx's current unemployment rate is 5.4%,^[9] down from a reported 14.1% in 2009.

^[10] In recent months we have even seen The Bronx's unemployment rate dipped as low as 5%, the lowest unemployment number The Bronx has ever seen.

The Bronx is on a trajectory of growth and economic opportunity that will continue to make the borough more competitive locally and globally for the foreseeable future. However, there are still critical challenges facing Bronx workers and residents, especially its young people. The Bronx continues to fall behind other boroughs in terms of earnings, employment, and educational attainment.

Table 1	Bronx	Citywide
Median Household Income ^[11]	\$37k	\$58k
Unemployment Rate	5.4%	4.3%
Labor Force Participation Rate	60.3%	63.8%
4-Yr Graduation Rate [2013 Cohort] ^[14]	67%	74%
Residents with Bachelor's or Higher ^[15]	20.3%	37.6%

We recognize two challenges that face youth and employers in The Bronx: the **opportunity gap** and the **workforce preparation gap**.

1. The Opportunity Gap

By 2020, 65% of American jobs will require some sort of postsecondary credential, and for jobs providing a family-sustaining wage that number will be even higher.^[16]

The Bronx is home to one-fifth of New York City's high school students, or roughly 64,000 young people, yet it has the lowest high school graduation rate in New York City—67%^[17]—with only 37% of high school students graduating “college ready.”^[18] Census data demonstrates that only 19% of Bronx residents over age 25 hold bachelor's degrees or a higher level of educational attainment^[19] compared with nearly 51% citywide.^[20]

Due in part to a lack of needed supports, youth employment outcomes remain too low. As of 2016, The Bronx had the highest rate of youth unemployment in New York City at 21.5%, a remarkable five percentage points higher than the citywide statistic,^[21] and much higher than national statistics as of July 2017—which showed youth unemployment at 9.6%.^[22] According to Jobs First NYC, 25% of 16- to 25-year-olds in the South Bronx are out-of-school and out-of-work, a far higher rate than that of any other area of the city.^[23]

Today, approximately 28% of The Bronx population lives below the poverty line^[24] and approximately 16.5% of The Bronx population is 15-24 years old.^[25]

2. The Workforce Preparation Gap

Bronx companies are struggling to find and secure skilled and “middle skill” candidates. Middle skill positions do not require a bachelor's degree but do require additional

^[9] [Rate of Unemployment By County of Residence](#), New York State, December 2018.

^[10] Gronewold, Nathaniel. “Bronx Activists Trying to Turn Park Projects, Stimulus Cash Into Economic Engines.” *The New York Times*, *The New York Times*, 15 Apr. 2010, archive.nytimes.com/www.nytimes.com/gwire/2010/04/15/15greenwire-bronx-activists-trying-to-turn-park-projects-s-29129.html

^[11] ESRI Community Profile, 2018.

^[12] [Rate of Unemployment By County of Residence](#), New York State, December 2018.

^[13] Keeping Track, Citizens' Committee for Children, 2017. data.cccnyc.org/data/map/1180/youth-unemployment-20-to-24-years#1180/a/2/1312/25/a.

^[14] New York City Department of Education, Graduate Rate Report, Borough Graduation Rate.

^[15] ESRI Community Profile, 2018, Population 25+.

^[16] Carnevale, Anthony P, et al. *Recovery: Job Growth and Education Requirements Through 2020*. Georgetown University, 2014.

^[17] “Mayor De Blasio and Chancellor Carranza Announce Record High Graduation Rate.” NYC, Workers' Compensation Board, 30 Jan. 2019, www1.nyc.gov/office-of-the-mayor/news/064-19/mayor-de-blasio-chancellor-carranza-record-high-graduation-rate#0.

^[18] 2018 - 2018 School Quality Snapshots. <https://tools.nycenet.edu/snapshot/2018/10X445/HS/#SA>. “College Ready” meaning “met CUNY's standards for avoiding remedial classes”.

^[19] United States Census. <https://www.census.gov/quickfacts/bronxcountybronxboroughnewyork>

^[20] United States Census. <https://www.census.gov/quickfacts/newyorkcitynewyork>

^[21] An Economic Snapshot of The Bronx. Office of the New York State Comptroller. <https://osc.state.ny.us/osdc/rpt4-2019.pdf>

^[22] Bureau of Labor Statistics <https://www.bls.gov/news.release/youth.nr0.htm>

^[23] Findings and Recommendations for 16- to 25- Year-Olds in the South Bronx. Jobs First. <http://www.jobsfirstnyc.org/uploads/FindingsandRecommendationsfor16to25YearOldsintheSouthBronx.pdf>

^[24] United States Census Bureau.

