



**Community-Based, Demand Driven
Strategies for Building Next Generation Programs**

A Look at the Transportation and Logistics Sector

Thursday, November 6, 2014
8:30 - 11:00 a.m.

The Conference Center
130 East 59th Street, 7th floor • New York, NY 10022

Registration

Welcome and Opening Remarks

- Marjorie Parker, Deputy Executive Director, JobsFirstNYC
- Lou Miceli, Executive Director, JobsFirstNYC

Presentation: Labor Market Information

- Lesley Hirsch, Director, NYC Labor Market Information System (LMIS), Center for Urban Research, CUNY Graduate Center

Panel 1: City-Wide Initiatives

Facilitator: David Fischer, Senior Policy Advisor, JobsFirstNYC

Panelists:

- Andrew Genn, Senior Vice President, Ports & Transportation, NYC Economic Development Corporation
- Kelly Dougherty, Executive Director, Workforce Development Division at NYC Department of Small Business Services
- Jessica Cracchiolo, Director, Grant Associates, Workforce 1 Industrial & Transportation Center

Panel 2: Sector-Based Partnerships

Facilitator: Lauren Rasnake, Training & Development Manager, UncommonGoods

Panelists:

- Sheila Maguire, Consultant, JobsFirstNYC Young Adult Sectoral Employment Project
- Lesley Hirsch, Director, NYC LMIS, Center for Urban Research, CUNY Graduate Center
- Lowell Herschberger, Director of Career and Education Programs, Cypress Hills Local Development Corporation (grantee of the Young Adult Sectoral Employment Project)
- Peter Fernandez, Vice President-Sales & Marketing, Citipak Delivery Systems, Inc.

Closing Remarks

- Lou Miceli, Executive Director, JobsFirstNYC
- Greg Hambric, Regional Recruiter, Modell's Sporting Goods and JobsFirstNYC Board Member



Community-Based, Demand-Driven: Strategies for Building Next Generation Programs

A Look at the Transportation and Logistics Sector

November 6, 2014

Welcome and Opening Remarks

Marjorie Parker and Lou Miceli of JobsFirstNYC welcomed meeting attendees to the first of three convenings aimed at providing insights into effective sector-based program models and practices. These convenings are guided by the question of how to work more effectively and strategically with the business community to help more young people attach to the labor market. In New York City, an estimated 172,000 18 to 24 year olds are not working or enrolled in school; the total expands to 237,000 when 16 and 17 year olds are included.¹ Many are academically disenfranchised and socially disconnected. The problem is bigger than any one institution can address. JobsFirstNYC is trying to get various relevant and interested actors moving in the same direction and to build on successes that have already transpired. JobsFirstNYC is attaching its thinking and strategy to the sector-based approach, which has proven to be effective.

Attendees were asked to briefly discuss their reasons for attending the convening and what they were interested in learning about. Responses included:

- Career pathways, career ladders, training and certification opportunities in the transportation and logistics sector
- Requirements and barriers for entering the sector (e.g., drug tests, drivers license, criminal justice history, age restrictions, etc.)
- Understanding what types of jobs are represented in the sector
- What kind of marketing is being used to reach young adults about opportunities in the sector
- How can people with disabilities enter the field

Presentation: Labor Market Information

Lesley Hirsch, Director of the NYC Labor Market Information Service at the Center for Urban Research (CUNY Graduate Center) walked through a slide presentation focused on the transportation and logistics sector. She defined the sector (Slide 2) and its primary drivers (Slide 3). In New York City, private sector employment in the transportation and logistics sector just exceeds 88,000 (Slide 4); public sector employment adds at least 50,000 jobs to total sector employment.

Ms. Hirsch provided an overview of the number of establishments by borough, average annual employment and wages for multiple transportation and logistics subsectors, including: air (Slides 5-7); water activity and marine (8-11); truck (12-14); private sector and ground passenger (15-17); scenic and sightseeing (18-19); transportation support activities (20-22); and warehousing and storage (23-25).

¹ James Parrott and L. Treschan, "Barriers to Entry: The Increasing Challenges Faced by Young Adults in the New York City Labor Market," JobsFirstNYC (May 2013), http://fiscalpolicy.org/wp-content/uploads/2013/04/JFNYC_Barriers_to_Entry_5-2-13.pdf

The presentation was summarized with the following observations. The transportation sector is largely concentrated in Queens and Brooklyn. The sector is aging and predominantly male. At present, employment growth projections are positive only for air transit. Marine transportation is a small but growing subsector, which holds some exciting career opportunities. Transit work can provide robust rewards in terms of wages, job stability, union protections and benefits, and ongoing professional development opportunities; however, training providers need to figure out how to effectively convey these values to young people. Opportunities to make better transportation sector connections with the New York City government exist and have not yet been well exploited.

