

DRAFT FOR PUBLIC COMMENT NYC WIOA LOCAL PLAN 2025-2029

Strategic Planning Elements

a. Provide an analysis of regional economic conditions, including:

i. Existing and emerging in-demand sectors and occupation

New York City's labor market has experienced a strong rebound coming out of the COVID-19 pandemic. Total employment stands at a record high, with more than 4.84 million jobs citywide in June 2025, up from a low of under 3.8 million jobs in April 2020.¹ This recovery is a testament to New York City's vitality and the fortitude of its businesses and residents. This accomplishment would also not have been possible without the commitment of educational institutions, workforce providers, organized labor, policy makers, government agencies, and many others who continued to invest in the city's future during and after the pandemic.

New York City's business landscape in 2024 was defined by record-setting entrepreneurship, robust investment, and sectoral dynamism. The city reached an all-time high of 286,600 business establishments, with 24,600 new businesses launched in 2023 alone – one in eight businesses citywide.² Venture capital (VC) investment surged to \$24 billion, making 2024 the third-strongest year on record and reaffirming NYC's position as the #2 global VC hub. Growth in VC funding was especially strong in tech, financial services, professional services, and construction, with notable gains in AI and climate technology. Business formation was concentrated in central business districts and along the Brooklyn-Queens waterfront, with North Brooklyn experiencing the fastest growth, which reflects shifting consumption and work patterns.³ Despite challenges for commercial real estate, office attendance is increasing from pandemic lows and retail storefront vacancy is declining, signaling renewed confidence in the city's economic vitality.⁴

In-Demand Sectors and Occupations

The New York City Workforce Development Board (Board), in partnership with the New York City Mayor's Office of Talent and Workforce Development (NYC Talent), has analyzed economic and labor market data and conducted extensive engagement with industry to identify areas of growth and specific industry trends. The subsequent section examines a number of sectors that are critical to the city's economy and growth. Unless otherwise noted, the data below are annual averages for 2024 from the U.S. Bureau of Labor Statistics' (BLS) Quarterly Census of Employment and Wages.

- **Healthcare and social assistance** continues to be the city's largest and fastest-growing sector with more than one million local jobs. The sector's growth has been driven by long-term demographic shifts, such as an aging population and individuals living longer with chronic health conditions, as well as increasing demand for care delivered in community-based settings. Between 2020 and 2024, the healthcare and social assistance sector added 231,021 jobs in New York City, more than any other sector during that period, with a 29 percent growth rate that outpaced the national average of 8 percent.⁵ This expansion was largely due to growth in the homecare subsector, fueled by rising client demand and policy changes that expanded access to Medicaid-funded home-based services.
- The **tech sector** is a critical driver of the city's growth. The sector, which encompasses not only traditional tech companies, but also occupations across multiple sectors that are

technology-powered, accounted for approximately 370,000 jobs in 2022, according to a recent report.⁶ A separate report analyzed the growth of the sector, defined as seven industries in which firms use technology as their core business strategy, and found that, between 2020 and 2024, the tech sector contributed 41 percent of the net new jobs created.⁷ Between 2019 and 2024, employment in these seven industries grew 26.2 percent (more than 10 times the rate of overall private sector employment growth).⁸ The city's has a cutting-edge tech economy that is increasingly powered by Artificial Intelligence (AI) development. As of 2024, New York City is home to more than 8,750 funded start-ups, more than 2,000 AI-focused companies, and 40,000 AI-skilled workers, making it a global leader in applied AI.⁹

- **Accommodation and food services** accounts for approximately 354,000 jobs.¹⁰ After undergoing substantial job losses during the pandemic, recovery in this sector has been driven by increases in tourism, hospitality, and restaurant activity.
- The **arts, entertainment and recreation** sector employs nearly 90,000 individuals and has recovered almost fully from significant job losses during the pandemic. With the possibility of new casinos coming to New York City and recent policy changes that have loosened gambling restrictions, the gambling subsector and related occupations could also contribute to further growth in the arts, entertainment, and recreation sector.
- **Transportation, warehousing, and utilities** employs nearly 219,000 workers.¹¹ Sector growth is linked to e-commerce logistics, public transit recovery, and sustained infrastructure investment.¹²
- The **professional and business services** supersector – which includes professional, scientific, and technical; management; and administrative and support services – employs approximately 759,000 workers. The sector's growth reflects rising demand for consulting and management support roles across industries.
- **Finance and insurance** employs over 355,000 people in NYC. Hiring in banking, compliance, and securities has supported the sector's strong recovery from the pandemic. The broader financial activities supersector, which also includes real estate and rental and leasing, employs over 490,000 people.
- According to a recent report from the New York City Economic Development Corporation (EDC), **life sciences** employs approximately 42,000 people in New York City, a 21 percent increase from 2014. This number is expected to grow considerably in the coming years as a result of the City's \$1 billion investment in facilities, research and development, innovation, and talent pipelines for the life sciences.¹³ Life sciences encompass jobs across experience levels and has a median wage of \$46 per hour. While many traditional life science roles are clinical or research-focused, non-traditional roles, like software developer and data scientist, are growing in prevalence.
- The **construction** sector employs over 140,000 workers and is also poised for sustained growth, driven by large-scale capital investments in new and upgraded buildings, transit, and housing.^{14 15} The sector is benefiting from climate-focused investments tied to Local Law 97 and the City's¹⁶

Table 1: New York City Employment by Economic Supersector (2024)¹⁷

Supersectors	Number of Jobs	% of NYC Employment
Education and Health Services (includes the Healthcare and Social Assistance sector)	1,444,327	31.5%
Professional and Business Services	759,318	16.5%
Trade, Transportation, and Utilities (includes the Retail Trade sector)	636,108	13.9%
Financial Activities	491,128	10.8%
Leisure and Hospitality (includes the Accommodation and Food Services sector)	442,839	9.7%
Information	216,238	4.7%
Public Administration	214,347	4.7%
Other Services	166,412	3.6%
Mining, Logging, and Construction	140,873	3.1%
Manufacturing	54,356	1.2%
Total Employment (non-farm)	4,565,946	100%

ii. Employment needs of businesses in those sectors and occupations

Table 2 provides occupational projections for 2022-2032 with information on average annual openings, total employment, and wages in New York City. According to these New York State Department of Labor’s (NYSDOL) projections, the number of job openings is expected to be highest in the “Healthcare support” and “Healthcare practitioners and technical” occupational groups.

Table 2: New York City Wages and Openings by Occupational Group (Long-Term Projections 2022-2032)¹⁸

SOC Code	Occupational Group (SOC Title)	Average Annual Openings*	Entry level Wage	Median Wage
17-0000	Healthcare Support	15,148	\$37,146	\$39,681
27-0000	Healthcare Practitioners and Technical	6,040	\$66,562	\$110,099
37-0000	Educational Instruction and Library Occupations	5,857	\$42,386	\$80,892
13-0000	Food Preparation and Serving Related	5,086	\$34,663	\$39,428
21-0000	Business and Financial Operations	4,563	\$69,721	\$107,656
15-0000	Management	4,156	\$99,062	\$176,505
47-0000	Protective Service	2,555	\$38,777	\$55,943

25-0000	Office and Administrative Support	2,364	\$40,558	\$56,838
45-0000	Community and Social Service	2,192	\$46,586	\$65,307
35-0000	Building and Grounds Cleaning and Maintenance	1,991	\$37,115	\$48,294
29-0000	Computer and Mathematical	1,909	\$78,232	\$137,603
31-0000	Personal Care and Service	1,851	\$34,711	\$39,552
49-0000	Transportation and Material Moving	1,728	\$38,253	\$50,888
23-0000	Installation, Maintenance, and Repair	1,337	\$45,429	\$66,702
19-0000	Construction and Extraction	956	\$51,111	\$79,714
11-0000	Arts, Design, Entertainment, Sports, and Media	807	\$58,071	\$99,002
43-0000	Legal	796	\$79,413	\$171,795
39-0000	Architecture and Engineering	516	\$69,754	\$101,701
51-0000	Life, Physical, and Social Science	507	\$59,953	\$85,530
33-0000	Farming, Fishing, and Forestry	0	\$40,318	\$50,147
41-0000	Production	-261	\$36,678	\$47,261
53-0000	Sales and Related	-1,646	\$36,674	\$57,013

*Defined as the total average openings minus labor force exits and separations.

Tables 3 through 10 reflect in-demand occupations in the context of New York City sector priorities. In-demand occupations were derived based on a two-step process; First, a quantitative model was used to identify high-demand occupations. This model is based on publicly available data sources – including the New York State Department of Labor’s Occupational Employment and Wage Statistics and Long-Term Occupational Projections - and builds off a framework developed by the Labor Market Information Service (LMIS) at the City University of New York (CUNY) for previous Local Plans. The model includes the following factors:

- Current employment levels
- Projected employment growth
- Average annual number of openings
- The percent openings associated with growth (i.e. net new jobs)
- Level of educational attainment required
- Whether the occupation provides at least the median citywide wage for the associated level of education

Some occupations were included, despite missing data on growth or education requirements or having lower total employment or wages, when there was sufficient evidence of strong projected growth or if the occupation is critical to a priority sector.

As a second step, the model was informed by qualitative information collected by stakeholder engagement. Industry representatives, workforce providers, and agencies were engaged so that on-the-ground intelligence about real-time business needs could be incorporated into the model. More than 100 stakeholders provided feedback through this engagement. The occupations listed in Tables 3 through 10 are a result of this two-step process.

Tables 3-10: New York City In-Demand Occupations as of 2024

Table 3: Tech-related Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
15-1211	Computer Systems Analysts	\$84,085	\$130,692
15-1212	Information Security Analysts	\$96,557	\$144,405
15-1231	Computer Network Support Specialists	\$66,150	\$89,313
15-1232	Computer User Support Specialists	\$49,079	\$75,545
15-1242	Database Administrators	\$76,797	\$121,928
15-1243	Database Architects	\$96,102	\$141,024
15-1244	Network and Computer Systems Administrators	\$83,370	\$121,375
15-1251	Computer Programmers	\$80,189	\$129,363
15-1252	Software Developers	\$113,629	\$172,412
15-1254	Web Developers	\$40,657	\$69,229
15-1255	Web and Digital Interface Designers	\$71,721	\$132,537
15-1299	Computer Occupations, All Other	\$67,174	\$126,911
15-2051	Data Scientists	\$81,586	\$134,454

Table 4: Healthcare and Social Assistance Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
11-9111	Medical and Health Services Managers	\$109,696	\$165,314
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	\$50,021	\$66,527
21-1023	Mental Health and Substance Abuse Social Workers	\$61,866	\$86,650
21-1093	Social and Human Service Assistants	\$38,487	\$47,683
29-1126	Respiratory Therapists	\$96,519	\$112,593
29-1141	Registered Nurses	\$92,201	\$121,261
29-1161	Nurse Midwives	\$118,103	\$142,753

29-1171	Nurse Practitioners	\$130,322	\$159,110
29-1292	Dental Hygienists	\$79,058	\$109,836
29-2034	Radiologic Technologists	\$77,542	\$103,454
29-2042	Emergency Medical Technicians	\$42,596	\$48,577
29-2052	Pharmacy Technicians	\$36,811	\$45,091
29-2055	Surgical Technologists	\$55,768	\$77,299
29-2061	Licensed Practical and Licensed Vocational Nurses	\$60,570	\$74,713
29-2072	Medical Records Specialists	\$46,743	\$62,785
29-2099	Health Technologists and Technicians, all other	\$47,991	\$60,209
29-9021	Health Information Technologists and Medical Registrars	\$53,687	\$76,933
31-1120	Home Health and Personal Care Aides	\$36,991	\$39,189
31-1131	Nursing Assistants	\$45,002	\$49,831
31-9091	Dental Assistants	\$41,418	\$48,975
31-9092	Medical Assistants	\$41,696	\$48,729
43-6013	Medical Secretaries	\$44,307	\$51,721

Table 5: Accommodation and Food Services-related Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
11-9051	Food Service Managers	\$65,598	\$83,075
35-1011	Chefs and Head Cooks	\$46,000	\$68,442
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	\$40,692	\$49,922
35-2011	Cooks, Fast Food	\$34,230	\$35,152
35-2012	Cooks, Institution and Cafeteria	\$40,136	\$48,350
35-2014	Cooks, Restaurant	\$35,798	\$45,085
35-2015	Cooks, Short Order	\$34,230	\$39,300

35-2019	Cooks, All Other	\$36,530	\$44,137
35-2021	Food Preparation Workers	\$34,425	\$38,212
35-3011	Bartenders	\$40,950	\$71,325
35-3023	Fast Food and Counter Workers	\$34,620	\$36,765
35-3031	Waiters and Waitresses	\$34,230	\$49,096
35-3041	Food Servers, Nonrestaurant	\$36,272	\$46,633
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	\$34,281	\$38,919
35-9021	Dishwashers	\$34,680	\$37,247
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$34,974	\$39,502
35-9099	Food Preparation and Serving Related Workers, All Other	\$34,230	\$34,270
51-3011	Bakers	\$37,716	\$44,060

Table 6: Transportation and Utilities-related Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
33-9091	Crossing Guards	\$38,676	\$42,898
43-5061	Production, Planning, and Expediting Clerks	\$46,396	\$63,214
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	\$61,595	\$93,096
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	\$44,019	\$73,851
49-3023	Automotive Service Technicians and Mechanics	\$36,034	\$57,042
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	\$52,933	\$80,436
49-9031	Home Appliance Repairers	\$37,773	\$57,587
49-9071	Maintenance and Repair Workers, General	\$41,286	\$61,175
49-9098	Helpers--Installation, Maintenance, and Repair Workers	\$42,293	\$52,962
49-9099	Installation, Maintenance, and Repair Workers, All Other	\$42,693	\$57,605
53-3031	Driver/Sales Workers	\$35,366	\$45,977
53-3032	Heavy and Tractor-Trailer Truck Drivers	\$49,096	\$63,311

53-3033	Light Truck or Delivery Services Drivers	\$38,139	\$47,014
53-3051	Bus Drivers, School	\$48,239	\$57,581
53-3052	Bus Drivers, Transit and Intercity	\$67,756	\$82,886
53-3053	Shuttle Drivers and Chauffeurs	\$37,349	\$46,533
53-6021	Parking Lot Attendants	\$33,280	\$36,592
53-7061	Cleaners of Vehicles and Equipment	\$38,115	\$45,313
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	\$37,021	\$41,657
53-7064	Packers and Packagers, Hand	\$33,280	\$37,145

Table 7: Construction-related Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
47-1011	Supervisors of Construction and Extraction Workers	\$69,312	\$105,016
47-2031	Carpenters	\$46,114	\$65,695
47-2051	Cement Masons and Concrete Finishers	\$57,799	\$84,771
47-2061	Construction Laborers	\$44,315	\$63,403
47-2111	Electricians	\$53,317	\$85,610
47-2141	Painters, Construction and Maintenance	\$42,112	\$58,710
47-2152	Plumbers, Pipefitters, and Steamfitters	\$56,150	\$81,280
47-2181	Roofers	\$46,185	\$65,141
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	\$47,413	\$70,334
47-3012	Helpers--Carpenters	\$39,742	\$49,531
47-3013	Helpers--Electricians	\$47,587	\$59,635
47-3014	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	\$33,280	\$33,280
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	\$38,082	\$47,724
47-4090	Miscellaneous Construction and Related Workers	\$40,057	\$49,411

Table 8: Professional and Business Services-related Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
11-9141	Property, Real Estate, and Community Association Managers	\$67,352	\$104,854
13-1020	Buyers and Purchasing Agents	\$57,895	\$81,163
13-1041	Compliance Officers	\$61,319	\$90,991
13-1071	Human Resources Specialists	\$59,092	\$88,044
13-1111	Management Analysts	\$80,642	\$118,992
13-1121	Meeting, Convention, and Event Planners	\$53,828	\$83,451
13-1131	Fundraisers	\$55,884	\$81,942
13-1151	Training and Development Specialists	\$50,524	\$80,592
13-1161	Market Research Analysts and Marketing Specialists	\$63,448	\$99,951
13-2011	Accountants and Auditors	\$74,759	\$108,492
13-2061	Financial Examiners	\$85,073	\$136,820
13-2072	Loan Officers	\$66,547	\$113,688
17-1011	Architects, Except Landscape and Naval	\$69,040	\$99,801
23-2011	Paralegals and Legal Assistants	\$56,432	\$79,882
27-3031	Public Relations Specialists	\$55,578	\$82,828
41-3011	Advertising Sales Agents	\$62,576	\$101,579
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$59,346	\$105,437
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	\$47,872	\$79,574
43-1011	First-Line Supervisors of Office and Administrative Support Workers	\$57,752	\$81,557
43-3021	Billing and Posting Clerks	\$44,609	\$55,765
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$43,794	\$60,354
43-9061	Office Clerk, General	\$36,368	\$46,593

Table 9: Finance and Insurance Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
13-2061	Financial Examiners	\$91,082	\$142,484
41-3021	Insurance Sales Agents	\$57,808	\$91,111
41-3031	Securities, Commodities, and Financial Services Sales Agents	\$92,166	\$181,547

Table 10: Other Occupations

SOC Code	SOC Title	Entry-level Wage	Median Wage
17-2051	Civil Engineers	\$79,096	\$109,102
21-1012	Educational, Guidance, and Career Counselors and Advisors	\$52,446	\$77,173
21-1015	Rehabilitation Counselors	\$42,328	\$66,253
21-1019	Counselors, All Other	\$44,252	\$61,161
25-1072	Nursing Instructors and Teachers, Postsecondary	\$71,481	\$123,162
25-2022	Middle School Teachers, Except Special and Career/Technical Education	\$67,380	\$101,857
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	\$66,305	\$105,351
25-2052	Special Education Teachers, Kindergarten and Elementary School	\$73,193	\$106,308
25-3021	Self-Enrichment Education Teachers	\$41,295	\$64,467
25-3041	Tutors	\$35,640	\$44,162
27-1011	Art Directors	\$93,825	\$165,046
27-1014	Special Effects Artists and Animators	\$67,205	\$106,355
27-1022	Fashion Designers	\$58,177	\$83,279
27-1024	Graphic Designers	\$56,274	\$81,764
27-2012	Producers and Directors	\$71,378	\$111,600
27-2041	Music Directors and Composers	\$49,951	\$104,434
27-2099	Entertainers and Performers, Sports and Related Workers, All Others	Not available	Not available

27-4011	Audio and Video Equipment Technicians	\$46,055	\$61,917
27-4012	Broadcast Technicians	\$40,737	\$76,646
27-4014	Sound Engineering Technicians	\$57,205	\$88,576
27-4015	Lighting Technicians	\$61,404	\$85,713
27-4031	Camera Operators, Television, Video, and Motion Picture	\$61,167	\$100,706
27-4032	Film and Video Editors	\$61,568	\$102,512
27-4099	Media and Communication Equipment Workers, All Other	\$51,249	\$83,206
33-3012	Correctional Officers and Jailers	\$70,252	\$94,811
33-9031	Gambling Surveillance Officers and Gambling Investigators	\$50,998	\$61,939
33-9032	Security Guards	\$37,069	\$44,153
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$35,842	\$46,420
37-2012	Maids and Housekeeping Cleaners	\$36,711	\$49,393
37-3011	Landscaping and Groundskeeping Workers	\$35,713	\$47,723
39-3011	Gambling Dealers	\$48,443	\$61,567
39-3012	Gambling and Sports Book Writers and Runners	\$48,443	\$61,567
39-3019	Gambling Service Workers, All Other	\$48,443	\$61,567
39-3031	Ushers, Lobby Attendants, and Ticket Takers	\$34,453	\$37,035
39-3092	Costume Attendants	\$48,443	\$61,567
39-9031	Fitness Trainers and Aerobics Instructors	\$34,212	\$50,386
41-1011	First-Line Supervisors of Retail Sales Workers	\$39,696	\$58,119
41-1012	First-Line Supervisors of Non-Retail Sales Workers	\$84,066	\$129,396
41-2011	Cashiers	\$33,552	\$36,797
41-2012	Gambling Change Persons and Booth Cashiers	\$33,552	\$36,797
41-2021	Counter and Rental Clerks	\$39,816	\$42,994
41-2031	Retail Salespersons	\$34,709	\$37,976

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	\$57,385	\$102,516
41-9022	Real Estate Sales Agents	\$53,232	\$103,445
43-1011	First-Line Supervisors of Office and Administrative Support Workers	\$61,003	\$83,134
43-3021	Billing and Posting Clerks	\$45,608	\$59,218
43-3041	Gambling Cage Workers	\$45,514	\$55,129
43-4051	Customer Service Representatives	\$38,184	\$50,231
43-4111	Interviewers, Except Eligibility and Loan	\$45,806	\$52,253
43-4171	Receptionists and Information Clerks	\$36,630	\$45,523
43-5032	Dispatchers, Except Police, Fire, and Ambulance	\$40,683	\$62,498
43-5061	Production, Planning, and Expediting Clerks	\$47,970	\$63,744
43-6011	Executive Secretaries and Executive Administrative Assistants	\$65,835	\$85,716
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$39,625	\$51,016
49-9096	Riggers	\$85,370	\$106,282
51-6011	Laundry and Dry-Cleaning Workers	\$33,280	\$35,984
51-7011	Cabinetmakers and Bench Carpenters	\$48,954	\$62,128
53-5011	Sailors and Marine Oilers	\$46,159	\$62,579
53-5021	Captains, Mates, and Pilots of Water Vessels	\$71,525	\$109,775
53-5022	Motor Boat Operators	\$60,314	\$62,656
53-5031	Ship Engineers	\$90,276	\$136,043

b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations

Both the quantitative and qualitative research methods described in the previous section identified the knowledge, skills, and abilities needed to meet the employment needs of businesses in key sectors and are described below.