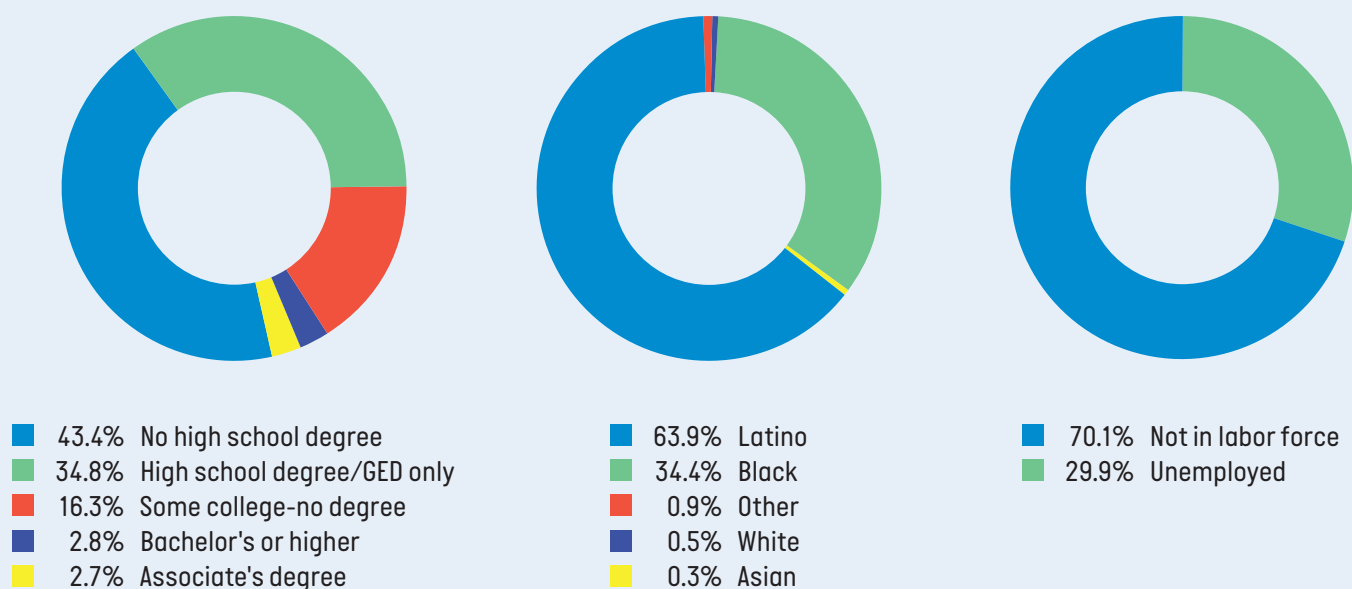
^[25] United States Census Bureau.

training and/or certification. Examples of middle skill roles include machine operators, computer programmers, and retail supervisors. According to a recent survey by the Partnership for New York City, there are about 230,000 unfilled jobs openings in New York City, many of which do not require a bachelor's degree.^[26]

In a needs assessment survey conducted among Bronx employers, HERE to HERE found that surveyed employers are similarly looking to fill middle skill jobs. They need workers

with foundational professional skills who can benefit from on-the-job training and fill in-demand positions. However, Bronx employers are concerned that historic reductions in vocational training in high school are shrinking the pool of available talent. Employers also feel many students are not career ready and lack the skills and access to opportunities necessary to succeed in the local labor market. At present, there is a notable gap between what Bronx employers need and the qualifications of the local talent pipeline.^[27]

Characteristics of out-of-school and out-of-work young adults in the South Bronx



The mismatch between economic growth, opportunity for youth, and the availability of work-ready, skilled, local talent has prompted Bronx business, non-profit, and government leaders to imagine new ways to cultivate and prepare talent to contribute to the borough's economic growth. Organizations such as Per Scholas and Knowledge House offer targeted training programs for the high-growth tech sector, while other Bronx-based organizations such as WHEDco and the Bronx Opportunity Network provide wrap-around services or broader training opportunities to prepare youth for college and careers.

Organizations like Phipps, Children's Aid, and Montefiore partner with schools and develop comprehensive training programs to support youth development outside of the classroom, and high schools—like H.E.R.O. and The Bronx Academy for Software Engineering [BASE]—offer these and

other opportunities to students while tuning curriculum toward career readiness.

Although The Bronx is making great strides in increasing opportunities for young people and businesses, and organizations and programs like those above are growing to meet needs, there is still a long road ahead to achieve social equity and shared prosperity for the borough. Ensuring Bronx youth are job-ready and employers have access to a pool of homegrown, qualified talent remains an area for increased focus, effort, and organization. The Borough President, in partnership with HERE to HERE, has taken a leadership role in launching such an initiative.

^[26] Based on recent analysis by the Partnership for New York City.

^[27] Findings and Recommendations for 16- to 25- Year-Olds in the South Bronx. Jobs First.

BE
AWESOME
TODAY



Franklin

Genesis of The Bronx Private Industry Council: Changing the Status Quo

Responding to these opportunities and challenges, in January 2018 Bronx Borough President Ruben Diaz Jr. and HERE to HERE announced a Task Force to explore the creation of a Bronx Private Industry Council (Bronx PIC), a new partnership to forge connections between employers and Bronx youth.