Panel 1: Citywide Initiatives

Facilitator: David Fischer, Senior Policy Advisor, JobsFirstNYC

Panelists:

- *Andrew Genn, Senior Vice President, Ports & Transportation, NYC Economic Development Corporation*
- *Kelly Dougherty, Executive Director, Workforce Development Division at NYC Department of Small Business Services*
- *Jessica Cracchiolo, Director, Grant Associates, Workforce1 Industrial & Transportation Center*

The first panel, facilitated by David Fischer, included representatives of citywide transportation and logistics sector initiatives. Mr. Fischer prefaced the discussion by noting factors that make the sector attractive for young adults, including its relative resistance to technology advances, less focus on education attainment and an aging workforce. He posed several questions to the panelists; their responses are summarized below.

What are specific areas of opportunity for young adults who are out of school, not working, and/or low skilled?

- A young adult can come in at an entry-level position. If they stick with the job for 6 months, they will have opportunities to become a manager within a year, which will come with a significant pay increase.
- We collectively need to look at how to make the industry more attractive to youth and youth more attractive to the industry. There is still a stigma around “vocational” jobs, but many of those jobs offer good and steady paychecks. Messaging is key; the higher entry and mid-level wage opportunities should be highlighted. These jobs tend to offer better wages than retail.

For someone who enters the sector, what might mobility look like?

- Warehousing: The entry-level employee starts off stacking pallets and making \$9/hour. It is a difficult environment and likely involves overnight hours. Someone who shows up on time and understands the opportunity for growth can move up to a Lead in 6 months. Within a year, this person can become a manager on duty or supervisor of the warehouse. Salaries jump from there. This person can then move to warehouse operations, facility manager, etc.
- Drivers: An entry-level employee might start as a drivers helper, move to a driver, then to a dispatcher (e.g., talking to drivers, diffuse problems), and then to a manager.
- Maritime: Certification and licensing programs are well defined, as are career pathways. Maritime College (SUNY) in the Bronx and Kingsborough Community College both offer multiple programs.



Unleashing the economic power of young adults

What about the sector makes it appealing for investment and attention?

- The first sector Workforce1 Center was created in 2007, with a goal of targeting low income workers and preparing them for jobs in growing industries with competitive hours, wages and advancement opportunities. There are thousands of entry-level opportunities in transportation that offer competitive wages and advancement opportunities, as well as training and certification opportunities. The Center is focusing on on-the-job training and employer supports.
- The population of the New York City metropolitan area makes it a logistics center by default. JFK airport handles the greatest value of cargo in the US. We have two port facilities that can accommodate very large cargo ships; 90 percent of imported goods travel by ship and NYC is the 3rd largest port. We have maritime support jobs (e.g., tug boat assists, loaders) that pay good wages. We see larger logistics trends that will bring more of this activity to NYC, not less.

What is the process for identifying appropriate employers and candidates?

- The Workforce1 Industrial & Transportation Center has been strategic in identifying employers from the start. You have to know the industry in order to service it. The Center coordinates quarterly employer meetings; offers a course in management 101; looks to NYCLMIS to understand the economy and trends of the industry; and creates a business development plan focused on which employers to target and why on a quarterly basis.
- SBS works with employers to contextualize the trainings provided by the Workforce1 Center. The Department focuses on what kinds of trainings and offerings are most appropriate and in demand (e.g., certification, OJT, bringing in a third party provider to upgrade incumbent skills, etc.).

What are some of the challenges and issues related to getting employers to hire young people?

- The Workforce1 Industrial & Transportation Center runs the Scholars at Work high school internship program. Pushback from employers concerning their willingness to give consideration to young people is common (e.g., we don't have the time to babysit, we can't designate someone to watch over young people, etc.). But if you find employers with a need to staff up, that is an opportunity to get their buy-in on taking a chance on someone with less experience but a desire to learn. Scholars at Work has been effective in part because a career advisor checks in with the young person and the supervisor. The program started off with 17 students and three schools; it has now expanded to "triple digits" and more than 50 employers are involved. Once participants are "in the door", employers are very happy with them.

What have you learned that's critical for future exploration/growth in the sector, especially related to getting more youth involved in the sector?

- Industry decision makers are niche and like to work with their own people; finding a way to get through that barrier is key. Success at the Industrial & Transportation Center has come through involvement in multiple industry associations that are embedded in the niches. You have to start off by sitting back and listening, then slowly introduce yourself, become a member, etc. Employers now look to the Center for how to find the right candidates for their specific needs.
- In the absence of many state and/or nationally recognized certifications, it takes in depth knowledge in transportation to know employer needs and how to shape curriculum.