Tech: Workforce demands have shifted toward a mix of foundational and applied skills aligned with rapid digital and AI adoption. Nearly half of all NYC job postings now require technology skills, which may include basic digital literacy, troubleshooting common software/hardware problems, and knowledge of content management systems.¹⁹ Tech sector partners, through stakeholder engagement efforts, highlighted the need for project-based learning and AI readiness, while also noting that fewer software engineers are being hired due to increasing reliance on AI-powered automation. Training for jobs within the tech sector will need to emphasize:

- Computer science fundamentals
- Critical thinking
- Data analysis
- Foundational AI architecture
- AI & machine learning ethics and compliance, and
- Applications of AI tools into non-tech sectors.²⁰

Healthcare: 46 percent of sector growth is driven by home healthcare and direct care workers require skills in patient care, cultural competency, and communication.²¹ Jobs in hospitals, which increased by over 8,000 jobs in 2024 alone, often demand clinical knowledge and technological fluency, including proficiency in using electronic health record (EHR) systems. Focus groups highlighted the importance of emotional intelligence, professionalism, and adaptability in both clinical and administrative roles.

Life Sciences: According to NYCEDC's workforce analysis completed for the Science Park and Research Campus (SPARC) Kips Bay, New York City's health and life sciences sector offers promising opportunities and roles in the field are expected to grow 24 percent by 2033. NYCEDC found that the city's life sciences sector has grown 21 percent since 2014, and currently employs approximately 42,000 New Yorkers.²² NYCEDC's analysis identified strong wages for positions such as clinical lab technicians, medical scientists, biological scientists, and natural science managers. Technician roles, including pharmacy and emergency medical technicians, offer an entry point into the sector for those without a bachelor's degree. Competencies in the life sciences are informed by the sector's emphasis on research, development, and cross-disciplinary training.

Key skills include:

- laboratory research,
- biotechnology methods,
- data analysis, and
- an understanding of health sciences.²³

Accommodation and Food Services: Core competencies for workers in the accommodation and food services sector include the ability to multitask, customer service skills, workplace professionalism, and adherence to health and safety regulations.²⁴ As automation transforms point-of-sale and inventory systems, digital fluency has also become essential.²⁵

Transportation and Logistics: Focus groups emphasized the need for workers who can safely operate in complex urban environments and comply with local regulations. Due to a highly diverse labor pool, businesses cited a need for sector specific contextualized English for Speakers of Other Languages (ESOL) training for workers, in addition to conversational English, especially for

onboarding and navigating digital application processes. Technical skills in routing, vehicle operation, and last-mile delivery logistics are also valuable.

Construction: Construction worker core competencies include hands-on technical skills in areas such as plumbing, carpentry, glazing, electrification, and HVAC systems, as well as familiarity with sustainability concepts.²⁶ Construction pre-apprenticeship programs offer participants Occupational Safety and Health Administration (OSHA) certifications, blueprint reading, and exposure to resilient. ²⁷ Focus groups noted that employers are willing to teach technical skills if workers arrive with strong soft skills like punctuality, communication, and a willingness to learn.

Professional and Business Services: Feedback from focus groups highlighted the importance of technological adaptability, sector-specific knowledge, and professionalism. Core competencies include compliance, communication, and client-service skills. There is also a demand for workers who can operate in increasingly automated, AI-supported environments.²⁸

Finance and Insurance: Financial services and insurance professionals require strong communication, analytical thinking, and customer service skills, paired with technical knowledge in financial products, data analysis, federal regulatory compliance, and fraud prevention. Personal attributes such as professionalism, reliability, and ethical conduct are also valued in the sector.²⁹

Tables 11 through 18 outline the typical education level needed for entry into in-demand occupations in key sectors across New York City's economy. In-demand occupations include those that do not require an educational credential as well as those that require a bachelor's degree.

Tables 11-18: Typical Education Needed for Entry Into In-Demand Occupations³⁰

Table 11: Technology-related Occupations

SOC Code	SOC Title	Type of Education Required
15-1232	Computer User Support Specialists	Some college, no degree
15-1231	Computer Network Support Specialists	Associate's degree
15-1211	Computer Systems Analysts	Bachelor's degree
15-1212	Information Security Analysts	Bachelor's degree
15-1242	Database Administrators	Bachelor's degree
15-1243	Database Architects	Bachelor's degree
15-1244	Network and Computer Systems Administrators	Bachelor's degree
15-1251	Computer Programmers	Bachelor's degree
15-1252	Software Developers	Bachelor's degree
15-1254	Web Developers	Bachelor's degree
15-1255	Web and Digital Interface Designers	Bachelor's degree
15-1299	Computer Occupations, All Other	Bachelor's degree

15-2051	Data Scientists	Bachelor's degree
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Table 12: Healthcare and Social Assistance Occupations

SOC Code	SOC Title	Type of Education Required
21-1093	Social and Human Service Assistants	High school diploma or equivalent
29-2052	Pharmacy Technicians	High school diploma or equivalent
31-1120	Home Health & Personal Care Aides	High school diploma or equivalent
43-6013	Medical Secretaries	High school diploma or equivalent
29-2042	Emergency Medical Technicians	Postsecondary non-degree award
29-2055	Surgical Technologists	Postsecondary non-degree award
29-2061	Licensed Practical and Licensed Vocational Nurses	Postsecondary non-degree award
29-2072	Medical Records Specialists	Postsecondary non-degree award
29-2099	Health Technologists and Technicians, All Other	Postsecondary non-degree award
31-1131	Nursing Assistants	Postsecondary non-degree award
31-9091	Dental Assistants	Postsecondary non-degree award
31-9092	Medical Assistants	Postsecondary non-degree award
29-1126	Respiratory Therapists	Associate's degree
29-1292	Dental Hygienists	Associate's degree
29-2034	Radiologic Technologists	Associate's degree
29-9021	Health Information Technologists and Medical Registrars	Associate's degree
11-9111	Medical and Health Services Managers	Bachelor's degree
21-1018	Substance abuse, behavioral disorder, and mental health counselors	Bachelor's degree
29-1141	Registered Nurses	Bachelor's degree
21-1023	Mental Health And Substance Abuse Social Workers	Master's degree
29-1161	Nurse Midwives	Master's degree
29-1171	Nurse Practitioners	Master's degree

Table 13: Accommodation and Food Services-related Occupations

SOC Code	SOC Title	Type of Education Required
35-2011	Cooks, Fast Food	No formal educational credential
35-2012	Cooks, Institution and Cafeteria	No formal educational credential
35-2014	Cooks, Restaurant	No formal educational credential
35-2015	Cooks, Short Order	No formal educational credential
35-2019	Cooks, All Other	No formal educational credential
35-2021	Food Preparation Workers	No formal educational credential
35-3011	Bartenders	No formal educational credential
35-3023	Fast Food and Counter Workers	No formal educational credential
35-3031	Waiters and Waitresses	No formal educational credential
35-3041	Food Servers, Nonrestaurant	No formal educational credential
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	No formal educational credential
35-9021	Dishwashers	No formal educational credential
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	No formal educational credential
35-9099	Food Preparation and Serving Related Workers, All Other	No formal educational credential
51-3011	Bakers	No formal educational credential
11-9051	Food Service Managers	High school diploma or equivalent
35-1011	Chefs and Head Cooks	High school diploma or equivalent
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	High school diploma or equivalent

Table 14: Transportation and Utilities-related Occupations

SOC Code	SOC Title	Type of Education Required
33-9091	Crossing Guards	No formal educational credential
53-3053	Shuttle Drivers and Chauffeurs	No formal educational credential
53-6021	Parking Lot Attendants	No formal educational credential
53-7061	Cleaners of Vehicles and Equipment	No formal educational credential
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	No formal educational credential
53-7064	Packers and Packagers, Hand	No formal educational credential

49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	Postsecondary non-degree award
49-3023	Automotive Service Technicians and Mechanics	Postsecondary non-degree award
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Postsecondary non-degree award
53-3032	Heavy and Tractor-Trailer Truck Drivers	Postsecondary non-degree award
43-5061	Production, Planning, and Expediting Clerks	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	High school diploma or equivalent
49-9071	Maintenance and Repair Workers, General	High school diploma or equivalent
49-9098	Helpers--Installation, Maintenance, and Repair Workers	High school diploma or equivalent
49-9099	Installation, Maintenance, and Repair Workers, All Other	High school diploma or equivalent
53-3031	Drivers/Sales Workers	High school diploma or equivalent
53-3033	Light Truck or Delivery Services Drivers	High school diploma or equivalent
53-3052	Bus Drivers, Transit and Intercity	High school diploma or equivalent
49-9031	Home Appliance Repairers	High school diploma or equivalent
53-3051	Bus Drivers, School	High school diploma or equivalent

Table 15: Construction-related Occupations

SOC Code	SOC Title	Type of Education Required
47-2051	Cement Masons and Concrete Finishers	No formal educational credential
47-2061	Construction Laborers	No formal educational credential
47-2141	Painters, Construction and Maintenance	No formal educational credential
47-2181	Roofers	No formal educational credential

47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters	No formal educational credential
47-3012	Helpers--Carpenters	No formal educational credential
47-3014	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	No formal educational credential
47-1011	Supervisors of Construction and Extraction Workers	High school diploma or equivalent
47-2031	Carpenters	High school diploma or equivalent
47-2111	Electricians	High school diploma or equivalent
47-2152	Plumbers, Pipefitters, and Steamfitters	High school diploma or equivalent
47-3013	Helpers--Electricians	High school diploma or equivalent
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	High school diploma or equivalent
47-4090	Miscellaneous Construction and Related Workers	High school diploma or equivalent

Table 16: Professional and Business services-related Occupations

SOC Code	SOC Title	Type of Education Required
11-9141	Property, Real Estate, and Community Association Managers	High school diploma or equivalent
41-3011	Advertising Sales Agents	High school diploma or equivalent
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	High school diploma or equivalent
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent

43-3021	Billing and Posting Clerks	High school diploma or equivalent
43-9061	Office Clerks, General	High school diploma or equivalent
43-3031	Bookkeeping, Accounting, and Auditing Clerks	Some college, no degree
23-2011	Paralegals and Legal Assistants	Associate's degree
13-1020	Buyers and Purchasing Agents	Bachelor's degree
13-1041	Compliance Officers	Bachelor's degree
13-1071	Human Resources Specialists	Bachelor's degree
13-1111	Management Analysts	Bachelor's degree
13-1121	Meeting, Convention, and Event Planners	Bachelor's degree
13-1131	Fundraisers	Bachelor's degree
13-1151	Training and Development Specialists	Bachelor's degree
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's degree
13-2011	Accountants and Auditors	Bachelor's degree
13-2061	Financial Examiners	Bachelor's degree
13-2072	Loan Officers	Bachelor's degree
17-1011	Architects, Except Landscape and Naval	Bachelor's degree
27-3031	Public Relations Specialists	Bachelor's degree

Table 17: Finance and Insurance Occupations

SOC Code	SOC Title	Type of Education Required
41-3021	Insurance Sales Agents	High school diploma or equivalent
13-2061	Financial Examiners	Bachelor's degree
41-3031	Securities, Commodities, and Financial Services Sales Agents	Bachelor's degree

Table 18: Other Occupations

SOC Code	SOC Title	Type of Education Required
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	No formal educational credential
37-2012	Maids and Housekeeping Cleaners	No formal educational credential
37-3011	Landscaping and Groundskeeping Workers	No formal educational credential
39-3031	Ushers, Lobby Attendants, and Ticket Takers	No formal educational credential
41-2011	Cashiers	No formal educational credential
41-2021	Counter and Rental Clerks	No formal educational credential
41-2031	Retail Salespersons	No formal educational credential
51-6011	Laundry and Dry-Cleaning Workers	No formal educational credential
25-3021	Self-Enrichment Education Teachers	High school diploma or equivalent
33-3012	Correctional Officers and Jailers	High school diploma or equivalent
33-9031	Gambling Surveillance Officers and Gambling Investigators	High school diploma or equivalent
33-9032	Security Guards	High school diploma or equivalent
39-3092	Costume Attendants	High school diploma or equivalent
39-9031	Fitness Trainers and Aerobics Instructors	High school diploma or equivalent
41-1011	First-Line Supervisors of Retail Sales Workers	High school diploma or equivalent
41-1012	First-Line Supervisors of Non-Retail Sales Workers	High school diploma or equivalent
41-2012	Gambling Change Persons and Booth Cashiers	High school diploma or equivalent

41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	High school diploma or equivalent
41-9022	Real Estate Sales Agents	High school diploma or equivalent
43-1011	First-Line Supervisors of Office and Administrative Support Workers	High school diploma or equivalent
43-3021	Billing and Posting Clerks	High school diploma or equivalent
43-4051	Customer Service Representatives	High school diploma or equivalent
43-4111	Interviewers, Except Eligibility and Loan	High school diploma or equivalent
43-4171	Receptionists and Information Clerks	High school diploma or equivalent
43-5032	Dispatchers, Except Police, Fire, and Ambulance	High school diploma or equivalent
43-5061	Production, Planning, and Expediting Clerks	High school diploma or equivalent
43-6011	Executive Secretaries and Executive Administrative Assistants	High school diploma or equivalent
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	High school diploma or equivalent
49-9096	Riggers	High school diploma or equivalent
53-5011	Sailors and Marine Oilers	High school diploma or equivalent

27-4011	Audio and Video Equipment Technicians	Postsecondary non-degree award
27-4014	Sound Engineering Technicians	Postsecondary non-degree award
25-3041	Tutors	Some college, no degree
27-4012	Broadcast Technicians	Associate's degree
17-2051	Civil Engineers	Bachelor's degree
25-2022	Middle School Teachers, Except Special and Career/Technical Education	Bachelor's degree
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	Bachelor's degree
25-2052	Special Education Teachers, Kindergarten and Elementary School	Bachelor's degree
27-1011	Art Directors	Bachelor's degree
27-1014	Special Effects Artists and Animators	Bachelor's degree
27-1022	Fashion Designers	Bachelor's degree
27-1024	Graphic Designers	Bachelor's degree
27-2012	Producers and Directors	Bachelor's degree
27-2041	Music Directors and Composers	Bachelor's degree
27-4031	Camera Operators, Television, Video, and Motion Picture	Bachelor's degree
27-4032	Film and Video Editors	Bachelor's degree
21-1012	Educational, Guidance, and Career Counselors and Advisors	Master's degree
21-1015	Rehabilitation Counselors	Master's degree
21-1019	Counselors, All Other	Master's degree

25-1072	Nursing instructors and Teachers, Postsecondary	Doctoral or Professional degree
27-4015	Lighting Technicians	Not available
27-4099	Media and Communication Equipment Workers, All Other	Not available
39-3011	Gambling Dealers	Not available
39-3012	Gambling and Sports Book Writers and Runners	Not available
39-3019	Gambling Service Workers, All Other	Not available
43-3041	Gambling Cage Workers	Not available
51-7011	Cabinetmakers and Bench Carpenters	Not available
53-5021	Captains, Mates, and Pilots of Water Vessels	Not available
53-5022	Motorboat Operators	Not available
53-5031	Ship Engineers	Not available

c. Provide an analysis of the regional workforce, including:

i. Current labor force employment and unemployment numbers

As of June 2025, New York City had over 4.8 million jobs and an unemployment rate of 4.8 percent. This marks a significant recovery from the downturn caused by the COVID-19 pandemic, which caused the unemployment rate to spike to over 20 percent in May 2020.

Table 19: New York City Employment as of June 2025³¹

Number of Jobs in NYC	4,848,500
Unemployment Rate	4.7%

Priority Populations

New York City's population is incredibly diverse, with people from every background and walk of life. To make sure that all New Yorkers, especially those with significant barriers to employment, have access to quality jobs, and to make sure that businesses can hire the talent they need to succeed, the Board and the City of New York recognize certain populations as needing particular attention, outreach, and supportive services. Incorporating the needs of priority populations into workforce program design is critical and can determine whether a participant is set up for success or unable to access the resources they need to succeed. The following populations have been

identified as priority, though this list should not be read as restricting local partners from prioritizing other populations with significant barriers:

- **Veterans:** There were nearly 114,000 veterans living in New York City in 2023.³² Compared to non-veterans, veterans in New York City have a lower labor force participation rate (73 percent compared to 78 percent) and a slightly higher unemployment rate). Veterans are twice as likely to have a disability compared to non-veterans.³³
- **Low-income residents and those receiving public assistance:** According to the NYC Human Resources Administration/Department of Social Services (HRA)/DSS), the City agency responsible for administering public benefits, as of May 2025, over 600,000 New Yorkers received cash assistance and nearly 1.8 million received Supplemental Nutrition Assistance Program (SNAP) benefits.³⁴ Separately, roughly 5 million New York City residents are currently enrolled in Medicaid, the Essential Plan, or other government-supported health insurance programs. There are nearly 3 million New Yorkers living below 200 percent of the federal poverty level, many of whom are eligible for these or other public benefits. Among working-age New Yorkers, the unemployment rate for those receiving public assistance is 12.1 percent, and for all working-age New Yorkers under 200 percent of the federal poverty level, the unemployment rate is 15.6 percent.³⁵
- **Individuals with a lack of basic educational credentials and/or lack of English proficiency:** There is a clear connection between higher levels of educational attainment and increases in employment and earnings. As some postsecondary education or training has increasingly become a prerequisite for most good paying jobs, those without a high school degree face particularly challenging circumstances. In New York City, the unemployment rate for those without a high school degree was 7 percent in 2024, compared to 5.5 percent for those with a high school degree and under 4 percent for those with a bachelor's degree.³⁶ Workers who lack a high school diploma are concentrated in low-wage occupations with limited opportunities for advancement. Workers with limited English proficiency face similar challenges, regardless of their educational level. Among New York City residents whose primary language is not English, those who do not speak English had an unemployment rate of 11 percent in 2023, compared to approximately 6 percent for those who speak English very well.³⁷ Among working-age, non-native speakers who speak some English – including the over 110,000 residents who say they speak, but not well – English proficiency may represent an obstacle to higher-paying roles.
- **Individuals with disabilities:** In 2023, 12.9 percent of people living in New York City had a disability.³⁸ People with a disability face substantial challenges in the labor market. Only 40 percent of the working-age population in New York City with a disability are employed, compared to 77 percent of working-age NYC residents without a disability. Employment rates differ greatly by type of disability. For example, those with a hearing disability have the highest employment rate (51 percent), while those with a self-care disability have the lowest (14 percent).³⁹ Individuals with disabilities are more likely to work part-time and in low-wage industries, resulting in substantially lower median wages. In New York City, the median annual wage for individuals with disabilities is \$36,319, compared to \$51,019 for individuals without disabilities. Workforce programs designed to improve labor market outcomes often lack accessibility training, and employer misconceptions about accommodations remain widespread. To address these challenges, through the New York State Department of Labor's Policy and the Board's Priority of Service Policy, both the State and the City have issued policies

identifying individuals with disabilities as a priority population.^{40,41} In fact, New York State Governor Kathy Hochul is investing millions of dollars annually in partnership with NYSDOL to increase the accessibility of WIOA-funded career centers throughout New York State through the NY SCION (Systems Change and Inclusive Opportunities Network) initiative. This initiative provides local areas with funding to hire staff dedicated to this purpose. In New York City, the Department of Small Business Services (SBS) has hired staff and advanced this initiative on behalf of the Board.