The idea for the Bronx PIC comes from the Boston Private Industry Council (Boston PIC), a 40-year-old, Boston-based

organization led by employers and focused on connecting young people with education and workforce opportunities to meet the short and long-term needs of employers. In 2018, The Boston PIC provided 2,520 students with paid summer jobs and engaged 147 employers.^[28] The Boston PIC has contributed to lowering annual high school dropout rates citywide, from nearly 10% to 3.6%, and bolstering college graduation rates from 40.6% in 2000 to 51.6% in 2017. ^[Ibid] In the past ten years, with the advent and contribution of the PIC, Boston has seen citywide employment in professional and technical services jump by 46%. ^[Ibid]

Like the Boston PIC, the Bronx PIC Task Force envisioned creating a new entity driven by the belief that meaningful partnerships between young people and employers can drive economies and put Bronx youth on the path to family-sustaining careers and choice-filled lives.

Bronx PIC Task Force Employers



ANDROMEDA



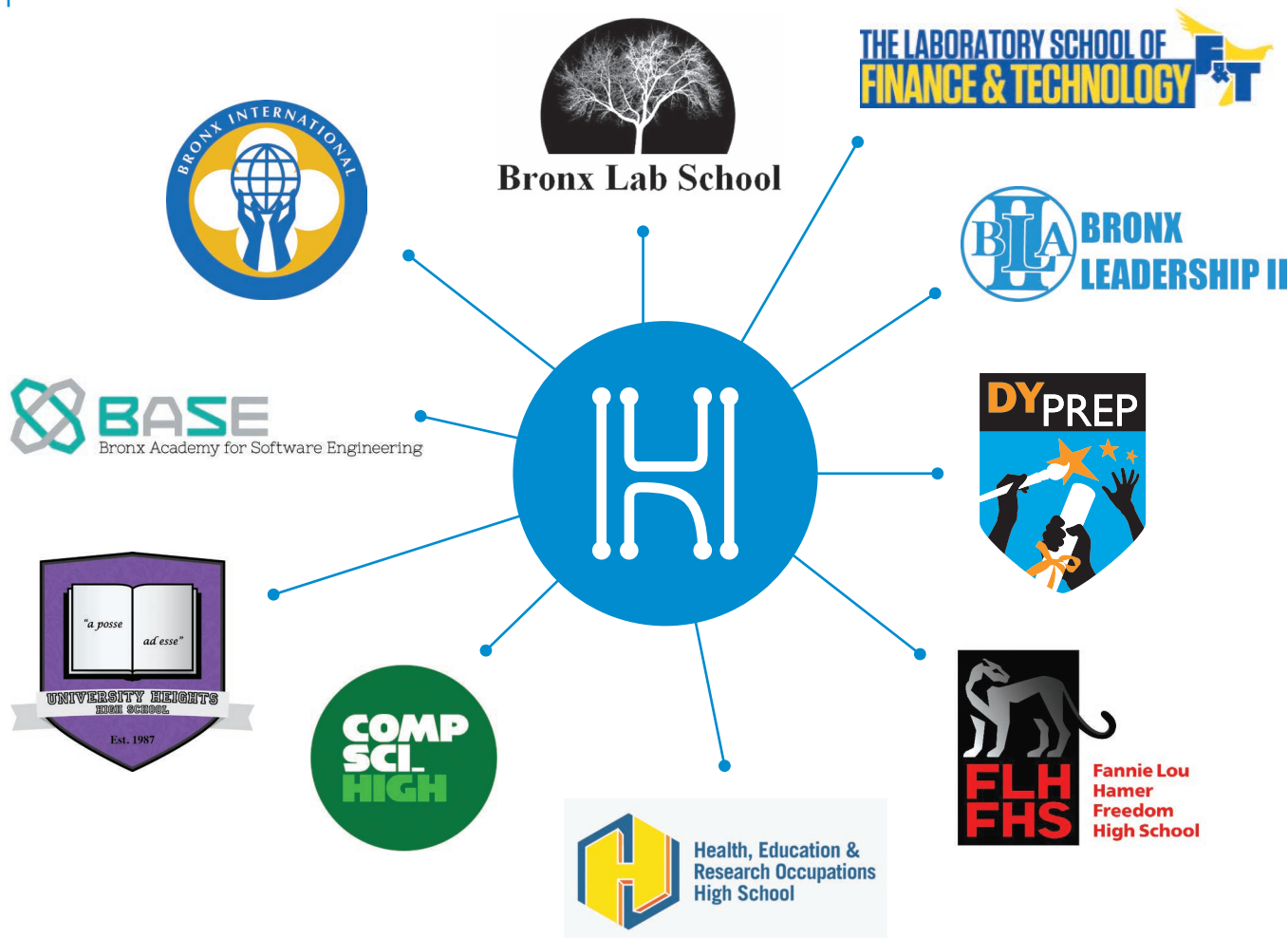
^[28] 2018 Annual Report. The Boston PIC, 2018. <https://www.bostonpic.org/assets/resources/2018-Annual-Report.pdf>.