Panel 2: Sector-Based Partnerships

Facilitator: Lauren Rasnake, Training & Development Manager, UncommonGoods

Panelists:

- Sheila Maguire: Consultant, JobsFirstNYC, Young Adult Sectoral Employment Project
- Lesley Hirsch: Director, NYC LMIS, Center for Urban Research, CUNY Graduate Center
- Lowell Herschberger: Director of Career and Education Programs, Cypress Hills Local Development Corporation
- Peter Fernandez: Vice President of Sales & Marketing, Citipak Delivery Systems, Inc.

The second panel, facilitated by Lauren Rasnake, focused on sector-based strategies and partnerships. Panelists included experts in sectoral strategies and labor market research, an employer in the transportation and logistics sector, and a representative from a nonprofit organization involved in the recently launched Young Adult Sectoral Employment Project. Ms. Rasnake posed several questions to the panelists; their responses are summarized below.

How did the Young Adult Sectoral Employment Project (YASEP) come about?

- Practitioners need to understand the competitive edge the workforce gives any business. How do you use that information to create access and opportunity for populations that may otherwise be kept out of the sector? Sectoral strategies have a strong evidence base.^{2,3} YASEP grew out of the Sectoral Employment Impact Study (SEIS). The three programs in the study had mixed age groups, and great outcomes for young adults in the treatment group were observed. The resulting question was, “How can we develop and adapt sector programs to meet the crisis facing young people?”
- Organizations need time and resources to develop intelligence to figure out what to do. YASEP started with a learning community and planning grants. The participating organizations got assistance from NYC LMIS and heard from national experts about sector strategies. It’s important to remember that sectoral is an approach, not a model. You have to craft responses with the resources available and with your target population in mind. You need to target employer needs.
- For YASEP grantee Cypress Hills Local Development Corporation, the SEIS research surfaced multiple questions: Does it make sense for a CBO dedicated to meeting the needs of all people in the area to get involved? What competitive advantage does our community offer and to what sector(s)? What assets do young adults have to make employers successful?
- During the planning phase of YASEP, NYC LMIS provided a broad overview of the labor market and then worked individually with each group to answer specific questions. Cypress Hills started out exploring wholesale trade, logistics, and para-transit; LMIS data helped the organization decide to focus on logistics. They examined questions such as what kinds of occupations prospective participants might be eligible or not eligible for; how many prospective participants

² Sheila Maguire, J. Freely, C. Clymer, M. Conway and D. Schwartz, “Tuning In to Local Labor Markets: Findings From the Sectoral Employment Impact Study,” Public/Private Ventures (July 2010), http://ppv.issuelab.org/resource/tuning_in_to_local_labor_markets_findings_from_the_sectoral_employment_impact_study

³ Jennifer Hamilton and E. Chen, “Evaluation of the NYC Business Training Solutions Customized Training Program,” Westat (July 2014). http://www.nyc.gov/html/ceo/downloads/pdf/CEO_CT_final_report_2014.pdf



Unleashing the economic power of young adults have drivers licenses; and what relevant employers are located along nearby public transportation lines. NYC LMIS data helped Cypress Hills decide to focus on logistics.

For employers, how do partnerships with training organizations create a pipeline of candidates, employees and career pathways?

- Knowing the industry of your employer partners is critical and often gets overlooked. This might mean a job developer shadows an employee in a role for which he or she is trying to place participants. It also means having an understanding of the skill sets that can make an inexperienced candidate more appealing (e.g., the ability to work a cell phone or mobile device). Knowing the employing company and its values is also critical. Citipak, for example, is interested in giving people with incarceration histories a chance and, as a result, works with organizations that are known for preparing individuals with this characteristic.

What advice do you have for how to keep partnerships going?

- It is important to understand the context in which employers are working. Market drivers are on their minds. It's also important to understand the competition – you do this by knowing the field, going to conferences, reading trade publications. You also need to give something to employers (e.g., networking events, quarterly meetings, talk about issues in the field)
- Training programs need to be transparent and talk with employers about advancement opportunities. This can happen by talking with an employer about their retention and turnover rates, as well as working out strategies for creating a flow of entry-level workers.
- Job developers need to stay present with an employer; they cannot wait for employers to call them with a request.
- Accumulating current and relevant labor market information is labor intensive and does not happen overnight. Collaborating with others in the field is something we need to be smarter about. There are a lot of jobs out there and one organization is not going to fill them all. Partnership is critical.