- **Justice-involved:** Individuals who have been convicted of a crime and the formerly incarcerated face significant barriers to entering the labor market. This population often encounters stigma and has limited access to higher education, in addition to additional challenges faced by many populations, like transportation and childcare. It is particularly important in New York City to support the employment needs of this population, as unstable employment and poverty have been linked to recidivism. National research has shown that justice-involved individuals who participated in educational programs, whether vocational or academic, were 13 percent more likely to secure employment after their release and that those who participate in correctional education programs are 43 percent less likely to reoffend.^{42 43}
- **Youth:** In 2024, the unemployment rate for youth ages 16-24 in New York City was 13.2 percent, 3.6 percentage points higher than their pre-pandemic unemployment rate and significantly above the national youth unemployment rate of 8.9 percent.⁴⁴ Just 43 percent of 16-24 year-olds were in the labor force – either working or looking for work – in 2024. In addition, youth who are employed tend to be concentrated in lower-wage industries such as leisure, hospitality, and retail. Self-employment among the youth population was 2.5 times higher in 2024 compared to 2019, most notably in the transportation, professional services, and warehousing industries.⁴⁵ The population of youth who are out-of-school and out-of-work (OSOW) is of particular concern to local policymakers and practitioners. According to data from the Current Population Survey, the OSOW rate in New York City – nearly 18 percent in 2024 – has steadily declined from its peak of 23.2 percent in 2020 but continues to remain above the pre-COVID-19 pandemic rate of 16 percent in 2019.^{46 47}
- **Foreign-born New Yorkers:** Foreign-born New Yorkers have always been a critical component of New York City’s economy. In 2023, New York City’s labor force included 1.8 million foreign-born workers, accounting for 44 percent of the total labor force, more than twice the national figure of 19 percent.⁴⁸ Foreign-born individuals traditionally have high rates of labor force participation and employment, though they are often concentrated in low-wage industries, including low-wage roles within healthcare, social assistance, and hospitality. Research shows that approximately 30 percent of foreign-born workers experience “brain waste”, where one’s job does not require the level of education or expertise they possess.⁴⁹ Foreign-born workers are also more likely than their native-born peers to lack a high school degree, which may present an obstacle to upward mobility.⁵⁰
- **Single parents:** There are more than 350,000 single parents in New York City, the vast majority of whom are single mothers. Sixty-nine percent of these single parents are in the labor force, compared to 73 percent of parents in married-couple households. The unemployment rate for single parents is nearly twice that of parents in married-couple households in New York City: 8.9 percent compared to 4.7 percent.⁵¹ Some of the difficulty single parents encounter in the

labor force may be due in part to lower levels of educational attainment. Over half of single parents in NYC have only a high school diploma or less, compared to 41 percent of parents in married-couple households. Conversely, 40 percent of parents in married-couple households have at least a bachelor's degree, compared to just 20 percent of single parents. Single parents also have high rates of college non-completion; 18 percent of single parents have some college, but no degree, compared to 13 percent of parents in married-couple households.⁵² These figures may speak to the challenges single parents face while trying to build the educational credentials and skills needed for greater success in the labor market. According to "[Child Care in New York State](#)" published by the New York State Department of Labor's Division of Research & Statistics, "[a]ccess to affordable, high-quality child care is critical for working families to participate in the labor force." In response, both the State and City have made major investments in increasing free childcare for working New Yorkers.⁵³

- **Older Adults:** Older adults, defined as those aged 55 and above, make up nearly 29 percent of New York City's population, and 22 percent of the workforce. While many older residents have retired, 37 percent of New Yorkers older than 55 are employed. The unemployment rate for older adults in 2024 was just over 4 percent, nearly returning to the pre-pandemic level of 3 percent.⁵⁴

ii. Information on any trends in the labor market

New York City's labor market is undergoing a period of significant transformation, shaped by long-term demographic trends, structural shifts in employment, and accelerating technological change. The technology sector's economic footprint has proven to be among the most resilient of all sectors in the City's post-pandemic recovery. Despite widespread layoffs in the tech sector across the U.S. in 2022-2023, NYC has still managed to see both notable employment increases as well as substantial venture capital investments, particularly in AI. The healthcare sector remains a critical sector of New York City's economy and continues to show robust job growth and a diverse workforce. Meanwhile, the accommodation and food services sector is recovering from pandemic impacts; the sector's growth is driven by tourism and consumer spending. These trends highlight a diverse and evolving labor market, poised for continued growth and adaptation. In-demand sectors are evolving in real-time, while employers across industries report changing skills needs, workforce shortages, and persistent barriers to inclusion.

Healthcare and Social Assistance

Through the pandemic and subsequent recovery, the healthcare sector has remained a cornerstone of the New York City labor market and a key source of economic stability. The sector has not only driven significant job growth, but also provided essential services and opportunities for a diverse workforce. As of May 2025, the sector accounted for 1,051,000 jobs, bolstered by growth in home healthcare and social assistance.⁵⁵ However, recent State changes to the Consumer Directed Personal Assistance Program (CDPAP), including the transition to a single fiscal intermediary model, have created significant instability within the home health workforce. The healthcare sector also faces workforce shortages in high-demand clinical occupations, particularly within hospitals and nursing homes. While hospitals offer median wages of \$111,000 annually, wages in home healthcare and social assistance remain low, averaging \$32,000 and \$40,000, respectively.⁵⁶ There are also many projected impacts to the healthcare economy because of the recent and anticipated federal policy changes across all settings of care. The region is keeping a close eye on these changes, and the Board is in regular contact with healthcare providers and industry experts to align workforce programming with changing economic circumstances.

During focus group sessions, home healthcare, hospital, community health providers, and nursing partners discussed numerous pipeline challenges and significant variations in job quality across care settings. Other opportunities for improvement in the sector include leadership and training gaps, language and generational barriers, technology adoption and access challenges, and underfunding and administrative burdens.

While healthcare professionals and employers are finding ways to address these challenges, industry partners also mentioned positive trends in the sector. They highlighted strong wraparound supports like childcare, flexible scheduling, accountability contracts, and regular check-ins for their employees. The sector also supports upskilling, leading to staff earning degrees tuition-free through college partnerships and leadership programs that promote soft skills and boost engagement. Healthcare providers want to partner with training and educational partners to strengthen collaboration and create greater opportunities for local jobseekers.

Tech

The tech sector continues to be a primary driver of employment growth, cementing New York City's role as a national innovation hub. Between 2019 and 2024, tech employment rose by 26.2 percent, reaching a total of 203,819 jobs.⁵⁷ Major firms such as Amazon, Google, and OpenAI have expanded their presence in the city, while the startup ecosystem continues to thrive—especially in applied AI. As of 2024, New York City is home to over 2,000 AI-related startups and 40,000 AI-skilled workers. Tech occupations now account for over 41 percent of all net new jobs in the city, and nearly half of all job postings require technological skills.⁵⁸

This growth is being driven by accelerating demand for AI talent and integration of new technologies across industries. In 2024, AI-related job postings surged to over 25,000, with critical roles emerging in machine learning, prompt engineering, LLM development, and AI ethics. Employers are seeking candidates with mid- and high-skill specializations; in New York City, job postings for AI Engineer, Cybersecurity Consultant, and Computer Engineer positions increased by 211 percent, 311 percent, and 1,150 percent, respectively, between June 2024 and June 2025.⁵⁹ At the same time, up to 40 percent of entry- and mid-level tasks in information and computer technology jobs are projected to be automated or augmented. This shift is driving demand for "fusion skills" that combine technical proficiency with creativity, ethical reasoning, and collaboration. AI is expected to augment more jobs than it displaces, potentially adding 200,000 net jobs by 2030.⁶⁰ Venture Capital funding for AI and machine learning reached \$8.3 billion in 2023, making NYC the second-largest hub for AI funding in the U.S.

The future of tech work will require AI fluency, adaptability, and the flexibility to operate across traditional sector boundaries. Industry partners from across the tech sector also mentioned the importance of soft skills in addition to AI literacy. Entry-level workers, interns, and other new workforce members are expected to know AI tools and have AI-related skillsets, such as prompt engineering and tool fluency, prior to starting. Skills-based hiring and non-degree pathways, such as bootcamps and apprenticeships, are increasingly essential to closing these gaps and preparing New Yorkers for the jobs of the future.

Accommodation and Food Services

The accommodation and food services sector has shown significant recovery since the pandemic. With 364,000 jobs as of November 2024, the sector has recovered to just under 94 percent of its

pre-pandemic level.⁶¹ Labor shortages, job quality concerns, and barriers to advancement remain persistent challenges. Still, the sector remains a vital means for employment and entry point to the labor force for many.

Industry partners in the food and beverage sector highlighted challenges in finding and developing middle management and advancing frontline workers into managerial roles. While some trainings exist, long-term wraparound support is needed to support economic mobility and career growth.

Additionally, independent restaurants see growing competition from larger chains and upscale dining that are better able to absorb rising costs. Given these economic pressures, owners need investors to access capital in a deeper way than they previously did, shifting the focus of top management away from their internal operations to external investor management and real estate strategies. This further magnifies the aforementioned need for strong internal operations management, which is difficult to find and nurture. Thus, additional business management skills and capacity are becoming increasingly important to stay competitive and succeed in this sector.

Construction

The construction sector, while experiencing short-term job losses, is preparing for long-term expansion resulting from the opportunities presented by the burgeoning green economy.⁶² Employment fell by 8,800 jobs from September 2023 to September 2024, but new regulations and capital investments are poised to reverse this trend. Projects tied to Local Law 97, the City's Green Economy Action Plan, and decarbonization mandates are expected to generate thousands of jobs, with green construction projected to employ nearly 400,000 people by 2040.⁶³ Local legislation, such as the "City of Yes" initiative, is anticipated to spur residential housing development, supporting further growth in the sector. However, high interest rates, tariffs on materials, and shifting regulatory frameworks for renewable energy at the federal level are creating uncertainty. These headwinds make long-term planning and investment more difficult.

Partners in the construction sector expressed the importance of continuing to provide diverse pathways outside of traditional postsecondary pathways. Construction and other trades utilize apprenticeships and pre-apprenticeships to open those pathways for individuals. This type of education benefits those in the construction sector, as unions continue to offer updated education throughout an individual's career. Free education programs, trainings, and technical courses are continually offered to union members, providing them with opportunities to upskill and enhance their professional expertise. The City of New York negotiates several project labor agreements (PLAs) that cover City-funded construction, infrastructure, and other public works projects and enable the City to ensure that access to apprenticeships and careers in the unionized trades remain available to a diverse range of New Yorkers.

Industrial and Manufacturing

The industrial and manufacturing sector, despite long-term declines in employment, remains a critical sector for the city's functionality and economy. Although 1,200 jobs were lost between 2023 and 2024, there were 56,800 manufacturing jobs in New York City as of November 2024.⁶⁴ Growth in e-commerce has increased demand for same-day deliveries, creating hiring opportunities in last-mile delivery fields. NYCEDC's Blue Highways initiative, which is focused on revitalizing maritime and freight infrastructure across the city, is projected to create 8,000 net new jobs by 2035 in maritime, transportation, and logistics.⁶⁵ To support this growth, it will be critical to align workforce development with the needs of a modern industrial economy.⁶⁶ As the city expands its investments

in infrastructure, advanced technology, and sustainable practices, targeted upskilling efforts will help ensure that the manufacturing sector continues to provide quality jobs across the five boroughs and remains a resilient pillar of New York City's economy.

Industrial and manufacturing sector partners in the city expressed a shift in workforce needs due to automation and AI. Jobs are moving from manual labor to machine operations and oversight, as businesses adopt automation and AI tools to boost productivity. Employers said they need a workforce with deep understanding of these tools to leverage the efficiencies they can create. Similar to what was heard from tech partners, industrial sector focus group participants mentioned that students are not fully prepared for modern manufacturing or AI-integrated roles and need to be taught problem-solving, adaptability, and tool fluency early. Manufacturers report ongoing difficulty finding and keeping talent, especially those who meet basic expectations like punctuality.

iii. Educational and skills levels of the workforce in the region, including individuals with barriers to employment

New York City's labor force has a wide range of educational attainment and skill development levels. Table 6 shows the educational attainment of New York City adults age 25 and older. In 2023, nearly half of New Yorkers over the age of 25 had at least an associate's degree, up from 43 percent in 2014. Despite this trend, nearly 1 million residents over the age of 25 do not have a high school diploma or equivalent, which is a minimum qualification for many jobs across the local economy. Younger New Yorkers are much more likely to have a bachelor's degree or higher level of education compared to older New Yorkers, with fifty-five percent of those between the ages of 25 and 34 possessing at least a bachelor's degree, compared to just 30 percent of those over the age of 65.

Table 20: Educational Attainment of New York City Residents (ages 25 and older), 2023⁶⁷

New York City: Age by Educational Attainment	Estimate	Percent
Population 25 years and over	6,090,653	
Less than 9th grade	535,386	8.8%
9th to 12th grade, no diploma	458,659	7.5%
High school graduate (includes equivalency)	1,397,984	23%
Some college, no degree	804,435	13.2%
Associate's degree	395,169	6.5%
Bachelor's degree	1,439,826	23.6%
Graduate or professional degree	1,059,194	17.4%
High school graduate or higher	5,096,608	83.7%
Bachelor's degree or higher	2,499,020	41%
Population 25 to 34 years	1,444,907	21.32%
High school graduate or higher	1,338,700	92.6%
Bachelor's degree or higher	799,062	55.3%
Population 35 to 44 years	1,181,700	17.44%
High school graduate or higher	1,032,908	87.4%
Bachelor's degree or higher	563,244	47.7%
Population 45 to 64 years	2,098,251	30.97%

High school graduate or higher	1,709,358	81.5%
Bachelor's degree or higher	720,108	34.3%
Population 65 years and over	1,365,795	20.16%
High school graduate or higher	1,015,642	74.4%
Bachelor's degree or higher	416,606	30.5%

Whereas workers in previous generations may have been able to secure family-sustaining wages without a college degree, there is now a clear connection between higher levels of education and more stable employment and earnings. In New York City, those with a bachelor's degree had an unemployment rate nearly 3 percentage points lower than those with only a high school diploma - 3.8 percent compared to 5.5 percent. Median earnings for those with a bachelor's degree are also over twice as high as those with only a high school diploma. Compared to all other workers, New Yorkers without a high school diploma had the highest unemployment rate, 7.0 percent, and lowest median earnings, just over \$40,000 annually. While increasing educational attainment for New Yorkers is a priority, there is also a need to create pipelines that lead to higher-paying jobs that do not require higher education, especially those that incorporate apprenticeships or other paid on-the-job training opportunities. There is also increasing willingness from businesses to examine whether a degree is necessary to be successful in the role and to instead focus on skills-based hiring. For example, in the past year, the City has re-examined their minimum qualification requirements and removed the requirement for a bachelor's degree for certain entry-level jobs within City government.

Table 21: Earnings and Unemployment by Educational Attainment, NYC, 2024⁶⁸

Educational Attainment	Unemployment Rate	Median Weekly Earnings	Median Yearly Earnings
All Workers	4.4%	\$1,320	\$68,640
Less than high school	7.0%	\$770	\$40,040
High school diploma/GED	5.5%	\$880	\$45,760
Some college	4.6%	\$962	\$50,024
Associate's degree	2.7%	\$1,058	\$55,016
Bachelor's degree	3.8%	\$1,770	\$92,040
Master's degree or higher	3.6%	\$1,920	\$99,840

d. Provide an analysis of workforce development activities, including education and training, in the region.

i. Identify strengths and weaknesses of these workforce development activities

The local workforce development system in New York City includes programs and services designed to support diverse populations, including youth, adults, public assistance recipients, and other working-age residents and priority populations. The ecosystem offers a wide variety of programming and opportunities, ranging across career exposure and counseling, degree-based educational opportunities, occupation and sector-specific training and job placement services, as

well as incumbent worker and upskilling opportunities. Many programs and organizations also have a focus on particular populations and the barriers those populations face to fully participate in the labor force.

There are approximately 200 workforce programs that are funded or administered by the City's offices and agencies amounting to over \$1 billion in annual funding from a variety of funding sources. Many of these programs are supported by a network of more than 150 community-based nonprofit training and employment service providers, and there are many other workforce programs offered by these organizations financed by private philanthropy or other non-governmental sources. These programs include WIOA Title I Adult and Dislocated Worker services, administered by the Department of Small Business Services, and WIOA Title I Youth services, administered by the Department of Youth and Community Development.

In addition to WIOA core programs administered by City agencies, state agencies also manage several WIOA core programs in New York City. These include programs funded by WIOA Title II Adult Education and Family Literacy Act (AEFLA), administered by the New York State Education Department; WIOA Title III Wagner-Peyser, administered by the New York State Department of Labor; and WIOA Title IV Vocational Rehabilitation, administered both by the State Education Department's Adult Career & Continuing Education Services – Vocational Rehabilitation (ACCES-VR) and by the New York State Commission for the Blind, which is housed within the NYS Office of Children and Family Services (OCFS).

There is also a wide variety of educational offerings in the region. The public education system includes New York City Public Schools (NYCPS), which educates more than 900,000 students per year, and the City University of New York (CUNY) system, with more than 25 campuses. New York City is also home to 22 of New York State's Literacy Zones and 38 of New York State's 125 Adult Education and Continuing Education Services (ACCES) program sites, many of which offer specialized support with family literacy, health literacy, case management, and other services. These ACCES sites can refer participants to other programs, including tuition-free adult education at more than 175 sites across all five boroughs. NYCPS offers adult learners classes and programs spanning reading and math literacy, high school equivalency, career and technical education, and English for speakers of other languages. These adult education services provide pathways out of poverty by connecting out-of-school youth and adults to high school diplomas, training, post-secondary education, and employment.

Information about the strengths and weaknesses of the local workforce ecosystem as well as information about specific programs – included below – was gathered through a comprehensive research process, reviewing inventories, detailed data collection from government agencies, and a series of focus groups with businesses, workforce providers, and other key stakeholders.