Through 2018, Task Force members—including co-chairs Borough President Ruben Diaz Jr., HERE to HERE founding chair Judy Dimon, and Marlene Cintron, President of the BOEDC—met with stakeholders in The Bronx, grassroots organizations, educators, and prominent business leaders to discuss the potential of the PIC. The Bronx PIC Task Force also focused on recruiting employers interested in developing new ways to partner with high schools to create work opportunities for youth and identifying how, as a collective, employers could resolve their challenges in recruiting and retaining work-ready talent. The staff of HERE to HERE helped drive this work forward, establishing understanding relationships with engaged employers, and turning vision into an implementation strategy. Richard Rivera, then Vice President of Strategic Partnerships for Summer Programs & Internships, played a critical role in this development.

In short time, a coalition of 20 employers in The Bronx joined the Bronx PIC Task Force and articulated and organized around a common need: a deep base of local, increasingly prepared talent from which employers could reliably recruit. The Bronx PIC Task Force saw the opportunity to strengthen The Bronx workforce and economy through symbiotic engagement, connecting Bronx students with meaningful employment opportunities aligned with employer needs.

In 2018 the Task Force exercised this engagement, piloting a summer internship program and committing to collectively host 257 Bronx high school students. Acknowledging that internships represented only one potential focus of the Bronx PIC, the Task Force also committed to conducting an employer needs assessment and feasibility study to identify how the Bronx PIC could support the growth of employers and the borough [see Bronx PIC feasibility study section].

HERE to HERE Network Schools





Prior to the launch of the summer 2018 internship pilot, HERE to HERE and participating high schools provided pre-internship support to help students identify their interests and prepare their applications. During the application process, HERE to HERE held information sessions for students, centered on work culture and expectations, and supported individual students in completing their applications.

With the support of Futures and Options, a non-profit with nearly 25 years of experience working with private industry partners to develop high-quality high school internships, HERE to HERE matched high school students with employers for six-week, paid, summer internships. Prior to and during their summer experiences, students and employers received training and support from staff at HERE to HERE and Futures and Options. Students were intentionally matched to internships at partnering Bronx businesses based on interest, skill, personality, commute constraints, and in-person interviews with HERE to HERE and Futures and Options staff. Employers interviewed several candidates before making a final decision. After students were selected, they were required to attend at least three orientation workshops—including a goal setting, leadership, and financial literacy session—to ensure they were prepared to meet and exceed employer expectations.

Prior to interviewing and hiring interns, employers were also supported in the development of thoughtful job descriptions and work plans, ensuring all opportunities clearly articulated employer needs. At the end of the summer, employers were provided with intern performance evaluation forms to give individualized feedback on their summer interns, evaluate to what extent their needs were met, and provide general observations of the experience.

⁽²⁹⁾ HERE to HERE, 2018 Summer Internships Report. Unfortunately we cannot provide a comparison number to typical high schools because we do not track non-network schools.

■ Results of the Summer 2018 Pilot

In the course of a single summer, Bronx PIC employers hosted 257 student interns for six-week internships, representing roughly one-third of the 819 high school students within the HERE to HERE network who participated in summer experiences, or 26% of the total 972 students (including college students and students who participated in two- and three-week internships) who participated in summer experiences. Overall, 28% of the students in HERE to HERE high schools engaged in paid experiences, up from 20% in 2017.^[29]

■ Experience of Employers

*"The Futures and Options Summer Internship Report, released in Fall 2018, reported that **100% of employer respondents (specifically, intern supervisors) would hire an intern again. One supervisor reported, "looking forward to engage[ing] more interns in the years ahead," and another shared, "it was an exhilarating feeling to expose [an intern] to areas of HR that she didn't know [about]."***

Employers were also asked to rate their interns' skills from 1 (low) to 4 (high). Average scores were well above 3 in all categories, and students were ranked particularly high in the categories of: Organization [3.8], Positive Attitude/Motivation [3.8], Completes Tasks on Time [3.7], Punctuality [3.6], Confidence [3.6] and Judgment [3.6]. Positive results are likely due, in part, to the high level of support students received.

Employer Feedback

100% [34/34] would hire an intern again through this program.

94.1% [32/34] were "Satisfied" or "Very Satisfied" with the performance and professionalism of their intern. Two supervisors selected "Neutral" when asked about their satisfaction with the performance and professionalism of their intern.

100% [34/34] would recommend the program to a colleague.

Source: Futures and Options.

■ Experience of Student Interns

Participating Bronx youth also expressed a positive view of the first-year experience, and reported immediate benefits from working with local businesses, including acquiring professional skills and networks.

In a questionnaire provided to students by Futures and Options, **100%** of students said their internship offered them the opportunity to build a network that included professional adults. 53.5% of interns said their experience helped them better define their career choice, 37.2% reported new interest in a career related to their internship, and 37.2% reported gains in insight regarding what major they will select in college.

Many interns also indicated that their paid summer experience was helpful in building their financial literacy skills. **55%** of interns completing the Futures and Options questionnaire who entered the program without a bank account opened one during the course of their six-week program.

"Because of this internship, I am 100% [sure that] I would like to major in something related to technology. This internship helped narrow down my career options."

"I found it cool that some of my work as an intern will actually have long-term effects."

"This internship program has taught me that, if you aren't willing to step outside of your comfort zone and do something you're not familiar with, you're hindering yourself from growing and becoming a better version of yourself."

- Student Interns

■ Experience of Schools

Connecting so many young people to employers was made possible by coordinated, in-school supports. School leaders reported feeling greatly encouraged by work-based learning coordinators supported by HERE to HERE. These additional personnel helped implement, organize, and roll-out summer internship opportunities through a database and communications materials, aided in developing curriculum to bridge work experience and academics, and provided continued assistance in building school capacity to better execute **work-based learning**.^[30]

^[30] HERE to HERE is working with its high school network and DOE to determine how to sustainably embed this capacity and expertise.

Work-Based Learning (WBL) is an educational strategy that provides students with real-life work experiences where they can apply academic and technical skills and develop their employability. WBL promotes students learning about work, learning through work, and learning for work.

WBL should be a part of every graduation pathway, as the benefits to students, employers, educators, and communities are substantial:

■ Benefits for Students

- Develops deep connection between education and work
- Fosters career exploration and awareness of postsecondary options
- Deepens student engagement and motivation in class
- Increases technical skills and work expectations through student application in authentic tasks
- Establishes professional contacts for future employment and mentoring

■ Benefits for Employers

- Encourages employer involvement in development of career-focused curriculum
- Creates meaningful relationships between employers and students
- Provides employers with skilled and motivated employees to build business
- Curbs costs of hiring entry-level workers
- Increases engagement and sense of belonging for existing employees

■ Benefits for Educators

- Increases student retention rates, graduation rates, and postsecondary preparedness
- Expands curriculum, learning facilities, and student access to emerging technologies
- Provides opportunities for individualized instruction
- Makes education more relevant and valuable for students

■ Benefits for Community

- Creates collaborative, cooperative environments
- Builds the foundation for a more productive economy
- Invests confidence in the school system
- Encourages respect and tolerance between different groups
- Quickly and effectively aligns changing labor markets with talent development



Borough President Diaz with student interns at Wildlife Conservation Society

Source: Bronx Times.

■ Pilot Summary

The summer internship pilot successfully established meaningful relationships between Bronx employers and youth, and demonstrated the value of work-based learning opportunities for developing students' professional skills and networks. In light of the summer internship pilot, the Bronx PIC Task Force faced the following questions: Should the Bronx PIC continue and, if so, what would be its mission, goals, and operational structure? Should the Bronx PIC focus solely on providing work-based learning opportunities for youth, or are there program components missing that will help The Bronx address current gaps in the workforce? How can the Bronx PIC be sustained over time?

Bronx PIC Feasibility Study

HERE to HERE hired HR&A Advisors to conduct a feasibility study that would engage with these questions and ultimately provide recommendations for the next steps of the Bronx PIC. The following section outlines some of the key findings from the feasibility study and makes the case for the Bronx PIC's official launch in spring 2019 as an entity that equally serves youth, employers, and the borough.

■ Methodology

For this study, HR&A:

1. Conducted interviews with members of the Bronx PIC Task Force, HERE to HERE staff, and other stakeholders;

2. Researched precedent youth workforce development programs that directly involve employers;
3. Reviewed employer needs assessment and employer evaluation of summer internship pilot; and
4. Surveyed Bronx PIC Task Force members to vet assumptions and recommendations prior to concluding the study.

In designing their study approach, HR&A assumed the following:

- Work-based learning opportunities are critical to preparing Bronx students for well-paying jobs and sustainable careers.
- Businesses, according to employers, face challenges sourcing qualified, work-ready local job candidates to meet short- and long-term talent needs.
- Broadening opportunity requires education and workforce system changes, and employers as well as HERE to HERE can play a role in effecting this change.

■ Lessons Learned from Task Force Members

The study demonstrated that for the majority of Bronx PIC employers, motivation to participate in the summer internship pilot was based on a “desire to give back to The Bronx” and a “desire to partner with program sponsors.” While in a few cases internships filled a short-term need for employers, the majority of employers felt that summer internships alone did not help to address their short- and long-term workforce needs.

Many PIC members—in legacy and growing industries—consider talent recruitment and development critical to the future of their organization. Current talent needs and pain points vary widely across employers, by size and industry. Smaller businesses without a robust human resources department report lacking the time and capacity

to facilitate the relationships with educational institutions and non-profits required to develop their talent pipeline. Although many businesses need middle skill employees, some industries need to fill specialized, high-skill positions, while others have immediate entry-level, low-skill position needs. As a result, employers reported that tailoring some future Bronx PIC initiatives to specific industries and occupations would provide a significant value add to members.