Strengths of Workforce Development Activities

New York City's workforce ecosystem showcases a diverse range of offerings for both residents and businesses, a scale that is needed for the size of New York City, and many examples of successful partnerships. These offerings create multiple entry points for both New Yorkers and businesses, with many programs specifically designed to meet the needs and address the barriers of priority populations. Beyond the strength of New York City's WIOA core programs, there are many examples of effective and innovative programming in the region. Highlights are included in the section below describing other workforce programming in the region.

Workforce provider partners emphasized the high level of innovation in the NYC system and that the appetite for creativity across stakeholders is rooted deeply in the city's DNA. Agencies and philanthropy also shared excitement for innovation and process improvement to ensure that best practice becomes common practice and listed this interest as a key asset of the region's workforce ecosystem.

Partners across the ecosystem highlighted the various opportunities for jobseekers, youth and other individuals to access the system. As several State agency partners pointed out, New Yorkers can access support regardless of their stage of education or employment status. Partners commonly leverage business outreach and recruitment events to market these entry points to constituents who may not know where to start. Partners also noted examples of cross organizational/cross-partner collaboration along with new opportunities to work together to allow for a continuum of services for those already in the system.

New York City is also home to a robust network of community-based social service providers that either have direct workforce programming or serve as referral sources/access points for residents or as a partner for supportive services that help those with barriers succeed in training and the workplace.

Weaknesses

As a by-product of the scale and diversity of New York City's workforce programming opportunities, there is significant room for improvement in reducing confusion for business by simplifying system navigation and better connecting businesses to the talent pipelines that best meet their needs.

While agency and workforce provider partners have made significant improvements in creating collaboration across programming, agency and workforce stakeholder alignment with each other and to the needs of business and other local employers is a key focus for the Board in the coming years as it strives for a more efficient and effective workforce system in the region.

Priority focus areas for improvement in the coming years include:

- Leveraging technology to support system improvements and collaboration among stakeholders.
- Improving shared and actionable labor market intelligence that is available to government agencies, philanthropy, and businesses that fund workforce development programming and workforce providers alike.
- Streamlining fragmented client handoffs between different programs and establishing common intake processes.
- Expanding data sharing opportunities among local government agencies with shared clients.
- Creating consistency and alignment in the collection and reporting of performance metrics. Shared metrics and universal reporting requirements will allow for a more efficient use of funding.
- Co-designing programs with employers through coordination efforts that strengthen community talent pipelines and meet business hiring needs.
- Increasing capacity and ability to provide scaled services, especially for those with barriers to inclusion.

- Expanding training to align with industry needs and designing programming that evolves with the economy.
- Streamlining procurement and contracting to ensure timely payments to vendors.

Examples of challenges jobseekers face as they navigate securing employment:

- **Accessibility in the workplace:** Accessibility is a consistent barrier for jobseekers and employees in the workforce system. Individuals with disabilities struggle to find the right resources, access available accommodations, and receive proper management and career development support. Attitudinal barriers and insufficient manager training exacerbate accessibility barriers.
- **Language barriers:** While there are many languages spoken in New York City and speaking a language other than English may sometimes provide a competitive advantage, most workers still need basic English language proficiency to participate fully in the workforce.
- **NYC's high cost of living:** Despite historic land use changes and investments in housing by the Adams' Administration, many New Yorkers continue to face challenges related to housing affordability.⁶⁹ According to a 2025 report released by the NYC Charter Revision Commission, NYC households making less than \$70,000 per year spend an average of 54 percent of their income on rent.⁷⁰ Housing instability can be an obstacle for some New Yorkers seeking to obtain and retain employment or advance in their careers.⁷¹⁷²
- **Rising skill-based requirements and a changing labor market:** Expectations of jobseekers are rising alongside general trends towards higher education and the adoption of new technologies, such as AI tools. Not only are students and jobseekers expected to achieve fluency with AI tools, but their increasing use is impacting the availability of entry-level professional roles. The increasing need for workers to already have job-related experience before getting hired creates an imperative and opportunity to scale apprenticeship and other on-the-job learning opportunities.

ii. Does the local area have the capacity to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses? Please explain.

New York City has a population of 8.47 million people, which includes many individuals with barriers to employment. The sheer number of individuals in the city poses capacity challenges for meeting the education and skill needs of all members of the workforce and the employment needs of all businesses.

However, the New York City region is home to a workforce development ecosystem that provides a wide array of services that aim to create opportunity for New Yorkers, regardless of barrier or background. Any business with workforce development needs will find eager collaborators to partner with on tailoring programming to meet business needs. The region's large ecosystem is comprised of government agencies, workforce providers, educational institutions, private philanthropy, and other partners, such as organized labor, and the vibrant business community.

New York City's robust and inclusive programs include employer-informed sector and occupation-specific training and are designed to effectively support individuals with barriers to employment.

Examples of programs include:

- SBS' Workforce1 Career Centers serve more than 100,000 New Yorkers each year through 18 locations across all five boroughs. At the centers, jobseekers can receive assistance with their job search; coaching with regard to interviewing and resume writing; access to career-related workshops and training opportunities; connections to community partner organizations that offer a variety of work-related supports and other social services; and direct placement in thousands of job opportunities. The centers include one main location ("hub center") in each borough that offers the full complement of services, as well as: smaller neighborhood-based centers; centers that focus on specific sectors (such as industrial/transportation and healthcare); and centers that serve special populations.
- The NYC Human Resources Administration's (HRA) Career Services provides access to training and adult education services across the city and offers targeted programs like Supplemental Nutrition Assistance Program (SNAP) Employment & Training Venture V, which focus on individuals with low literacy, limited English proficiency, or justice involvement. Additionally, the Training Assessment Group (TAG) connects clients to certifications in high-demand fields such as healthcare, transportation, and IT, while Alternative Engagement (AE) fosters inclusivity by offering flexible, free education and workforce development options for those who do not qualify for traditional programs.
- HRA's Pathways to Industrial and Construction Careers (PINCC) program prepares jobseekers for careers in growing industries such as construction, transportation, manufacturing, building services, and utilities by providing training, job placement support, and wraparound supportive services to help ensure jobseekers secure and are able to retain their jobs.
- The NYC Department of Youth and Community Development (DYCD) initiatives such as Summer Youth Employment Program (SYEP) and Work, Learn & Grow serve over 100,000 youth annually and highlight the city's capacity to scale services for young people. Other DYCD programs aim to support out-of-school youth, such as Advance & Earn, which provides GED preparation, occupational skills training, and paid work experiences for young adults. DYCD also offers programs focused on serving vulnerable populations, such as the Community Resources for Employment and Development (CRED) and the Anti-Gun Violence Employment Program, which also build provider capacity and improve program quality. DYCD staff also focus on strengthening the department's ability to meet employer needs by building provider capacity, enhancing program quality, and creating coordination across programs.
- NYC Public Schools (NYCPS) is also deeply committed to preparing every student, especially historically underserved students, for success in college, career, and life. NYCPS' programming gives students a head start before graduation by working with higher education and industry partners to increase student access to college-level coursework and industry-recognized credentials that lead to good jobs. NYCPS also prioritizes equity and readiness by embedding necessary skills, financial literacy, and personalized career advising into K-12 education. This offers all students, including multilingual learners, students with disabilities, and those in transfer schools, support for overcoming future barriers to employment.
- NYCPS aligns its employer-informed programming with labor market demand. Examples include FutureReadyNYC and Career and Technical Education (CTE) high schools, which use real-time labor market data and information about business needs to build high-demand, high-wage careers pathways in fields such as healthcare, tech, education, and skilled trades. NYCPS scales their partnerships with industry by co-designing programs and expanding access to paid work-based learning experiences, including youth apprenticeships. NYCPS has a goal to connect 100,000 students to meaningful career pathways by 2030.

- In addition to addressing long-term industry demands, the City’s workforce development efforts are equally focused on meeting the immediate employment needs of businesses. HRA’s Business Link and the WIOA core programs in SBS’s Workforce1 Career Center system play a critical role in understanding employer needs and connecting job-ready clients to open positions. Activities such as organizing job fairs, facilitating recruitment events, and conducting targeted employer outreach aligns workforce preparation with employer demand, particularly in high-growth industries.

Comprehensive programs across the workforce ecosystem showcase the City’s capacity to develop industry-informed workforce development initiatives. These initiatives are funded by government agencies, private philanthropy, and, in some cases, businesses directly. Initiatives have the ability to align with labor market trends, high-demand sectors, and the expanding needs of the workforce. Employers have a variety of ways to engage with programs, from lighter touch interactions like advisement and career exposure, to apprenticeships and direct hiring. Programs are also often created with priority populations and the barriers they face in mind, creating more accessible opportunities for success.

The Board has identified real opportunity to drive greater efficiency across the workforce system and to align with industry needs more effectively and expeditiously. Addressing these opportunities for system enhancement is a key priority focus area for the Board in the years ahead. These efforts have taken on increased urgency given the expected increase in resident demand for workforce services and documentation due to the introduction of Medicaid work requirements and expanded applicability of work requirements for food assistance, and as economic and technological changes accelerate the changing skill needs of workers.

e. Describe the Board’s strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment

The Board continues to engage with stakeholders, build on past achievements, and orient future activities towards a more effective workforce development ecosystem.

The Board and other local partners are working towards an integrated, efficient, and equitable workforce development ecosystem that works for New Yorkers seeking workforce development services, including youth and individuals with barriers to employment. The system will meet the needs of local businesses, support a strong local economy, and be shaped by on-the-ground experience and data, driven by scalable solutions that respond to stakeholder needs and deliver measurable results.

Board strategic goals for the coming years to advance this vision:

To continue making progress towards this vision, the Board has laid out several goals and strategic focus areas for program performance and future collaborative work. These goals include:

- Improving systems for labor market intelligence, performance metrics, and feedback so that decision makers have access to accurate and timely information to inform smart programmatic investments and to ensure that programs do not train jobseekers for jobs that are no longer available as the economy changes.
- Placing a priority focus on individuals receiving public benefits and are subject to work requirements, including current state as well as those anticipated to result from the recently signed Federal Budget Reconciliation Act of 2025.

- Making systemic enhancements to improve client intake, assessment, and referrals, and to improve overall workforce program interconnectedness.
- Improving operational capacity, collaboration, and administrative efficiency at agency and workforce provider partners.
- Increasing business participation across the spectrum of workforce development programs.
- Improving data systems and leveraging technological advancements to provide more effective services.
- Reexamining Board governance and its intersection with the wide range of workforce stakeholders to ensure the Board is able to drive progress towards a shared vision, impact, accountability and stronger alignment across the system.

These goals will focus the Board and other regional partners' efforts on shared performance improvement outcomes aimed at streamlining processes, improving coordination, and delivering measurable results. These efforts prioritize equity, scalability, and responsiveness to stakeholder needs with the goal of benefiting jobseekers, employers, service providers, and other partners. By uplifting data-driven solutions and fostering collaboration, the Board seeks to strengthen the workforce system and support a robust local economy.

i. How do the local area's workforce development programs, including programs provided by partner agencies, support this strategic vision?

NYC has a diverse array of workforce offerings across partner agencies, educational institutions, and workforce providers that collectively advance the Board's strategic vision of an integrated, efficient, and equitable workforce system.

For example, HRA's Pathways to Industrial and Construction Careers (PINCC) program serves as a strong illustration of how business participation can be embedded into program design to support hiring and retention in high-demand sectors. SBS' Workforce 1 Career Centers work closely with hundreds of businesses each year to meet their recruitment needs by sourcing qualified candidates to fill vacant positions. In addition, SBS offers a variety of cohort-based training programs that were designed in close collaboration with industry and partner with businesses to place program graduates into jobs. These include the Health Care Finance and Operations Program (which prepares participants to work in the billing and revenue cycle departments of healthcare organizations) and the NCLEX program (which prepares individuals who worked as nurses outside the United States to pass the New York State Registered Nurse licensing exam).

To further build on the Board's goals, the Board and its partners are engaging in a multi-month planning process to strengthen coordination, improve outcomes, and guide future investments. This process includes reviewing existing efforts and collecting input from stakeholders across the system to identify current successes, determine where gaps in service remain, and establish strategies to better align programs with the needs of both jobseekers and businesses.

ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?

The Board works in collaboration with both the leadership of the City of New York and key external workforce development partners to align resources to achieve its vision of an integrated, efficient, and equitable workforce system.

There are five primary ways that the Board enables the local area to align resources and monitor progress towards its vision:

- The Board holds standard quarterly meetings to provide general oversight over WIOA programs and to engage with key invited stakeholders who provide a comprehensive view on economic and workforce development issues. The Board's designated agencies that administer the City's core workforce programs, SBS and DYCD, regularly present on financial matters, program performance, and progress achieved on new initiatives at these meetings.
- The Board Executive Committee meets between full Board quarterly meetings to conduct Board business and to meet with the agencies that manage core programs to discuss program performance and alignment.
- The Board is staffed by NYC Talent, which provides a direct line of coordination with the City of New York leadership and the work of agencies involved in workforce development and education who are not funded through WIOA.
- Members of the Board and key stakeholders invited to Board meetings help drive alignment across the system. These stakeholders reflect a diverse array of organizations – including businesses, providers, intermediaries, labor unions, funders, and policymakers – that leverage their knowledge and connections to forge a better coordinated workforce system. For more nuanced and sector-specific work, the City's Industry Partnerships are able to provide the Board with expertise, convening power, and consulting support to ensure programmatic alignment within their sectors. The Board and NYC Talent also collaborate with other sector-specific efforts within the City, such as those housed within specific agencies.

f. Describe the Board's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

Performance monitoring and management is a priority of the Board. By providing valuable data for analysis, performance measures inform decision-making, open up opportunities for continuous improvement, and allow for program adaptability in response to changing market demands. Performance accountability measures also enable the Board and the City's workforce development stakeholders to create transparency, remain compliant with funding requirements, and demonstrate the system's value.

Providers of workforce development programs are evaluated on metrics including enrollments, program completion rates, and job connections, as well as long-term impacts like continued employment. The Board also consistently receives reports on performance from the agency partners administering WIOA Title I programs (Youth, Adult, and Dislocated Worker) and Board staff provide regular updates on successes and any measures the region is at risk of not passing.

Agency partners also use contract management to hold providers accountable for performance measures beyond the federal WIOA measures. DYCD and SBS' accountability measures are further described below.

Youth Programming

DYCD tracks program enrollment as a key metric in addition to the WIOA performance goals. DYCD also evaluates provider activities throughout the year through site visits and reviews of participant data. This validates that program services are high quality and drive participants towards successful completion of their training, attainment of credentials, and placement after program exit.

Adult and Dislocated Workers

SBS has established performance metrics and financial incentives for its Workforce1 Career Center vendors that aim to achieve broader goals of economic growth and customer self-sufficiency.

Contractors are also held to goals for various metrics. Paid metrics include placement of customers into jobs (i.e., hires); number of new enrollments into the Workforce1 system; diversification of the types of jobs/employer commitments that are brought into the system; the number of hires made from referrals from organizations that participate in SBS' Community Partner network; participants enrolled in training programs; and ratings from customer satisfaction surveys. Other metrics are also tracked, including employer commitments (the number of positions developed that a center commits an employer to fill with candidates from across the system) and fill rate (the percentage of employer commitments successfully filled with candidates).

Additionally, SBS holds cohort-based training service providers (via contracts) to enrollment goals (i.e. the agreed upon number of eligible and qualified individuals who will start a training program), participant completions, and graduate connections to jobs or advancements within their prior jobs, which are often paid performance milestones. Enrollment measures vary by training service provider contract, but completion measures universally include the number of individuals who enrolled in a training program and successfully met the completion requirements for graduation, such as attendance, passing grades, and credential attainment. Likewise, job connection or advancement measures vary, but universally include individuals who complete a training program and successfully attach to a validated job or promotion with an employer with a designated title, wage, and hours within an agreed upon time period post-training. Further, some training service providers have performance measures related to systems change, such as curriculum adoption within an academic institution for sustaining training impact beyond the initial public investment.

Local Workforce Development System

a. Identify the programs, whether provided by the Career Center or any partners, that are a part of the local area's workforce development system, including:

i. Core programs

The NYC Department of Small Business Services (SBS) and the NYC Department of Youth and Community Development (DYCD), as designated by the Board, as well as the New York State Commission for the Blind (NYSCB) and the New York State Department of Education (NYSED), administer the WIOA core programs in New York City, as described below.

Title I Youth Programs

DYCD focuses on serving youth and young adults, offering programs tailored to both in-school and out-of-school populations:

- **Learn & Earn:** Open to high school juniors and seniors, Learn & Earn combines academic support, college application assistance, and paid internships to prepare students for postsecondary success. This career exploration and academic support program served 1,047 youth via a budget of \$8.4 million in FY24.
- **Train & Earn:** Focused on out-of-school youth, Train & Earn offers job training, employment services, and post-secondary credentialing opportunities in high-demand sectors like healthcare, IT, and infrastructure. The program is for youth and young adults aged 16-24, who are not working and not in school, and meet other eligibility requirements.

Title I Adult Programs

Since 2003, SBS has operated a network of One-Stop Career Centers, locally called **Workforce1 Career Centers**, which provide free services to jobseekers, including resume assistance, interview preparation, training, and connection to employment opportunities. The network includes large “hub” centers in each borough, as well as smaller neighborhood-based and sector-specific career centers.

The Centers are operated by workforce development providers who are chosen through a competitive process and are, under contract with SBS. The Workforce1 Career Center system uses a proven, demand-driven model to help new and expanding businesses meet hiring and training needs. The centers leverage a deep understanding of employer needs and sector experience to recruit qualified New York City jobseekers for employment opportunities. Workforce1 partners with businesses to fulfill their hiring and training needs by filling their open positions with the most qualified New Yorkers.

In FY24, these centers connected over 22,000 New Yorkers to jobs.

Title II Adult Education

NYSED manages WIOA Title II funds for adult literacy services and distributes them to a variety of organization types across the state through a competitive procurement process.

The purposes of WIOA Title II funding include the following:

- Assisting adults in becoming literate.
- Assisting adults in obtaining the necessary education and skills to become full partners in the educational development of their children.
- Assisting adults in completing secondary education or its equivalent.

WIOA Title II Adult Education programs currently include:

- Adult Basic Education and Literacy Services (ABE)
- Integrated English Literacy and Civics Education (IELCE)
- Corrections Education (Corrections)
- Literacy Zones (LZ)

New York City currently receives funding in all four of these program areas across a range of organizations, including NYC Public Schools, several CUNY colleges, and a host of community-based organizations.

Title III Wagner-Peyser

The New York State Department of Labor (NYSDOL) administers the Wagner-Peyser program in New York City with dedicated staff in seven Career Center locations, including four “hub” Workforce1 Career Centers and three affiliate locations. Wagner-Peyser’s core functions within the NYC region include:

- **Tier 1 - Self Service:** NYSDOL’s Virtual Career Center platform allows customers to receive services by electronic means and without staff assistance through. The Virtual Career Center site, which can be accessed by customers in the Centers or from home, allows customers to view current job openings in their region and view industries that are in-demand. Businesses

can access and connect with qualified jobseekers in the system using the Virtual Career Center for Business. Using the site, businesses can view resumes of qualified candidates for their job orders and communicate directly with candidates through the platform.

- **Tier 2 - Facilitated Self-Help:** The Career Centers offer resource rooms with self-service tools, including computers, resume writing software, fax machines, photocopiers, and internet-based tools. There are resource room staff available to facilitate customer use of these available resources. Other services include access to labor market information, orientation to services, and guided use of job search platforms.
- **Tier 3 - Staff Assisted Services:** Customers can receive staff assisted services one-on-one or in groups at the Career Centers. Staff-assisted services include assessments, assistance with filing claims for Unemployment Insurance, career counseling, development of an Individual Service Plan, individualized job search assistance, workshops, resume preparation and review, interview coaching, referrals to job openings, and job clubs. Staff may also assess customers to determine their training needs and make appropriate referrals to other partners.

Title IV Vocational Rehabilitation

NYSED, through its **Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR)** team, administers WIOA Title IV in New York City through dedicated staff and contracted providers. ACCES-VR's mission is to "[assist] individuals with disabilities to achieve and maintain employment and to support independent living through training, education, rehabilitation, and career development." According to the ACCES-VR website, ACCESS-VR "starts with the presumption that all individuals with disabilities can benefit from vocational rehabilitation services and should have opportunities to work in jobs integrated within their communities. Vocational Rehabilitation Counselors guide individuals through service programs they need to reach their employment goal."

The **Office for Children and Family Services (OCFS)** through the **NYSCB** also administers WIOA Title IV in New York City, focusing specifically on legally blind New Yorkers. The mission of NYSCB is "to enhance employability, to maximize independence and to assist in the development of the capacities and strengths of people who are legally blind." The Commission achieves this mission through dedicated Vocational Rehabilitation Counselors at two district offices and a number of contracted providers. NYSCB offers several services and programs for youths aged 14-22 to engage with career exploration and develop work readiness.

ii. Programs that support alignment under the Carl D. Perkins Center and Technical Education Act of 2006

The Carl D. Perkins Center and Technical Education Act of 2006 funds Career and Technical Education (CTE) programs within NYC. These CTE programs make opportunities for additional career pathways available and provide students with in-demand industry skills and credentials. NYCPS hosts a variety of programs under Perkins funding, creating career pathways for priority populations in the City.

NYC Public Schools (NYCPS) will disburse Perkins funds based on decided-upon priorities. NYCPS is focused on aligning career pathway programs with the labor market, improving work-based learning outcomes, continuing college and career advising toward post-program placement, and hiring, retraining, and training CTE educators.

iii. And other workforce development programs, if applicable

Beyond the core programs listed above, SBS, DYCD, Human Resources Administration (HRA), NYCPS, City University of New York (CUNY), and NYSDOL offer a variety of additional programs supporting the local workforce development ecosystem. The programs listed below emphasize the variety of opportunities offered to priority populations that provide skills-first approaches and meaningful, real-world work experiences:

Citywide

Jobs NYC is a three-pronged strategic effort to bring employment resources directly into the communities across New York City currently facing the highest rates of unemployment. The effort includes:

- The Jobs NYC website (jobs.nyc.gov), a digital platform connecting jobseekers with free employment, training, and education opportunities and connects businesses to the initiatives within the City's workforce system to source qualified talent pipelines;
- Making it easier to work for the City, by posting all City jobs in one location, and making changes to civil service Minimum Qualification Requirements to make local government jobs more accessible for entry level jobseekers, including removing the bachelor's degree requirement for certain city jobs;
- Convening regularly scheduled hiring halls and smaller job fairs/employment events across the city that bring job, workforce, and education opportunities directly to underserved communities; and
- Locally-based approaches, as a complement to the hiring halls, aimed at reducing unemployment and connecting underserved New Yorkers with jobs, supported through SBS-administered grant programs for community-based organizations.

In addition to allowing employers and candidates to connect directly through hiring halls, Jobs NYC support jobseekers in all stages of job readiness and provides access to information that can empower their job search. Further, all hiring hall attendees are entered into the Workforce1 system so they can be connected with WIOA core programming and continually engaged with offers of additional support and connections to jobs.

DYCD

DYCD offers many opportunities for youth to access training and employment opportunities. Efforts include:

- **Summer Youth Employment Program (SYEP):** Serving over 100,000 youth annually, SYEP provides paid work experience, career exploration, and leadership development opportunities. SYEP is DYCD's largest workforce program and is offered to NYC youth between the ages of 14 and 24. Over three months, program participants gain hands-on experience in entry-level jobs at government agencies, hospitals, summer camps, nonprofits, small businesses, law firms, museums, sports enterprises, and retail organizations.
- **Work, Learn, and Grow (WLG):** WLG offers high school students continued career exploration and subsidized employment during the school year. The program engages over 6,400 youth annually.
- **Advance & Earn:** Designed for young adults aged 16-24, Advance & Earn supports out-of-school youth by providing them with high school equivalency preparation, occupational

training, paid internships, and career placement services. This program served 1,150 participants in FY24.

- **Community Resources for Employment and Development (CRED):** Launched in 2025, CRED supports out-of-school youth aged 18-40 who have been impacted by community violence. The program provides training, internships, and job placement in industries such as technology and healthcare.
- **Anti-Gun Violence Employment Program (AGVEP):** Tailored for out-of-school youth affected by gun violence, AGVEP provides participants with job readiness training, internships, and supportive services.
- **Adult Literacy Program:** In partnership with the New York City Adult Literacy Initiative (NYCALI), DYCD's Adult Literacy Program offers literacy and English language services, GED preparation, and basic education for adults and out-of-school youth over 16 years of age.

NYCPS

- NYCPS launched the Student Pathways Initiative to reimagine how the agency supports student college and career readiness with the aim of providing students with the knowledge, skills, and experiences to align their passions and purpose with market demand. The goal is to ensure all students graduate with real skills, a strong plan and a head start. The Student Pathways Initiative established the following goals for NYCPS programs:
 - Provide students with effective college and career advising and awareness to support a strong postsecondary plan.
 - Expand durable skills including workplace readiness, digital literacy, computational thinking, and financial literacy.
 - Accelerate postsecondary success with credits and credentials.
 - Build industry-driven college and career pathways with meaningful work experience through internships and apprenticeships.

Programs aligned with this initiative include:

- **Career and Technical Education (CTE):** strengthening existing CTE programs to align with market demand, bolster access and completion of early college credits and credentials and career advising that elevates multiple options to postsecondary success including apprenticeships, workforce training, college and employment.
- **Career Readiness and Modern Youth Apprenticeship (CRMYA):** The CRMYA connects student participants with career readiness coursework and a 2–3-year apprenticeship placement with an employer partner. Employer partners, which include City agencies and private employers, host CRMYA apprentices and provide them with valuable on-the-job experience in fields such as finance, accounting, procurement, human resources, information technology, health and mental hygiene, media arts, project management, and sustainability and energy conservation. The program is made possible through a partnership between NYCPS, NYC Talent, CareerWise New York, and Big Picture Learning. Since launching in 2023 year, the CRMYA program has placed over 400 high school students in apprenticeships with 21 private employers and 20 City agencies.
- **FutureReadyNYC:** FutureReadyNYC is an initiative launched in 2022 to incorporate college and career readiness programming into the New York City public high school experience. The initiative provides students in participating high schools with individualized career advisement, financial literacy, work-based learning opportunities, industry-validated coursework to enhance skills in high-wage fields, and access to college credentials.

FutureReadyNYC is focused on establishing pathways into industries such as business, tech, healthcare, HVAC and building decarbonization, human and social services, and education. NYCPS's Student Pathways Advisory Council, which is made up of industry and business representatives, helps ensure career-connected learning efforts, including FutureReadyNYC, are aligned with industry needs. To date, FutureReadyNYC has been implemented at 135 NYCPS high schools, with plans for future expansion to further schools.

CUNY

CUNY's comprehensive approach to preparing students for career success includes workforce development efforts across both non-degree and degree-granting programs:

- **Adult and Continuing Education (ACE):** Programs that offer a wide array of workforce training opportunities for non-degree students, including industry-recognized certificate programs that equip learners with in-demand skills.
- **Educate, Develop, Graduate, Empower (EDGE):** Partnership between HRA and CUNY that provides academic counseling and career planning support to enrolled CUNY undergraduate students who receive cash assistance from HRA. The goal of the program is to improve postsecondary completion and employment rates for priority populations.
- **CUNY Inclusive Economy (CIE):** University-wide initiative to enhance student career success by strengthening employer relationships at CUNY campuses and aligning academic experiences with industry needs. CIE works towards this goal by embedding Integrated Advisors and Industry Specialists within undergraduate college academic departments. Integrated Advisors provide academic and career advising, and Industry Specialists collaborate with industry partners to secure employment opportunities for students and organize career-related events, such as panels and networking sessions.
- **CUNY Beyond:** Initiative to integrate career connections into every aspect of an undergraduate student's experience, including beyond graduation. CUNY Beyond is organized around five pillars: career exposure and exploration, integrated academic and career advising, career-connected learning, paid work-based learning, and employer engagement. The overarching goal is to embed workforce development across the entire CUNY system, ensuring that all students have access to the resources and opportunities needed to achieve post-graduate success.
- **Accelerated Study in Associate Programs (ASAP):** Academic support programs designed to help eligible associate's and bachelor's degree students stay on track and graduate on time by providing supportive services, scholarships, and academic and career support.
- **Internships:** CUNY Central collaborates with both private and public employers to administer internships to provide students with valuable work experience. CUNY Central's public agency partners include NYC departments including the Human Resources Administration (HRA), Department of Health and Mental Hygiene (DOHMH), Office of Technology and Innovation (OTI), Department of Parks and Recreation (Parks), Administration for Children's Services (ACS), Department of Citywide Administrative Services (DCAS), Department of Environmental Protection (DEP), Housing Prevention & Development (HPD), and the NYC Department of Small Business Services (SBS).
- **Credentialing Efforts:** CUNY's credentialing efforts reflect the diversity of its industry partnerships, with credential issuers spanning both the public and private sectors. Private sector credentialing partners include Cisco, AWS, Microsoft, CompTIA, Python Institute,

and Google, with a focus on technology-related certifications. Public sector credentialing partners include the NYS Department of Education, National Healthcareer Association, NYS Department of Health, NYC Department of Health and Mental Hygiene, American Heart Association, and Division of Criminal Justice Services, with an emphasis on healthcare-related credentials. Additionally, skilled trades credentials are offered through organizations such as Occupational Safety and Health Administration (OSHA), the American Welding Society, and the National Center for Construction Education and Research (NCCER).

These efforts, many of which CUNY is aiming to scale across all campuses, provide opportunities for CUNY students, whether they are pursuing degrees or not, to be equipped with the right skills and credentials needed to thrive in the modern labor market.

HRA

HRA provides a comprehensive array of career services programs to support populations receiving cash assistance, including recipients that are youth, NYCHA residents, or have Limited English Proficiency. Programs like CareerCompass, YouthPathways, and CareerAdvance cater to specific age groups and career stages, while sector-based initiatives such as Pathways to Industrial and Construction Careers (PINCC) and the SNAP Employment & Training Venture V program align with labor market demands, offering pathways in high-demand industries like construction, manufacturing, and transportation. Other key programs include:

- **Jobs-Plus:** A place-based program for NYCHA residents that offers skills training, job placement, and financial counseling to residents with the goal of increasing earnings and employment rates. Jobs-Plus program sites are located directly within NYCHA developments, or within walking distance. In FY24, Jobs-Plus served 8,678 NYCHA residents through a budget of \$12.5 million.
- **Career Services Programs:** HRA's Career Services programs are tailored to cash assistance recipients and provide job-readiness training, career counseling, and placement services. HRA's Career Services staff work closely with clients to find job opportunities that match their skills, needs, and career goals.
- **Business Link:** Business Link is an HRA program that connects low-income jobseekers to public and private sector employment opportunities, including public assistance recipients to employment opportunities with nonprofit vendors who have contracts with the City and are required to meet HireNYC: Human Services goals. Effective July 1, 2025, the City's HireNYC program has been replaced by Community Hiring, a new initiative that leverages the City's purchasing power to connect City vendors to talent and jobseekers to career opportunities. Community Hiring builds upon the success of HireNYC by expanding to additional industries, allowing for broader applicability for eligible contracts and jobseekers, consolidating program oversight under the Office of Community Hiring (OCH), and increasing transparency through quarterly public reporting.

NYSDOL

NYSDOL supports the local workforce development system by providing reemployment services to Unemployment Insurance (UI) claimants and monitoring the UI claimant's work search efforts. UI claimants must be ready, willing, and able to work to continue receiving UI benefits. NYSDOL staff play a crucial role in ensuring jobseekers maintain quality work searches to maintain their benefits. Customers who are collecting UI benefits make up the largest percentage of customers served by NYSDOL staff, who schedule UI claimants for multiple, mandatory appointments to assist them in

returning to work. UI claimants are co-enrolled as participants in Wagner-Peyser and WIOA at the time of registration and must receive the full range of labor exchange services necessary and appropriate to facilitate their earliest return to work. These customers receive the necessary guidance and counseling to ensure they engage in a meaningful and realistic job search. Staff must ensure the UI program staff receive information about UI customers' ability and availability for work, or the suitability of work offered them.

The local workforce development system provides many opportunities across these programs. By leveraging partnerships between city agencies, community organizations, and private employers, the system creates pathways to economic opportunity for all New Yorkers. NYC's workforce development initiatives encompass a diverse range of programs aimed at empowering jobseekers and underrepresented communities.

b. Describe how the local area will ensure continuous improvement of services and service providers

New York's job market is dynamic and requires a workforce ecosystem that can constantly evolve to provide relevant educational and skill-building opportunities. The skills required by businesses are changing rapidly in response to new business models, a changing policy environment, and the introduction of AI and other technologies – and jobseekers are tasked with keeping up with these changing conditions. For workforce programs and service providers to be successful, they must continuously align practices, performance, and leverage data to respond to shifting trends.

The City's Industry Partnerships, managed by NYC Talent, are sector-based intermediaries that foster collaboration and feedback loops among various public and private stakeholders across the workforce development ecosystem. They are built to support that critical system alignment with labor market and business needs, while also leading citywide strategies to address future labor market needs for three of the city's key economic sectors: healthcare, tech, and sustainable infrastructure.

For WIOA core programs, designated agencies DYCD and SBS ensure consistent improvement of services and service providers via monitoring and performance management of their programs.

Youth Programming

DYCD monitors WIOA youth contractor performance to identify and troubleshoot issues as they arise at the provider level. DYCD WIOA staff review youth eligibility data, program services, and outcome data daily. Participant eligibility is verified using a secure remote document upload app called DocUP. This system allows providers to submit eligibility proof to DYCD and for DYCD staff to review and approve participant enrollment quickly.

DYCD monitors program services by reviewing participant records in DYCD Connect's Participant Tracking System (PTS), performing in-person observation of provider activities, and conducting periodic reviews of annual provider work scopes, activity schedules, and attendance. Outcomes and associated verifying documents are uploaded into PTS for review and approval by DYCD.

DYCD also invests in technical assistance and professional development for their contractors to help them improve program offerings and develop their staff members. These services, which are provided through DYCD's Capacity Building providers, include workshops, individual coaching for organizations, technical assistance with financial management, and overall program support.

Adult and Dislocated Workers

SBS ensures the continuous improvement of WIOA services and service providers through performance management and ongoing quality assurance monitoring. Additionally, SBS uses a variety of strategies to continuously improve the quality and performance of training programs and training providers.

SBS places significant emphasis on performance management, including identifying critical indicators and setting performance targets. The agency develops data dashboards to monitor performance indicators and targets. SBS hosts regular meetings with contractors to collaboratively discuss and review strategy and performance and implements Corrective Action Plans in cases where contractors are significantly behind pace on their outcomes.

SBS contracts include a performance-based component. For many years, the paid milestones were limited to total hires and total priority population hires. More recently, SBS has added additional metrics that comprise a contractor “report card,” including workshop attendance, customer satisfaction rates, and participants involved in training.

In addition to the accountability measures mentioned above, SBS ensures program quality and the integrity of data collected by the Workforce1 Career Centers by regularly visiting the centers. SBS staff observe service delivery to ensure adherence to federal, state, and local policies and rules; ensure that services are delivered in accordance with the agency’s policies; and offer support to center-based staff employed by contracted providers. SBS staff focus on three key areas: efficiency of service delivery, efficacy of workshops, and customer service quality.

The agency also collects customer satisfaction surveys from jobseekers and employers at job fairs and other hiring events hosted by SBS. The results of these surveys are used to improve future events and services.

SBS focuses on continuous quality maintenance, and improvement, of training services and providers in the following ways:

- In collaboration with the NYC Mayor’s Office of Talent and Workforce Development’s Industry Partnerships, regularly reviewing employment/sector trends, and based on that information, launching programs in in-demand sectors and reviewing (and modifying or sunseting, as appropriate) programs in sectors where demand has declined.
- Directly engaging employers in the design and delivery of industry-informed training program models, assessments, and curriculum to produce credible pipelines of quality graduates for hire or advancement.
- Integrating bridge and pre-training programs, along with supportive services, into training programs for all participants, including those with barriers to employment so they can successfully graduate and connect to employment or career advancement.
- Aligning training services for participants engaging in the education, social service, and public workforce system with other government agencies as well as with WIOA-mandated and other community partners, where possible.
- Standardizing best practices in operations, including performance-based contracting and management, and quality assurance across training programs.

c. Describe how service providers will meet the employment needs of local businesses, workers, and jobseekers

The City's workforce ecosystem ensures programming and resources are oriented towards the needs of businesses by examining economic and labor market data, pooling on-the-ground insights from businesses through the Board and intermediaries, and encouraging providers to work directly with local businesses. This approach allows programs to support jobseekers with the skills they need for the actual jobs in the economy and provides more successful matching between jobseekers and businesses looking to hire. The Board also encourages the use of "earn and learn" and work-based learning models, such as apprenticeships, to create deeper alignment between local businesses and workers.

Youth Programming

DYCD has recently expanded their internal capacity by creating an Employer Engagement and Partnerships team that is focused on meeting the employment needs of local businesses, workers, and jobseekers. This team works to engage organizations across the public, private, and nonprofit sectors with DYCD's range of workforce development programs. The team facilitates employers' ability to tap into emerging talent, build a workforce that better reflects local communities, and directly contribute to New York City's economic development, while reducing their recruitment and onboarding costs.

The Employer Engagement and Partnerships team builds new employer relationships for both internships and long-term talent pipelines, leads special initiatives that leverage City resources to better serve youth and community members in their career exploration and growth, and provides training and support to DYCD-funded community partners to improve their job development efforts. In addition to this team, DYCD's workforce development providers have job developers on staff to help develop paid work experiences and employment placements for their program participants.

Adult and Dislocated Workers

SBS's Workforce1 Career Centers leverage the relationships that SBS' NYC Business Solutions Centers (BSCs) have with small businesses in communities throughout New York City. Small business owners utilize BSC services to receive assistance with a myriad of business issues, including guidance on obtaining city permits and licenses, improving employee performance through training, and receiving assistance with employee recruitment. The last two services mentioned – training and recruitment assistance – are provided to BSC clients by Workforce1.

In addition to the clients referred by the BSCs, the Workforce1 Career Centers have dedicated account managers on staff who develop new job opportunities within assigned sectors to ensure a diversity of workforce opportunities across the network of centers. The Workforce1 Career Center network is comprised of one 'hub' center in each borough, with 'satellite,' neighborhood-based centers that work in coordination with the hub. Businesses and jobseekers that engage with any center have access to the resources of the entire system.

SBS provides employers with several resources to increase business efficiency, catalyze economic activity within New York City, and enable employees to earn higher wages. Employers can learn more about training grants offered by SBS, including eligibility requirements, through the BSCs or SBS program staff. In addition, SBS recently launched a new Employer and Sector-Based Engagement team. This team will aim to increase awareness about the recruitment services offered

by the Workforce1 Career Center system and will work with businesses on an individualized level to meet their hiring needs.