Outside of specific interventions, there is broad interest among PIC members to think bigger about Bronx talent development. In a survey of fourteen PIC Task Force employers, HR&A found that members want to ensure: **1)** all Bronx students graduate work-ready and empowered to chart their own career path and **2)** The Bronx is ready to meet the needs of growing industries and that Bronx talent has a reason to stay.

PIC Task Force Employer Survey

Developing the skills of Bronx youth so that they are ready for work and careers is critical to the borough's future economic growth and competitiveness.

21%

79%

Developing the skills of Bronx youth so that they are ready for work and careers is critical to the future of my business.

14%

7%

14%

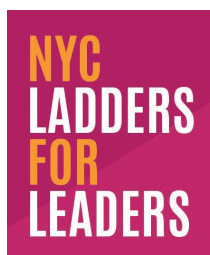
64%

Due to rounding, percentages may not add up to 100%.

Strongly Disagree
Somewhat Disagree
No Opinion
Somewhat Agree
Strongly Agree

Although programs exist to increase student opportunity and support local employers, there is no existing channel for employers to influence talent development at scale. HR&A's findings suggest Bronx PIC employers are enthusiastic to build and invest in the borough's talent pipeline.

*Due to rounding, percentages may not add up to 100%.



A national review of these programs demonstrates that employers are willing to play a bigger role and pay for programs that address specific talent needs, especially filling middle and high skill positions: Year Up and Ascend Indiana charge participating employers fees—beyond intern wages—to cover training, consulting, or administrative expenses. These programs market their ability to reduce costs associated with hiring and retention, proving a breakeven or positive ROI for employer contributions over time. CareerWise Colorado is adapting the Swiss apprenticeship model, providing Colorado high school students with three-year apprenticeships (beginning in 11th grade) where students work while earning a training wage, a high school degree, and up to 30 postsecondary credits.^[31]

Employer support also tends to grow over time with a demonstrated value-add, such as cost savings, time savings, and ability to guide programs. Many employers first engage in youth workforce efforts based on corporate social responsibility or political motivations. In the Boston PIC, employers who began by speaking on a career panel or participating in a networking event have since become engaged as intern hosts and/or program sponsors. In its second year, some CareerWise Colorado employers have gone above and beyond their original contributions by offering to pay the costs of college for apprentices.

Employers' willingness to pay is closely tied to both the ability to guide program activities and to demonstrable impacts on net revenue (including cost and time savings). Common revenue models include membership fees and fee-for-service models for specific services and resources that address employer pain points. The comprehensive study by HR&A underscores the potential of the Bronx PIC based on lessons learned from national models.

■ Lessons Learned from Precedent Initiatives

In addition to the lessons learned from the Bronx PIC summer 2018 internship pilot, members and key stakeholders groups with members and key stakeholders, the Feasibility Study surfaced additional lessons learned from precedent programs that have operationalized similar goals to support local, youth talent development.

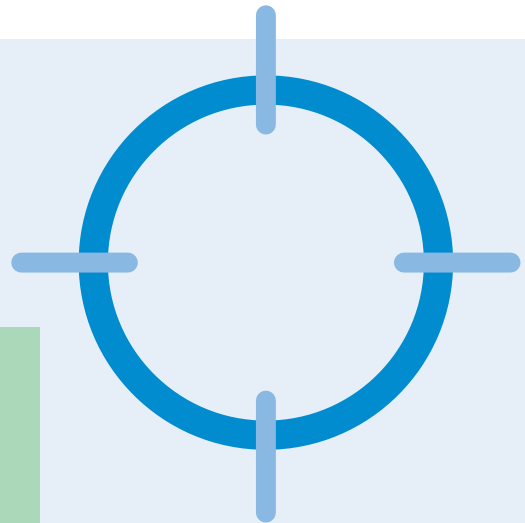
Many “employer-led” programs have strong public or nonprofit leads as the intermediary entity, with employers serving in active advisory and/or governance roles. In addition to participating in formal internship programs, employers participate through governance boards and voluntary networking events, as members of sector partnerships that shape training curricula and career pathways, and by fundraising or advocating for program expansion.

^[31] HERE to HERE is currently partnering with CareerWise Colorado, NYC employers, the NYC DOE, HERE to HERE Network high schools and our postsecondary partners to develop CareerWise New York. The first cohort of CareerWise New York youth apprentices is set to launch in fall 2019.

■ Solidifying the Bronx PIC

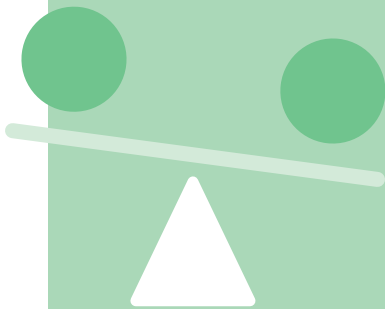
Based on employers' positive experience in summer 2018, HR&A's findings, and the recommendation of the Bronx PIC Task Force employers at their fourth and final meeting, the leadership of the Bronx Borough President, HERE to HERE, and the coalition of employers decided in December 2018 to deepen their commitment to Bronx students and employers by agreeing to officially launch the Bronx PIC in spring 2019. [see Recommendations].