Jobseekers have access to several resources designed to facilitate successful connections to employment. Jobseekers can develop an Individual Employment Plan, meet one-on-one with a career advisor, attend a series of workshops intended to assist in the job search process (i.e. Interview Skills, How to Create a Resume, etc.), access to skills-based training, and be connected to outside resources intended to address any additional barriers to employment not directly addressed by the Workforce1 Centers (i.e. childcare, transportation, professional attire, etc.).

SBS's eligible training service providers deliver employer-informed training programs for in-demand occupations. These training programs not only teach the skills and competencies required for the occupation, but also provide participants with relevant licenses, certifications, and work-based experiences so that they are qualified, competitive, and ready for employment or career advancement upon graduation.

d. Describe the roles and resource contributions of the Career Center partners

All partners of the Workforce1 Career Centers including, but not limited to, the WIOA required partners, play a role both in referring customers into the centers and receiving customer referrals from the centers. The Community Partners program is the primary vehicle that Workforce1 uses to receive partner referrals and direct outbound referrals to partner organizations.

Since 2007, Workforce1 has maintained a strong Community Partners program to better coordinate with the workforce community. The mission of the Community Partners program is to increase the capacity of the New York City public workforce development system by connecting more New Yorkers to job opportunities. This partnership benefits the Workforce1 system by aggregating a larger group of job-ready candidates to meet business needs, improving the ability of the system to serve diverse jobseekers and businesses, and enhancing the overall coordination of public workforce services. Individual community organizations can access the public workforce system more efficiently, learn about employer demands, and receive feedback about candidates they have referred to the Workforce1 system.

The diverse partner network is made up of more than 300 organizations, including all WIOA required partners, as well as job training organizations, public agencies and their contractors, educational institutions, and community-based local service providers. The Community Partner network is particularly useful for serving clients with barriers to employment. For example, through their participation as a Community Partner, teachers from NYCPS District 79 provide on-site English for Speakers of Other Languages (ESOL) classes for clients at several Workforce1 Centers. Workforce1 strengthens connections with existing partners and reaches out to new partners through direct outreach, community events, and member organizations.

The Community Partners program is overseen by SBS' Neighborhood and Community Engagement team, a unit that was launched in 2024 to forge stronger ties with community-based organizations and develop targeted, neighborhood-based approaches to addressing unemployment, especially in areas of New York City with high unemployment rates.

Workforce1 and NYSDOL are co-located at four center sites and have a cost sharing agreement that allows them to govern existing and future space sharing agreements. In addition, SBS is currently

exploring ways to streamline lease and administrative costs by collaborating with other NYC agencies, higher educational institutions, and other partners that provide workforce development services.

Workforce Development and Career Pathways

a. Describe how the Board will facilitate the development of career pathways, including co-enrollment in core programs when appropriate

The Board supports the development of career pathways by providing financial and strategic oversight of WIOA core programs, through the work of designated agencies, and by bringing together stakeholders from across the city's workforce development ecosystem. The Board works with the City's workforce development system and intermediaries to achieve strategic priorities related to the development of career pathways, including expanding access to apprenticeships and increasing the amount of in-demand training available in the local area. The Board and their partners are able to ensure the City's workforce and training programs align with employer demand by leveraging the expertise of NYC Talent's Industry Partnerships, which continuously monitor labor market data and engage in ongoing dialogue with employers. Apprenticeships are another important avenue for developing career pathways. The Board is committed to utilizing its position and resources to support the City's goal of connecting 30,000 New Yorkers to apprenticeships by 2030. Through program evaluation and strategic planning, the Board will encourage more training programs to include recognized post-secondary credentials.

Additionally, through the Board's support for the Workforce1 Career Centers, the Board supports co-enrollment in WIOA core programs, which enables individuals to access multiple services seamlessly. NYSDOL co-enrolls adult customers who enroll in WIOA Title III Wagner-Peyser services in WIOA Title I services as a matter of policy and also co-enrolls numerous Unemployment Insurance customers in WIOA Title I services. In addition, the Workforce1 Community Partners program is a major vehicle for receiving referrals from and making referrals to the other WIOA core programs, including DYCD's WIOA Youth programs, NYSDOL's Wagner-Peyser and UI services, NYS Education Department's adult literacy programs, and ACCES-VR and NYS Commission for the Blind's vocational rehabilitation services. Referrals to or from these partners provide an opportunity to co-enroll individuals. Workforce1 staff work with Community Partners to provide information about available services and to make referrals to one another.

b. Describe how the Board will improve access to activities leading to recognized postsecondary credentials

The Board is committed to improving access to training programs and other workforce development activities that lead to recognized postsecondary credentials. An important aspect of this work is working through the Board's designated agencies, the NYC Department of Youth and Community Development (DYCD) and the NYC Department of Small Business Services (SBS), to focus training investment in sectors and occupations in which local employers have demand for skilled workers and where credentials are clearly defined. Efforts are described below.

Youth Programming

DYCD's Workforce Connect programs, including Train & Earn, Advance & Earn, and Community Resources for Employment and Development (CRED), offer training for locally in-demand occupations and provide tailored services for participants who are out-of-school, out-of-work

young adults. These programs include occupational trainings and opportunities to earn recognized postsecondary credentials in fields such as:

- Transportation: NY State Commercial Driver's License
- Building maintenance and construction: credentials from the National Center for Construction Education and Research, Solar One, Niagra Certification via LaCC, American Society of Concrete Contractors, and New York City College of Technology
- Information technology: Microsoft Office User, Google IT Support Certification, CompTIA, CySA+, and web development certifications through Southern Connecticut State University
- Healthcare: Certified Medical Assistant (CMA)

DYCD also offers vocational programming in EKG and phlebotomy technician training, masonry and landscaping, and human services, which can serve as entry points into careers. The integration of academic support, including high school equivalency prep, career readiness, and paid internships ensures that participants not only earn credentials, but also gain the foundational skills and experience to continue advancing in their careers.

DYCD has also significantly expanded opportunities for participants to earn college credits in its school-focused programs. Learn & Earn, Summer Youth Employment Program (SYEP), Work, Learn & Grow (WLG), and Anti-Gun Violence Employment Program (AGVEP) now provide opportunities for participants to gain college credits alongside paid internships, which places participants on a path towards a college degree.

Adult and Dislocated Workers

SBS offers training programs designed to provide New Yorkers with in-demand skills sought by employers. These programs typically offer industry-recognized and portable credentials that jobseekers can leverage in other industries or localities.

SBS makes training available to jobseekers through two primary avenues:

- **Individual Training Grants:** Through Individual Training Grants (ITGs), defined under WIOA as Individual Training Account vouchers, SBS offers vouchers for short-term occupational training programs in select in-demand occupations. ITGs cover tuition, registration fees, testing fees, and books for enrollment in approved courses. These courses are listed in the [NYC Training Guide](#), an online tool created by SBS for administering the Eligible Training Providers List in New York City, which under WIOA is a list that each state maintains of eligible providers.⁷³ New York City has exercised its authority granted from WIOA to narrow and establish additional requirements for the ETPL through the NYC Training Guide to improve the quality of available training and the outcomes from training. Individual Training Grants empower participants to select training aligned with their career goals. Because ITGs are tied to occupations with strong employment prospects, the credentials earned are not only portable across employers but also serve as steppingstones for career advancement.
- **Cohort Training:** SBS also invests in sector-focused, cohort-based training programs in in-demand areas such as healthcare, culinary/food service, and tech, which are operated by contracted providers. These programs often provide services to individuals with barriers to employment and frequently engage businesses at the outset to identify needed skills in

particular sectors and occupations. SBS intentionally selects trainings that lead to a recognized post-secondary credential to maximize the value for the trainees.

i. Are these credentials transferable to other occupations or industries (“portable”)? If yes, please explain

Youth Programming

DYCD’s Workforce Connect programs place an emphasis on portable credentials recognized by employers across industries and geographies. For instance, a Certified Medical Assistant (CMA) certification is valid in hospitals, clinics, and primary care settings throughout the U.S., while a Commercial Driver’s License (CDL) is accepted by transportation employers nationwide and is easy to transfer from state to state.

Adults and Dislocated Workers

As much as possible, SBS seeks to offer industry-recognized, portable credentials as part of its Individual Training Grant and cohort training offerings. SBS selects trainings that yield credentials aligned with national or state-recognized standards and, as a result, are valued by employers. Some credentials, like the CMA credential, permit individuals to work in multiple healthcare settings.

ii. Are these credentials part of sequence of credentials that can be accumulated over time (“stackable”)? If yes, explain

Young Adults

All DYCD training programs offer stackable credentials. For example, individuals who complete EKG and phlebotomy technician training can pursue additional training to become a Patient Care Technician. As another example, young adults who earn a Google IT Support Professional Certificate can participate in network administration or cybersecurity training to advance in their careers.

Adults and Dislocated Workers

SBS programs also utilize stackable credentials. For example, someone who completes the Healthcare Finance and Operations Program could stack that credential with certifications and even college credits that widen their career pathway upon completion. Moreover, the Nurse Fellowship Program is a nursing professional development program that provides incumbent staff nurses the training and clinical experience needed to earn stackable nursing credentials to advance in clinical and academic roles as Clinical Preceptor, Nurse Educator, and Nurse Manager. Stackable credentials emphasize the opportunity for customers to access career pathways, including what can be a gateway into a long career in a given sector.

Access to Employment and Services

a. Describe how the Board and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment

The Board and its partners are committed to expanding access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment. Current and future expansion efforts are focused on innovative approaches to customer outreach, targeted recruitment, and strategic partnerships.

A number of the Board's partners already seek out and prioritize specific populations for expanding access to services. Citywide, the Jobs NYC effort described above has significantly expanded access to services through the jobs.nyc.gov website as well as through ongoing hiring halls, job fairs, outreach, and other community-based activities across the five boroughs in high-need neighborhoods. The Board also works through designated agencies, the NYC Department of Youth and Community Development (DYCD) and the NYC Department of Small Business Services (SBS), to expand access. DYCD workforce programs prioritize serving individuals with barriers to employment, including low-income youth and those with WIOA-defined barriers to employment. Providers recruit participants through diverse channels such as social media, word of mouth, outreach events, and referrals from other organizations and agencies. SBS utilizes social and other digital media to advertise the Workforce1 Career Centers and training opportunities, as well as hiring halls and other events, to new jobseekers. As another example, SBS' Priority1 service conducts extensive outreach to veterans seeking employment services, including through close collaboration with the city's Department of Veterans' Services.

Another way the Board and its partners are expanding access to services, including for priority populations, is through the cultivation and strengthening of partnerships with key organizations. For example, SBS' NY Systems Change and Inclusive Opportunities Network (SCION) staff cultivate relationships with organizations that specialize in serving people with disabilities to make referrals of jobseekers within this population who can benefit from Workforce1 services. NY SCION increases the capacity of the Workforce1 Career Center system to serve individuals with disabilities, identifies and leverages disability-related resources and partners, as well as coordinates services for individuals with disabilities who face multiple barriers to employment. In addition, the Workforce1 Career Centers have partnered with Adult Career and Continuing Education Services – Vocational Rehabilitation (ACCES-VR) to train Workforce1 staff on Vocational Rehabilitation (VR) services for people with disabilities, including ACCESS-VR programs, to better serve priority populations, and to increase referrals of individuals with disabilities to specific job opportunities. The Mayor's Office for People with Disabilities (MOPD) has also embedded its NYC: ATWORK employment program within the Brooklyn Workforce1 Career Center, further increasing the accessibility of Workforce1 services to people with disabilities. Additionally, Workforce1 staff ensure priority Title IV Vocational Rehabilitation programs become Community Partners or re-engage existing Title IV partners for cross-referral opportunities. New York State Commission for the Blind (NYSCB), for example, works with its partner agencies to help their customers connect to local Workforce1 Career Centers for access to additional employment resources. Through these partnerships, connections between vocational rehabilitation and workforce development services are strengthened.

The Board and designated agencies are prioritizing steps towards expanding access to training opportunities and programming over the next few years. Strategies to accomplish this growth include aligning on services needed by individuals subject to work requirements for public benefits, strengthening coordination among programs, and expanding training opportunities. The Board will leverage its membership, partner agencies, and local intermediaries to move this work forward.

b. Describe how the local area will facilitate access through the One-Stop delivery system, including remote areas, through the use of technology

As mentioned above, the One-Stop delivery system in New York City, the Workforce1 Career Center network and its many partners under WIOA, leverages an extensive Community Partners network that enables the centers to make and receive customer referrals with more than 300 organizations,

with a particular focus on serving jobseekers in high-poverty zip codes. Jobs NYC events also help connect new customers to the system.

The Board also utilizes technology to expand access to services. The Workforce1 Career Centers offer clients the ability to access services virtually, including one-on-one career advising and job search-related workshops. In addition, SBS has started offering training programs virtually through a pilot program with the City University of New York (CUNY) that has drawn wide participant interest.

Finally, SBS recently solicited new contracts for One-Stop Operators of the Workforce1 Career Centers for the next four years; the contracts will begin in summer and fall 2025. As part of the process, proposers were required to outline how they would utilize technology and innovation, including virtual reality and artificial intelligence, to better serve clients.

c. Describe how Career Center are implementing and transitioning to an integrated technology-enabled intake care management information system

Workforce1 uses an internally-developed database software system, known as Worksource1, to maintain information on each candidate served and each business interaction. Worksource1 is the system of record for jobseeker information, placement data, and services. It is a tool for finding qualified candidates for open positions and tracking the outcome of that match. By including history on individual jobseekers, the integrated system helps Workforce1 Career Center staff provide the right services at the right points in time. It is also paired with and mapped to NYSDOL's One-Stop Operating System (OSOS).

Data on candidates in Worksource1 include:

- Candidate contact and demographic information
- WIOA program enrollment details
- Special status information, including veteran status and whether the candidate was referred by a Community Partner
- All services utilized, including the category and specific type of service, as well as the date and location of service
- Free-form case notes that career advisors and account managers can enter to document each interaction
- Details on job applications and open job opportunities that account managers referred the candidate to
- Work history and records of hiring (placement) results
- Education, both summary-level (highest level achieved) and details (degrees, licenses, certificates)

An integrated system streamlines processes and improves coordination of job placements and opportunities across the local area. Worksource1 acts as a single point of coordination for the city's high volume of individuals supported by the local workforce ecosystem, broad range of programming available, and numerous businesses looking to connect with jobseekers. Ultimately, Worksource1 transforms intake into better outcomes.

d. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers (DWs) in the local area

Services provided to Adults and Dislocated Workers in the area leverage unique partnerships and resources to provide holistic programs. SBS provides a variety of trainings that reach both individuals in need and Dislocated Workers via contracts, vouchers, agency partnerships, and other support mechanisms.

Some SBS programs are offered in collaboration with other City offices and agencies to align education and training offerings, or to support a particular sector or multi-issue agenda. Partners include NYC Public Schools (NYCPS), the Mayor's Office for People with Disabilities (MOPD), the Mayor's Office for Economic Opportunity (NYCO), the Mayor's Office of Climate and Environmental Justice (MOCEJ), and the Mayor's Office of Media and Entertainment (MOME). Through the NYC: AT WORK program, MOPD staff offer direct services tailored to jobseekers with disabilities at the Brooklyn Workforce1 Career Center. Additionally, ACCES-VR staff provide on-site support at several of the Workforce1 Career Centers. Each Workforce1 Career Center has a liaison at ACCES-VR that can receive referrals for individuals that would benefit from Vocational Rehabilitation services. Additional programs include NYCPS support at the West Farms Workforce1 location to serve young New Yorkers, collaboration with the Department of Veterans' Services (DVS) to conduct outreach to veterans, and coordination with HRA to serve people on cash assistance and other public benefits.

e. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area

Providing wraparound services, such as transportation support, is a key focus of the Board and its partners. Wraparound services increase equitable access to workforce development services for individuals with barriers to employment as they greatly improve a jobseeker's ability to search for jobs, attend interviews, enroll in trainings, and meet employer expectations. The local workforce development system integrates transportation and supportive services for eligible individuals, particularly those with barriers to employment, to access workforce activities effectively. Without these services, the system cannot meaningfully support many of its participants.

The Board also seeks to reduce any barriers to pursuing employment such as the cost of transportation and childcare. WIOA core programs are typically located near public transportation, either subway or bus routes, or both. Further, all WIOA core programs maintain lists of organizations they can refer customers to for additional supportive services. Direct support for transportation and other supportive services is available in some WIOA core programs.

SBS provides supportive services to individuals engaged in training services which increases the ability of participants to access, enroll in, and successfully complete training programs. Supportive services can also increase a participant's ability to connect to employment upon program completion. Training service providers are allowed to incorporate specific supportive services into their contracts and budgets but vary in allocation across training programs based on overall parity for training participants, availability of funds, and assessment of individual needs. Allowable supportive services may include, but are not limited to, coverage of transportation costs, education and training material costs and fees, training-related equipment, stipends, needs-related resources, and miscellaneous courses and fees (e.g., driver's licenses, official record and identification documents). In addition to these supportive services, training participants may also benefit from case management, job search support, and financial planning.

DYCD is also committed to providing a broad array of supportive services as part of their WIOA youth programs, including mental health support, guidance and counseling, and ongoing case management. The provision of supportive services is a required WIOA youth program element, and DYCD's 2024 Requests for Proposals (RFPs) for WIOA youth services emphasized the importance of providing a broad array of supportive services. Across all DYCD programs, providers are encouraged to offer transportation assistance to participants and contract funds are available to cover these costs. DYCD also leverages their partnership with ACCESS-VR to further support individuals with barriers to participation by making referrals to ACCES-VR for youth who have disabilities. DYCD invests in technical assistance and capacity-building services for providers in order to support and improve case management, mental health resources, job development, and participant retention.

All NYSDOL Career Centers are accessible via public transportation, including subway and bus routes, to support access for jobseekers. NYSDOL Career Center managers participate in partner meetings convened by Workforce1 Center staff to enhance coordination. Each office maintains a list of area supportive service providers to facilitate referrals and connections for participants.

ACCES-VR authorizes complete transportation costs for participants attending training programs, whether these programs are offered by contract providers, colleges, or private schools. Special transportation services are funded for consumers with severe disabilities to ensure equitable access to workforce activities. ACCES-VR also may provide funding for required van modifications for participants with severe physical disabilities who use a van for transportation.

Eligible applicants and consumers can receive reimbursement from the New York State Commission for the Blind (NYSCB) for transportation costs to and from locations by an applicant or eligible consumer to participate in a vocational rehabilitation service. These transportation cost reimbursements are eligible to be used for participation in program assessments and for activities with a training provider, be it a contract provider, a college, or a private school. Reimbursement could be sent to a training vendor, service provider, or consumer directly. When necessary, due to the severity of the consumer's disability or lack of other transportation options, NYSCB may pay for an individual to receive travel aide services while participating in approved vocational rehabilitation services.

The Board and its partners, such as DYCD, NYSDOL, ACCES-VR, and NYSCB, leverage their resources to coordinate transportation opportunities across the city. Alongside agencies, providers consistently communicate their desire to work collaboratively across and among one another to best leverage wraparound services for their participants. Through these wraparound services, the local workforce system is able to provide greater opportunity for individuals with barriers to employment.

f. Describe the replicated cooperative agreements in place to enhance the quality and availability of services to the people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information

See: Attachment I - ACCES-VR Interagency Cooperation with Other Agencies

See: Attachment G - Youth Services Chart

g. Describe the direction given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient

The Board passed an updated Priority of Service policy in 2023 that provides guidance to the local One-Stop System Operators about which populations to prioritize.⁷⁴ This policy reflects WIOA priority of service populations, additional populations prioritized by New York State, and populations prioritized by the Board. The policy, which applies to a subset of all customers – adult customers seeking WIOA individualized career services or training services – establishes two tiers of priority:

1. **First Priority**, which reflects the WIOA law and USDOL guidance around prioritizing veterans and their spouses:
 - Veterans and eligible spouses
 - Public assistance recipients
 - Other low-income individuals
 - Individuals who are basic skills deficient
2. **Second Priority**, which reflects priorities established by either New York State and/or the Board:
 - Individuals with disabilities
 - Justice-involved individuals
 - Out-of-school, out-of-work youth aged 18 to 24
 - Foreign-born individuals
 - Single parents

h. Describe how One-Stop Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section 188), and applicable provisions of the Americans Disabilities Act of 1990 (42 U. S. C. 12101 et seq.) regarding:

i. The physical and programmatic accessibility of facilities programs, and services

The local workforce development system prioritizes physical and programmatic accessibility leading to equitable access for all individuals, including those with disabilities. The City and its partners are committed to providing these services in compliance with nondiscrimination requirements of WIOA and the Americans with Disabilities Act of 1990 (ADA).

According to its Five-Year Accessibility Plan, SBS aims to continue to ensure programs, including One-Stop Career Centers and training programs, are provided in an accessible location and that activities are otherwise accessible.⁷⁵ Areas in which SBS focuses in this regard include physical infrastructure (e.g. automatic doors, ADA-compliant handles); program collateral and websites; and the provision of reasonable accommodations and auxiliary aids.

Training program providers work with students to identify programmatic supports that are feasible and reasonable. SBS will continue to provide accessible resources to ensure programs are provided inclusively. The agency will continue to provide programmatic support if and when requested, which includes providing ASL interpreters, screen readers, additional tutoring hours, and/or project due date extensions.

DYCD remains compliant with WIOA Equal Opportunity (EO) Provisions through training, on-site monitoring, desk audits, and ongoing technical assistance. DYCD EO staff conducts ADA reviews of each program site using the EO ADA Premise Analysis to review the physical accessibility of facilities, programs, and services. If sites are not ADA compliant, the EO staff requests ADA Alternate Plans. For programmatic accessibility, DYCD provides integrated program settings, focuses on providing reasonable accommodations to individuals with disabilities, and ensures that programs provide auxiliary aids or services. These services include assistive technology devices and services, where necessary, so that individuals with disabilities have an equal opportunity to participate in and enjoy the benefits of the program.

All NYSDOL Career Centers meet ADA requirements for physical access, to ensure accessibility for individuals with disabilities. Similarly, ACCES-VR hosts accessible facilities, programs, and services for individuals with all types of disabilities. During the development of Individualized Plans for Employment, potential challenges and barriers are thoroughly discussed and addressed for accessibility.

ii. Technology and materials for individuals with disabilities

Many jobseekers and employees across the city have a wide array of needs that businesses are expected to meet, including offering support for individuals with disabilities. Providing appropriate technology and materials is a priority of the Board and its partners, as intentionally distributing resources and materials for individuals with disabilities creates equity in the workplace. Agencies across the local workforce development system provide individuals with disabilities access to supportive services that aid their participation in workforce activities.

SBS' digital accessibility plan is to ensure all users, including those with disabilities, are able to access its programs – including One-Stop Career Centers – job applications, resources and materials needed for full participations and inclusion. SBS's Information Technology (IT) Division, working closely with its Digital Inclusion Officer (DIO) and Communications Division, will continue to monitor the website for color contrast, ensure images have alternative text (alt text) for accessibility with screen readers, use text-based styled-buttons for accessibility with screen readers, and keeping the code set up to properly define the structure of the page. Additionally, our IT, DIO, and Communications teams will continue assessing and updating technology according to the WCAG 2.1 guidelines. SBS will continue to ensure its website and contents are inclusive and accessible by design. This may include, but is not limited to, utilizing captions for videos, plain language, and other features. SBS will ensure that forms and applications that are found within its website have accessibility labels and proper instructions. SBS will continue to assess its website for accessibility by making lists of contents found within its website and removing barriers for use.

DYCD's EO team creates equitable communication for individuals with disabilities by providing auxiliary aids and services. These include qualified readers, note takers, taped texts, audio recordings, Braille materials, large print materials, and assistive equipment, devices, and software. Additional services include teletypewriter (TTY)/telecommunications device for the deaf (TDD) or relay services, and qualified sign language interpreters. WIOA youth program providers must also adhere to website accessibility guidelines, activate accessibility features on computers, provide headphones if needed, and includes the required EO WIOA tagline on their websites.

All NYSDOL Career Centers are equipped with adaptive technologies for individuals with disabilities to access services and participate in workforce activities. ACCES-VR sponsors and

supports rehabilitation technology and materials necessary to achieve vocational objectives and goals. Rehabilitation technology is considered at all stages of the vocational rehabilitation process, including determining eligibility and vocational rehabilitation needs. Before an individual is determined ineligible because they cannot benefit from services, rehabilitation technology will be considered. Once an individual has entered extended evaluation or been determined eligible, rehabilitation technology will also be considered when planning the Individualized Plan for Employment (IPE) and choosing a vocational goal.

NYSCB is able to sponsor/support the rehabilitation technology and materials necessary to achieve a consumer's vocational goals. An assistive technology assessment must be conducted, and recommendations must be provided to the NYSCB district office, in order to determine what equipment is best for the consumer to be able to perform in a work environment.

Executive function tools are highly beneficial for those with disabilities. The emergence of artificial intelligence (AI) has in many ways leveled the playing field and created a more inclusive environment. All individuals are able to use technologies to enhance their work and streamline processes that may otherwise cause barriers, including physical actions that would otherwise be difficult for an individual with disabilities. Examples of these individualized features that can be performed by AI include notetaking, voice access, writing capabilities, and automating work.

Through the use of adaptive technologies, auxiliary aids, and rehabilitation materials, the local workforce development system is committed to inclusivity and the removal of barriers to employment.

iii. Providing staff training and support for addressing the needs of individuals with disabilities

Partnership and cross-collaboration play a key role in making sure staff across the workforce development system are aware of rules and regulations. Ensuring staff have information about resources and program options ensures that individuals with disabilities receive accurate guidance and can access the services available to them.

With generous support from the New York State Department of Labor (NYSDOL) and the State Office of Mental Health, SBS manages the NY Systems Change and Inclusive Opportunity for Networking (SCION) initiative. NY SCION enables local areas like New York City to hire staff dedicated to increasing the accessibility and inclusion of workforce services for jobseekers with disabilities across the City's Workforce1 system. One of NY SCION's responsibilities is to provide or organize training for staff across the local workforce development system. To date, more than 545 individuals from state and city agencies, colleges, schools, and community partners have participated in 15 training events, with a primary focus on disability etiquette and awareness training. NY SCION staff also assess the Workforce1 centers and offer staff technical assistance about how to increase their center's accessibility.

The DYCD EO-WIOA team provides training for program and site director staff on the Nondiscrimination and Equal Opportunity Provisions of WIOA. Initial and continuing trainings offered cover topics including non-discrimination, accessibility, reasonable accommodations and modifications, communication, service animals, mobility aids and devices, and EO complaint reporting and processing procedures. The team also provides information on ACCES-VR and DYCD's requirement of affirmatively offering assistance to WIOA youth participants with referrals to

ACCES-VR. Lastly, the team shares the ACCES-VR User Friendly Guide to Transition Services for High School Students with students, their parents, and their teachers.

ACCES-VR is both a Workforce1 Community Partner network member and a liaison for Workforce1 with the many provider agencies contracted by ACCES-VR. ACCES-VR and the Workforce1 Centers have held many joint recruitment events, which ACCES-VR's providers often participate in. As a result, many of these provider organizations are also now Workforce1 Community Partners. ACCES-VR's Business Relations team also provides training in disability awareness and the requirements of the ADA to the staff of the Workforce 1 Career Centers throughout New York City. ACCES-VR has staff assigned to several centers as liaisons. In addition, ASL counselors from ACCES-VR work with members of the Deaf and Hard of Hearing community and are able to provide interpreters as needed. Additionally, all NYSDOL staff are provided trainings for serving jobseekers with disabilities.

All staff at NYSCB are required to participate in various mandated trainings that address the nondiscrimination requirements of WIOA. Comprehensive training programs, dedicated staff, and collaborative partnerships ensure staff are well-prepared staff to address the needs of individuals with disabilities. These efforts reflect a commitment to inclusivity, accessibility, and equal opportunity.

iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188) and applicable provisions of the Americans Disabilities Act of 1990 (42 U. S. C. 12101 et seq.)

Adult and Dislocated Workers

The One-Stop partners play critical roles in ensuring adherence to the nondiscrimination requirements of WIOA (Section 188) and the Americans with Disabilities Act (ADA). Partners contribute assistance with compliance, training, resource provision, and support systems to ensure equitable access to services and programs.

As mentioned above, the NY SCION team plays a key role in assessing the WIOA Title I One-Stop Career Centers for physical, programmatic, and digital accessibility. They also provide training and technical assistance to center staff. All centers possess assistive technology that can be made available to customers; this technology was originally purchased by the NYSDOL and was distributed statewide.

Youth Programming

DYCD's Out-of-School Youth programs are required to employ a full-time licensed mental health professional onsite to provide group and individual counseling and referrals for program participants. Licensed mental health professionals include licensed clinical social workers.

DYCD requires each of their contracted WIOA providers designate their program director/site director staff fulfill the responsibilities of the EO Liaison. These responsibilities include, but are not limited to:

- Adhering to the Non-Discrimination and Equal Opportunity provisions of WIOA (29 CFR Part 38)
- Reviewing agency policies to ensure they are nondiscriminatory
- Complying with ADA and Section 504 requirements
- Acting as a liaison to DYCD and ACCES-VR

- Orienting staff, participants, providing linkages to other support services, and subcontractors on WIOA nondiscrimination provisions
- Sharing the ACCES-VR User-Friendly Guide with participants as applicable
- Prominently posting required notices (e.g., Equal Opportunity is the Law, Discrimination is Against the Law, Pregnancy & Employment Rights, Gender Neutral Restrooms)
- Publicizing contact information for the EO/ACCES-VR liaison
- Providing equal access to WIOA Title I financially assisted programs and activities
- Completing and submitting required documents in a professional and timely manner, including Notice of Rights Acknowledgment Bulletins (NORAB)

NYSDOL staff are also trained in the State's anti-discrimination policies for compliance and equitable service delivery.

ACCES-VR (WIOA Title IV)

Participants with discrimination concerns can meet with a client assistance program representative from Disability Rights New York. ACCES-VR has a formalized system of due process to resolve issues, including administrative reviews and fair hearings, and make best efforts to provide resolution as early as possible.

New York State Commission for the Blind (NYSCB; WIOA Title IV)

NYSCB's vocational rehabilitation program is administered in such a manner that no person in the State who is otherwise qualified will be denied services on the basis of disability. Consumers of NYSCB who disagree with an outcome or decision made by the NYSCB may choose to access the Client Assistance Program (CAP). CAP is a statewide network of advocates available to assist New Yorkers with disabilities in gaining access to NYSCB services. The CAP program is administered by Disability Rights New York.

NYSCB provides consumers with both informal and formal means of appealing NYSCB counselor decisions:

- An initial review - an informal review conducted by the senior counselor (or the district manager if the senior counselor was involved in the decision being reviewed) with the consumer and counselor, or other appropriate NYSCB staff, in an effort to resolve a consumer's dissatisfaction.
- An administrative review - an informal review conducted by NYSCB administrative staff in accordance with the guidelines established in this policy.
- Mediation - a voluntary process between the consumer and the appropriate NYSCB staff with the goal of resolving a dispute with NYSCB. Mediation is conducted by a qualified and impartial mediator who is trained in mediation techniques. While mediation can be requested at any time, both parties must agree that the issue being disputed is one that can be addressed through mediation.
- An administrative hearing - a formal hearing conducted by one or more employees of the Office of Children and Family Services (OCFS).

Business Engagement

a. What strategies and programs, including training programs, will be used to facilitate engagement of businesses, including small businesses and businesses in-demand sector and occupations?

The Board's designated agencies, the NYC Department of Youth and Community Development (DYCD) and the NYC Department of Small Business Services (SBS), each employ a comprehensive approach to engaging businesses by fostering partnerships, supporting workforce development, and providing tailored training programs. Both agencies work with small businesses and those in in-demand sectors to meet the needs of employers, workers, and jobseekers while contributing to the local economy.

Youth Programming

DYCD's business engagement strategy is led by their Employer Engagement and Partnerships team, which has expanded its capacity to prepare youth for the future of workforce and meet the employment needs of local businesses, workers, and jobseekers. This team supports organizations across the public, private, and nonprofit sectors by connecting them with DYCD's range of workforce development programs. It also helps DYCD workforce programs establish meaningful connections with employers. By facilitating employers' ability to tap into emerging talent, the team enables businesses to build a workforce that better reflects local communities, reduce recruitment and onboarding costs, and directly contribute to New York City's economic development.

The Employer Engagement and Partnerships team plays a pivotal role in building new employer relationships for both internships and long-term talent pipelines. It leads special initiatives that leverage City resources to better serve youth and community members in their career exploration and growth. Additionally, the team provides training and support to DYCD-funded community partners to enhance their job development efforts and improve connections with employers.

DYCD's workforce development providers also support DYCD's efforts to engage businesses and establish connections to employment opportunities. These providers have staff members, known as job developers, who focus on identifying paid work experiences and employment placements for participants. To support and enhance this work, DYCD offers capacity-building services to providers, including training on effective job development and strategies for employment retention. These services equip providers with the tools and knowledge needed to meet the evolving needs of businesses and participants alike.

Through its Employer Engagement and Partnerships team, provider partners and their job developers, and capacity-building services, DYCD has established a cohesive strategy to engage businesses, including small businesses and those in high-demand sectors. This strategy aims to foster collaboration, reduce cost for employers, and align workforce development programs with local economic needs.

Adult and Dislocated Workers

SBS's Workforce1 system employs account managers and other business development professionals to engage employers, develop job orders, and otherwise meet employers' recruitment needs by connecting them to qualified candidates. Workforce1 also coordinates with SBS's NYC Business Solutions Centers (BSCs), several of which are co-located with Workforce1 centers. This partnership provides small businesses who are utilizing the services of the BSCs an opportunity to also consider the recruitment services of Workforce1 to help meet their hiring needs.

Each Workforce1 Center has a set of sectors that they are assigned to identify employers with vacancies within those sectors and to subsequently fill the applicable vacancies. This sector-based approach enables centers to develop expertise in specific sectors, reduce the inefficiencies of centers targeting the same employers, and ensure jobseekers have access to diverse job opportunities.

SBS works with businesses to develop training programs and place graduates of these training programs into jobs through a variety of partners and other means. SBS has a broad range of partners across the agency's programming, which includes the Workforce1 Career Centers, NYC Business Solutions Centers, Business Improvement Districts, the minority and women-owned business enterprise (MWBE) certified business program, and SBS' contracted training service providers' networks. Outside of SBS, additional partners include sector-based Industry Partnerships at the Mayor's Office of Talent and Workforce Development (NYC Talent), the Economic Development Corporation (EDC), Mayor's Office of Media and Entertainment (MOME), the Brooklyn Navy Yard, and the Brooklyn Army Terminal.

SBS utilizes training programs to engage and meet the needs of these employers in a variety of ways:

- SBS seeks to equitably support local business owners and contribute to the economic development of the city by meaningfully investing in the workforce through employer-based trainings. These trainings include the Customized Training Program, which reimburses up to 60 percent of training costs for businesses to upgrade the skills and earnings of their low-wage incumbent workers. The program enables workers to increase their wages and businesses to increase revenues and reduce expenses.
- Through Individualized Training Grants (ITGs), SBS offers occupational training vouchers in select, in-demand occupations that also align with Workforce1 Career Centers' business engagement portfolio.
- SBS also provides sector-focused, cohort-based training programs for in-demand industries such as healthcare, food service and hospitality, media, and tech. These programs, which are operated by contracted providers, often provide services to individuals with barriers to employment. The cohort-based training programs frequently engage businesses to identify needed skills in particular sectors and occupations and incorporate this information into program design. Working with a variety of partners, SBS engages employers to:
 - Identify demand for an occupation
 - Work collaboratively to design the bridge, pre-training, or occupational training program model, assessment, and curricula
 - Build the capacity of training service providers to deliver industry-informed curricula with direct feedback from industry
 - Host site visits and internships for industry exposure and professional experiences
 - Serve as ambassadors for the training program as a credible pipeline of talent
 - Adopt the strategic goals associated with each program, which are largely to create sustainable bridges between education and training service providers and industry to meet growing and evolving needs of industry at scale

i. If applicable, describe the local area's use of business intermediaries

The Board serves as a convener of both public and private stakeholders across the workforce development ecosystem for the local area. The Board's membership includes diverse business representation and business intermediaries that represent various sectors and small businesses. This provides the Board with the expertise and connections to facilitate business engagement related to workforce development strategies and programming across the local economy.

The Board also works in close partnership with three sector-based Industry Partnerships, which are led by the Mayor's Office of Talent and Workforce Development (NYC Talent). The Industry Partnerships are sector-based intermediaries that foster collaboration among various public and private stakeholders across the workforce development ecosystem, including City agencies, businesses, training organizations, organized labor, higher education, philanthropy, and more. The goal of the Industry Partnerships is to align talent and economic development resources, programming, and systems with employers' immediate needs, while also leading citywide strategies to address future labor market needs. This enables the Industry Partnerships to help co-design collaborative solutions to workforce challenges facing the City's most critical economic sectors, including healthcare, tech, industrial, manufacturing, and construction. Industry Partnerships help ensure the citywide workforce system allows access all New Yorkers to careers designed with the family-sustaining wages and long-term economic mobility critical for a healthy NYC economy.

NYC Talent Industry Partnerships:

- **New York Alliance for Careers in Healthcare (NYACH):** Formed in 2011, NYACH brings partners together to address system-level challenges impacting New York City's healthcare workforce and economy. NYACH engages in broad, multi-stakeholder collaboration and forward-thinking economic and workforce strategies to address the healthcare sector's most pressing challenges and ensure healthcare is more accessible and sustainable. NYACH brings together employers, labor, educators, and policymakers to design responsive, data-informed workforce strategies that expand opportunity, stabilize care delivery, and ensure all New Yorkers are served by a healthcare system that reflects their needs and communities.
- **Tech Talent Pipeline (TTP):** Formed in 2014, TTP unites government agencies, industry leaders, and educational institutions to drive economic growth by broadening access to careers in tech. TTP's mission is to cultivate a representative tech talent pool by bridging the divides among employers, jobseekers, and training providers, ensuring that individuals are equipped with the skills needed to thrive in the rapidly evolving tech economy. TTP focuses on developing strategies that promote inclusive outreach and hiring practices to advance equity in the field by collaborating with community workforce providers and building capacity within CUNY.
- **Partnership for Green Collar Careers (PGCC):** The Partnership for Green Collar Careers (PGCC) brings together New York City's key industrial, manufacturing, construction, and resiliency stakeholders. PGCC aims to align the City's workforce and economic development efforts with the changing economy trend to ensure workers and businesses are well-positioned to produce the goods, infrastructure, and climate resiliency measures necessary for a thriving economy. PGCC provides expertise to businesses and workforce providers regarding relevant policy changes at the federal, state, and local level, best practices for implementing on-the-job training, and opportunities for collaboration to better meet the needs of businesses, jobseekers, and the economy.

In addition to the NYC Talent Industry Partnerships, the Board collaborates with several other convening intermediaries that are connected to both New York City's local government and the

private sector. Public intermediaries include collaboration with the NYC Mayor's Office of Media and Entertainment (MOME), SBS's Food and Beverage Industry Partnership, the NYCEDC sector innovation teams, NYC Public Schools' Industry Commissions, and the City University of New York's (CUNY) Industry Councils.