1. Focusing equally on developing a talent pipeline that meets the needs of local employers and expanding education and career opportunities for Bronx youth.



2. Balancing

a short- and long-term view of talent development: short-term to fill open jobs today and long-term to build the brand of The Bronx as an attractive place to work or build a business.



3. Engaging

in-school youth in career training programs, or alumni who remain part of a Bronx-based network.



4. Organizing

employers to take the leadership role.



5. Scaling

programs, while continuing to prioritize the quality of services to youth and businesses.



The Feasibility Study conducted by HR&A Advisors found that, looking ahead, the Bronx PIC will achieve the greatest initial impact by:

1. **Focusing** equally on developing a talent pipeline that meets the needs of local employers and expanding education and career opportunities for Bronx youth.

Rationale: The 2018 summer internship pilot, while beneficial, did not fully address several pain points among participating employers. For example, it did not address the long-term talent need for high-skill workers [in addition to middle-skill]. To sustain and grow the number of Bronx PIC members, **there must be programmatic focus areas that support employer needs**, particularly the need to connect small businesses with educational institutions, training providers, and local government.

2. **Balancing** a short- and long-term view of talent development: short-term to fill open jobs today and long-term to build the brand of The Bronx as an attractive place to work or build a business.

Rationale: Economic growth in The Bronx is not occurring in only one sector or only one type of occupation, and hiring needs vary by employer. **A successful Bronx PIC will be able to respond, adapt, and connect Bronx talent to open and anticipated jobs.** As the Bronx attracts new companies seeking to locate in the NYC region, the Bronx PIC employers and other PIC leadership must ensure that local talent is prepared to fill new jobs, offset the threat of poaching from incoming businesses, and prevent displacement of existing Bronx residents.

3. **Engaging** in-school youth in career training programs, or alumni who remain part of a Bronx-based network.

Rationale: There are thousands of Bronx students who are eager to learn new skills and contribute to the success and profitability of Bronx businesses. There are thousands more Bronx alumni from workforce training programs, high schools, and other educational institutions who want to remain in or return to The Bronx to contribute to its growth and the success of their neighborhoods. Furthermore, engaging in-school youth significantly reduces the number of out-of-school out-of-work youth, **as students engaged in work-based learning programs and internships (including CTE, or Career Technical Education) tend to have higher graduation rates and develop networks and skills that expand future opportunity.** Using existing education networks and leveraging digital networks to reach students and alumni, the Bronx PIC must be an aggregator of the passion and talent that was born in The Bronx.



4. **Organizing** employers to take the leadership role.

Rationale: The success of models like the Boston PIC and CareerWise Colorado is deeply related to the premise that employers develop relationships with youth, shape education and workforce systems, and change internal recruitment and hiring processes to reflect changing economic and demographic realities. **An employer voice** is required to optimally address employer pain points, communicate needs to educators, tap employer talent for training, and develop a sustainable operating model to support future workforce needs.

5. **Scaling** programs, while continuing to prioritize the quality of services to youth and businesses.

Rationale: It is not enough to provide more Bronx youth with internship slots if there is not associated training and support to ensure that they are work-ready and that employers and educators structure work-based learning experiences that tap into the talent young people possess. Similarly, it is not enough for hundreds of Bronx employers to convene: **there must be structures in place to translate ideas into action** and address specific talent development needs. As the Bronx PIC develops, maintaining quality services that deliver on the desired impact must guide programmatic decisions and funding needs.

Recommendations

The Bronx PIC envisions serving Bronx youth and businesses for many years to come. We aspire to continuously and sustainably engage Bronx youth and Bronx businesses in the PIC's services and network of education and training partners.

Over time, the Bronx PIC will continue to form deep and wide reaching network of industry and talent that brands The Bronx as a place that grows businesses, successfully addresses the issues of youth unemployment and work- skill development, and makes the borough globally competitive.

Successfully reaching this vision requires upfront and long-term commitments from businesses, policymakers, education institutions, youth, and philanthropy. According to the Feasibility Study, the Bronx PIC should become a separate non-profit, membership-based council that is:

1. Led by an executive director and lean support staff, to be grown over time based on business-driven, student-centered program activities focused on talent development;
2. Focused on tackling workforce development needs with targeted services for participating employers, representing diverse industries and business types;
3. Focused on providing high-quality internship and apprenticeship opportunities for students and businesses in the borough that allow youth to develop professionally and personally.

The Bronx PIC will be incubated by HERE to HERE for approximately two years before establishing its status as an independent organization with a board of directors. During this time, HERE to HERE will provide support for staff salaries and office space. Once the Bronx PIC is an independent organization, these operational expenses will be covered by other revenue generating opportunities, including grants, sponsorships, and earned income.

In its first years, the Bronx PIC will be led by an Executive Director and supported by a new Project Manager and HERE to HERE staff. The Bronx PIC will continue to partner with Futures and Options to deliver high-quality work-based learning experiences. As the Bronx PIC evolves to address additional Bronx employer needs, support an expanding membership base, and become independent, the staff model is likely to shift.

The Bronx PIC will be open to any suitable employer in The Bronx, regardless of size or industry type. Although specific business services may change, Bronx PIC Task Force members have expressed interest in the following:

- Bronx digital talent network (e.g., specialized LinkedIn network) that streamlines employer access to work-ready young talent from schools, training providers, and nonprofits;
- Customized partnerships with educational institutions and nonprofits to design programs that train Bronx youth for in-demand, hard-to-fill jobs;
- Marketing campaign awareness about Bronx talent and job opportunities;
- Annual talent summit that brings together employers, educators, and innovative non-profit partners to showcase effective models for recruiting, hiring, and investing in Bronx talent.

The estimated annual costs for these employer-facing programs varies, but would likely range from \$100K - \$220K. This cost would offset by membership dues, sponsorship opportunities, and some additional grant support.

In 2018, Bronx PIC Task Force members provided internship opportunities to 257 Bronx high school youth. For every internship opportunity, there are three components that must be funded to achieve success: intern wages, management costs, and resources to support finding, hiring, and training students. Currently, there is not enough funding dedicated to any of the three to create a sustainable system that serves employers or youth. The Bronx PIC is well-positioned to address and solve this issue by identifying new resources and redirecting existing public and private resources to create a robust talent development system.

For example, last summer Bronx employers paid an estimated \$480,000 in wages to participating interns while HERE to HERE and the Dimon Foundation provided \$370,000 to train interns for work-based learning opportunities and to support non-profit employers for the duration of the summer internship program. The proposed operating model for the Bronx PIC assumes that paid work-based learning opportunities for Bronx youth will continue to increase as membership in the council grows. To meet the investment of employers, it will be critical to continue providing the training and intern-employer support that led to the success of the summer 2018 internship program. Assuming similar training costs per student, for the program to scale to 500 Bronx students, this will require \$600,000 in matching support (\$1,200 per student per summer internship).

CALL TO ACTION

Through the launch of the Bronx PIC, we are raising the bar for New York City opportunities, ensuring young people can build the skills and talents to succeed and employers can develop the workforce of the future.

Together, we are connecting skill development with employer needs through a model that has the potential to inform a citywide approach for increased opportunity. By 2021, we hope the Bronx PIC will represent at least 85 diverse employer members and provide work-based learning opportunities for 500 Bronx youth.

On behalf of The Office of The Bronx Borough President, Ruben Diaz Jr., HERE to HERE, and HR&A, we are pleased to share this report, as the Bronx PIC represents a powerful opportunity to fuel business and opportunity in The Bronx. We hope you will join us in this crucial and beneficial endeavor.



A successful Bronx PIC requires the commitment of four main stakeholders:

BRONX BUSINESSES:

Commit to join the Bronx Private Industry Council as a contributing member. Shape the future of this precedent-setting entity and invest in talent development today that will enable your business and business community to sustain Bronx economic growth.

BRONX NON-PROFIT AND EDUCATIONAL INSTITUTIONS:

Partner with the Bronx PIC to ensure that your talented students and alumni are front and center for work-based learning opportunities and jobs with participating Bronx employers.

BRONX YOUTH:

Bridge classroom learning with real-work situations. Develop the skills, network, and knowledge of labor markets and postsecondary options to catapult your career.

POLICYMAKERS:

Advocate for policies that support and fund the infrastructure for work-based learning opportunities, starting in high school, and allocate public funding to match employer investment in high-quality internship programs that are critical to ensuring the future success of young people [completing high school, earning postsecondary degrees, and securing family-sustaining wages].



The Future of the PIC: Preparing Tomorrow's Workforce Today

The Bronx PIC intentionally addresses the needs of Bronx businesses and students by creating an organized employer voice and growing expertise on what it takes to develop young talent to meet the future needs of Bronx businesses.

By leveraging existing educational resources, encouraging meaningful relationships between Bronx youth and employers, and developing internships and apprenticeships to achieve sustainable jobs for youth, the Bronx PIC has the potential to create a strong talent pipeline and promising career trajectories. To invest in the PIC is to take a meaningful, intentional step toward closing the workforce and opportunity gap.

The movement to make the Bronx an increasingly economically competitive player in New York City is well underway. With system-wide support, The Bronx can move faster and more effectively toward expanded social equity: with increased advocacy, funding, and participation, the Bronx PIC can support even more employers and students, including by assessing the potential to support out-of-school youth. When you support the Bronx PIC you join the efforts of Borough President Ruben Diaz Jr., HERE to HERE, BOEDC, and a powerful group of employers committed to building talent and economic opportunity in The Bronx.

Through partnership between the Office of The Bronx Borough President, BOEDC, and HERE to HERE, the Bronx PIC will strengthen connections between employers and students to support a thriving economy, continued innovation, and opportunities that drive students toward rewarding, family-sustaining careers.



To learn more about the Bronx PIC or to get involved, contact:

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**Together, we can set
an example for all of
New York City.**



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