In the private sector, the Board works with workforce provider intermediaries such as NYC Employment and Training Coalition (NYCETC) and JobsFirstNYC; business intermediaries such as the Partnership for NYC, the NY Jobs CEO Council, local chambers of commerce; and sector-based intermediaries in healthcare, real estate, tech, and other sectors. The Board also works with an intermediary representing private philanthropy, the NYC Workforce Funders Collaborative.

The local area benefits from a rich ecosystem of intermediaries representing both businesses and other workforce development stakeholders. Working with intermediaries is a key strategy employed by the Board to ensure broad alignment across the scale and complexity of the region's workforce development system and economy. Intermediaries and convening bodies allow numerous and varied connections across employers, educational institutions, and community-based organizations in workforce strategy and programming. They play a crucial role in fostering inclusive pathways to employment, addressing talent gaps, and advancing economic mobility for New Yorkers.

b. What strategies or services are used to support a local workforce development system that meets the needs of businesses in the local area?

Collaboration among government agencies, community-based organizations, and business intermediaries allow for industry-informed and aligned workforce development initiatives and local economic priorities. NYC agencies and workforce development programs employ strategies that meet the needs of businesses while promoting equitable access to employment opportunities.

The NYC Economic Development Corporation (NYCEDC) plays a pivotal role in aligning workforce development with the City's broader economic strategy. By supporting development projects that expand high-growth sectors such as the green economy, life sciences, tech, and creative industries, NYCEDC facilitates the establishment of workforce opportunities for New Yorkers, particularly those from historically underrepresented communities, to develop skills and connect with opportunities within these growing sectors. NYCEDC leads programs including the LifeSci NYC Internship Program and Women.NYC which provides participants with structured training, hands-on experience, and career support so that they are prepared to succeed in the city's evolving economy. NYCEDC also collaborates with partners to develop place-based workforce development strategies with the goal of aligning talent development efforts and local economic investments so that communities benefit directly from nearby job creation. Initiatives such as Community Hiring and targeted investments in Sunset Park, Hunts Point, and Broadway Junction aim to leverage the City's economic development investments to further connect residents to local opportunities and address business demands.

The New York State Department of Labor (NYSDOL) supports businesses through Title III Wagner-Peyser services, which include free job postings, job development assistance, customized recruitment events, and HR consultations. Businesses can access incentive programs like the Work Opportunity Tax Credit (WOTC) and Workers (with Disabilities) Employment Tax Credit (WECT). NYSDOL also offers tailored services such as job matching and referrals for qualified

candidates. These services help businesses efficiently recruit and retain talent while addressing their specific workforce needs.

Adult Career and Continuing Education Services – Vocational Rehabilitation (ACCES-VR), under Title IV Vocational Rehabilitation, provides businesses with workforce recruitment assistance, training services, and access to untapped labor pools. In some cases, employers can benefit from wage incentives for newly hired workers through programs like Work Tryout and On-the-Job Training, which reimburse salaries for up to six months. ACCES-VR also offers training about disability awareness and workplace accommodations to help businesses create inclusive environments and access diverse talent pools.

In WIOA Title I Adult and Dislocated Worker programs, the main "hub" Workforce1 Career Center in each borough executes a business development plan to engage employers across the Workforce1 system to ensure coordination, avoid duplication of efforts, and to facilitate the development of sectoral expertise at different centers. Each center's sales territory is determined by sector and geography. These territories currently include the following economic sectors (and corresponding North American Industry Classification System [NAICS] codes):

1. Automotive Repair and Maintenance (NAICS 8111)
2. Professional, Scientific, and Technical Services (NAICS 54)
3. Accommodation and Food Services (NAICS 72)
4. Administrative and Waste Support Services (NAICS 56)
5. Administrative Services (NAICS 5611)
6. Arts, Entertainment, and Recreation (NAICS 71)
7. Clinical Healthcare (NAICS 621, 622, 623)
8. Construction (NAICS 23)
9. Direct Life, Health, and Medical Insurance Carriers (NAICS 524114)
10. Education (NAICS 61)
11. Finance and Insurance (NAICS 52)
12. Healthcare and Social Assistance (NAICS 624 and 6216)
13. Information (NAICS 51)
14. Manufacturing (NAICS 31-33)
15. Office Business Support Services (5614)
16. Retail Trade (NAICS 44-45)
17. Transportation and Warehousing (NAICS 48-49)
18. Wholesale Trade (NAICS 42)

New York City's workforce development system is dedicated to the premise that it serves two critical constituencies: New Yorkers, often from underserved populations, who are seeking employment, and businesses seeking qualified talent to fill open positions. SBS recently formed an Employer and Sector-Based Engagement (ESBE) team to help ensure that SBS's Workforce1 Career Centers and training programs are effectively meeting the needs of businesses. The ESBE team's responsibilities include coordinating, amplifying, and supporting the business development efforts of the Workforce1 Centers; monitoring, in collaboration with the Industry Partnerships Team at NYC Talent, in-demand occupations and high-growth sectors; surveying business intelligence to identify new potential business partners; and meeting with business leaders to better understand their hiring needs and how they can best be met by SBS's workforce programs.

Through these strategies and services, the local workforce development system effectively meets the needs of businesses by aligning training programs with industry demands, fostering inclusive hiring practices, and connecting residents to meaningful career opportunities.

c. Describe how the local area's workforce development programs and strategies will be coordinated with economic development activities

A major priority of the City's economic development activities is to drive job creation so that New Yorkers have access to a strong local economy with a robust labor market, including careers in legacy and emerging sectors. Key economic development actors, including NYCEDC and several chambers of commerce, are members of the Board to promote continued coordination. This coordination is echoed in related partnerships and alignment across public economic and workforce development agencies that ensures the City's investments are aligned and leveraged for maximum public benefit. Examples of these workforce and economic development efforts are described below.

Workforce and Economic Development Studies

Often, the City executes research reports or studies that include a significant analysis of workforce development in advance of large-scale economic development investments in New York City. These studies inform strategies that can result in large real estate development or other investment in specific geographic locations or economic industries. The studies incorporate feedback and insights gathered through stakeholder engagement; these stakeholders include the city's major workforce and industry representatives, including members of the Board. Recent studies include:

- The **Green Economy Action Plan (GEAP)** for the first time defines the local green economy and lays out NYC's path to leveraging the economic opportunity that is created by the realities of climate adaptation. Released in 2024 by NYCEDC and NYC Talent, it delivers on a commitment made in PlaNYC, a prior mayoral administration's strategic plan to enhance the economy and mitigate climate change, to create a comprehensive green economy industry action plan. Key components of the report include:
 - The City's vision for the green economy, which integrates economic and talent development for the first time
 - A comprehensive definition of the green economy in New York City, which was determined to span 8 sectors and 21 subsectors
 - The first ever sizing and forecasting of the green economy sectors and jobs for today, 2030, and 2040
 - An analysis of the green economy and opportunities for growth

This integrated approach ensures that as investments expand green economic activity, there is likewise a plan developed to prepare a diverse and skilled workforce to meet the demand for emerging job opportunities.

- The **Kips Bay Science District Education and Workforce Vision** is a comprehensive workforce plan created in the context of the EDC-led Science Park and Research Campus (SPARC) Kips Bay investment. The plan was developed by EDC in collaboration with nearly 50 partners, analyzed the healthcare and life sciences workforce, and developed strategies to create seamless pathways from education to employment through the new development. The report emphasizes the importance of equity, economic mobility, and collaboration across sectors to ensure that New Yorkers from all backgrounds can access and thrive in these growing fields.
- The **Blueprint for Blue Highways** outlines the City's strategy to modernize its maritime infrastructure and workforce to support sustainable freight movement, economic growth, and climate resilience. The blueprint, which was executed in partnership with NYCEDC, the NYC

Department of Transportation (DOT), and other agencies outlines an approach to increasingly shift the movement of goods from truck transport to maritime transport. The blueprint builds on strategies developed by PlaNYC and GEAP to define the blue highways workforce and lay out a plan to ensure that the jobs created through maritime investments are available to New Yorkers in an equitable manner. The report includes:

- A comprehensive definition of the blue highways workforce, which was found to span 98 occupations across maritime, logistics, and other supporting sectors
- A forecast of 117,000 blue highways jobs in NYC by 2035, including 8,000 net new jobs
- Identification of 20 priority occupations with low barriers to entry and opportunities for meaningful wage growth and union representation
- Analysis of gaps in existing workforce development services in the field, including limited opportunities for youth to engage in the sector, credentialing delays, and lack of wraparound supports
- 10 strategic recommendations to scale training, raise awareness, and expand access to careers in waterfront industries

Infrastructure and Real Estate Projects

The City supports and executes diverse economic development activities, including large infrastructure investments, real estate redevelopments, and more. Such projects are often led by NYCEDC and other agencies with large capital budgets, and accompanied by investments and opportunities for workforce development programming when impacts on the labor market are expected. Recent examples include:

- **BATWorks, a Climate Innovation Hub (CIH) at the Brooklyn Army Terminal, Sunset Park:** This cutting-edge facility supports climate-focused startups and small businesses while creating pathways for local residents into the fast-growing climate innovation economy. BATWorks will provide training for green economy jobs to New Yorkers, with a particular focus on those from the nearby Sunset Park community, contributing to economic development goals while realizing sustainability goals.
- **South Brooklyn Marine Terminal (SBMT):** As a major offshore wind port development, SBMT is projected to generate over 1,000 construction jobs, providing good paying, sustainable jobs for Sunset Park, advancing NYC's clean energy goals while creating significant employment opportunities.
- **Harbor Climate Collaborative (HCC):** The City is investing \$725 million in facilities along the New York Harbor and East River for climate research, innovation, education, and training through HCC. This initiative will create 5,000 permanent jobs, train over 2,100 students, and contribute an estimated \$55 billion in long-term economic impact.
- **SPARC Kips Bay, Manhattan:** This state-of-the-art life sciences and public health campus will transform the former CUNY Hunter College Brookdale site into a job and education hub. With over \$1.6 billion in City and State investment and \$2 billion in anticipated private investment, SPARC is projected to create 3,000 permanent jobs, 12,000 temporary construction jobs, and \$42 billion in economic impact over 30 years. The project will establish a pipeline from public schools and universities to high-quality careers in healthcare and life sciences.
- **Willeys Point Redevelopment, Queens:** This transformative, large-scale project integrates economic and workforce development through the development of affordable housing, infrastructure, and community assets. Expected outcomes include 1,550 permanent jobs,

14,200 temporary construction jobs, and \$6.1 billion in economic impact over 30 years, with the goal of creating job and economic opportunities for local residents.

- **Brooklyn Marine Terminal:** The proposed redevelopment of this underutilized port in Red Hook is projected to generate 37,000 temporary construction jobs, 2,000 permanent jobs, and \$18 billion in economic activity. The terminal will also serve as a hub for NYC's Blue Highways maritime initiative; this emerging blue highways sector is projected to grow by up to 8,000 jobs citywide by 2035.

Leveraging City Procurement

In addition to connecting its investments in infrastructure and real estate development with workforce programs, the City is able to leverage its purchasing power to connect City vendors to talent and jobseekers to opportunities through Community Hiring. Every year, the City contracts with vendors, which include businesses and nonprofits, to provide billions of dollars' worth of services to New Yorkers, such designing parks, providing healthcare, and repairing roads. Through Community Hiring, City agencies can set workforce goals in their procurement contracts for vendors to provide employment and apprenticeship opportunities to low-income individuals and those living in low-income communities, including NYCHA housing. Community Hiring goals apply to applicable contracts for services in industries like construction, building services, tech, architecture, and human services. Jobseekers and vendors will be connected through a network of Referral Sources, which will include the City's public workforce system, increasing the number of employers utilizing resources such as SBS's Workforce1 and HRA's Business Link.

The newly established Office of Community Hiring (OCH) within NYC Talent is managing the rollout and implementation of Community Hiring goals and supporting City agencies and vendors through this process. Once fully implemented, Community Hiring is projected to connect jobseekers to thousands of opportunities annually, further aligning workforce development with the City's economic development activities.

Project Labor Agreements

The City also negotiates several project labor agreements (PLAs) with the Building Trades Council of Greater New York (BCTC) to cover City-funded construction, infrastructure, and other public works projects. The City's PLAs are pre-hire collective bargaining agreements that enable the City to not only control construction costs and ensure the timely completion of projects, but also establish fair wages, benefits, and safety protections for workers, and provide opportunities for workforce development. The City's most recent PLAs, announced in fall 2024, include Community Hiring goals to increase equitable access for more New Yorkers to begin quality careers in the unionized construction sector.

i. Describe how these programs will promote entrepreneurial skills training and microenterprise services

Part of creating a successful workforce development ecosystem is establishing pathways to entrepreneurship. The City offers resources that promote entrepreneurial skills and support microenterprise development, including educational and training opportunities, connections to mentors, capital access programs, and opportunities targeting underrepresented communities. These initiatives are designed to empower individuals and small businesses to succeed in competitive markets while contributing to broader economic growth.

SBS

- SBS offers a robust suite of entrepreneurship services to help New Yorkers start, operate, and grow their businesses. SBS aims to grow the city's pool of employers by helping entrepreneurs and small businesses sustain and expand their operations. SBS does this by providing business education, access to capital, legal services, and regulatory guidance, among other services. For example, NYC Business Solutions Centers operated by SBS in all five boroughs offer guidance on registering entities, securing financing, and navigating regulations, as well as tailored resources for entrepreneurs. They also partner with the Workforce1 Centers to make businesses aware of the recruitment services offered by Workforce1 and identify businesses that might benefit from these services.

DYCD

The WIOA youth programs integrate entrepreneurship training as a required program element. Participants gain essential knowledge in areas such as freelancing, marketing, accounting, sound business practices, and customer service. These foundational skills prepare young individuals to pursue entrepreneurial ventures and establish microenterprises, with the goal of building self-sufficiency and sparking innovation.

NYCEDC

NYCEDC operates a suite of initiatives aimed at promoting entrepreneurial skills and strengthening microenterprises, particularly for underrepresented and historically excluded communities. Key programs include:

- **ConstructNYC:** This flagship initiative supports small- to mid-sized Minority, Women-Owned, and Disadvantaged Business Enterprises (M/W/DBEs) in the construction sector. By providing pre-qualification processes, technical assistance, back-office support, and mentorship, ConstructNYC helps firms build their business capacity and establish a track record of success with public-sector clients. The program connects firms with real contracting opportunities and enables them to grow and thrive in competitive markets.
- **Waterfront Pathways Program:** Focused on the waterfront and offshore wind industries, this program equips M/W/DBEs with the knowledge, certifications, and partnerships needed to compete in green infrastructure markets. The initiative supports microenterprise growth in sustainability-driven sectors by establishing a pipeline to procurement opportunities associated with major public and private projects.
- **Startup and Venture Capital Internship Programs:** These multi-year internships provide NYC students with paid work experience, mentorship, and professional development opportunities in the tech and venture capital sectors. Participants build both technical and entrepreneurial competencies, which prepare them to launch startups or contribute to innovative ventures.
- **Founder Fellowship:** This free startup accelerator supports underrepresented entrepreneurs by providing them with access to capital, mentorship, and professional networks. The program empowers founders to grow early-stage ventures, strengthen their long-term business viability, and contribute to NYC's entrepreneurial ecosystem.

ACCES-VR

ACCES-VR integrates self-employment into its vocational rehabilitation services to support individuals interested in starting their own businesses. Participants are guided through the development of business plans and referred for counseling to ensure feasibility. If a participant's

plan is deemed realistic, ACCES-VR provides funding to assist with business start-up costs to enable individuals to establish microenterprises and achieve economic independence.

New York State Commission for the Blind (NYSCB)

Through the Randolph Sheppard Act, New York residents who are legally blind are eligible to participate in NYSCB's Business Enterprise Program (BEP), which provides individuals with an opportunity to participate in a rigorous training curriculum that teaches participants how to successfully manage a deli, vending operation, vending route, newsstand, snack bar, or cafeteria. Upon successful completion for the BEP training curriculum, participants receive an interest free loan to buy initial product inventory and manage their store as a sole proprietor.

NYCSB has additional assistance and services that are based on individual factors and economic needs that can be utilized for clients for whom self-employment has been determined to be the appropriate means to employment. Assistance and services may include, but are not limited to:

- Referrals to community resources for basic business courses
- Assistance in developing a business plan and business start-up
- Purchase of specific goods and services in accordance with an approved individualized plan for employment (IPE) and the NYSCB self-employment policy
- Purchase of other vocational rehabilitation services needed to successfully achieve self-employment

Together, these programs form a comprehensive strategy to promote entrepreneurial skills and support microenterprise creation. By providing training, mentorship, access to resources, and opportunities for underrepresented communities, these initiatives ensure that New Yorkers are equipped to thrive in the city's dynamic and evolving economy.

d. Describe how the Board will coordinate its workforce investment activities with statewide rapid response activities

The Board, through its designated agency SBS, collaborates with statewide rapid response efforts through coordinated outreach efforts, recruitment events, and access to training opportunities. The NYSDOL Rapid Response team manages all employer/employee information connected to each Worker Adjustment and Retraining Notification (WARN) issued. SBS coordinates with the NYSDOL Rapid Response team on a regular basis to ensure that job opportunities available through the Workforce1 system are available to individuals impacted by recent layoffs.

Collaboration between SBS and NYSDOL on rapid response has been primarily via coordinated attendance of outreach meetings with employees at impacted employer sites. These outreach meetings provide NYSDOL and SBS with the opportunity to advise affected employees of available resources, such as unemployment insurance (UI) benefits, job search support, and recruitment events. Workforce1 staff attendees also provide affected employees with information about specific job opportunities currently available, particularly those that are similar to their former positions. In addition, if the pool of affected workers is significant, SBS and NYSDOL can hold coordinated priority recruitment events and dedicated job fairs for the affected employees.

After a company closes, SBS coordinates with the Rapid Response team to gain access to information directly from the unemployment insurance system, including names, addresses, and telephone numbers for affected workers. This data gives SBS the ability to connect affected employees to training and employment services on an ongoing basis.

Program Coordination

a. How do the local area's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

The local area has a variety of programs that bridge the gap between the One-Stop delivery system, or the Workforce1 Career Centers network, and Unemployment Insurance (UI) services. Through partnerships, co-located facilities, and coordinated services, these programs make it easy for jobseekers to learn about additional services – whether they enroll as UI customers or Workforce1 customers.

Through the Workforce1 Career Centers, the Department of Small Business Services (SBS) provides coordinated services to UI claimants to ensure that claimants are afforded common service expectations and are held to common program requirements. NYSDOL staff co-enroll UI claimants in WIOA Dislocated Worker services and are required to provide claimants with a minimum of two staff assisted services. Co-enrollment of claimants makes available the widest possible array of services without duplication of resources. It also establishes an automatic link between UI and the Workforce1 Career Centers.

Workforce1 and NYSDOL are co-located at several centers, which offer jobseekers with seamless access to services managed by either entity. By visiting the co-located centers and participating in an "Introduction to Services" workshop, jobseekers can gain a comprehensive understanding of services offered by NYSDOL and Workforce1, which include direct referrals to Community Partners for wraparound support. They are also informed about how to access UI programs. Additionally, staff from NYSDOL and Workforce1 share recruitment calendars and other information to ensure claimants can fully leverage available services.

b. Describe how education and workforce investment activities will be coordinated in the local area. This must include:

i. Coordination of relevant secondary and postsecondary education programs

Maintaining a successful workforce development system requires coordination with education programs of all levels. Educational institutions are represented on the Board and encourage cross program partnership wherever possible. Additionally, many agencies and organizations throughout the local area's workforce development system prioritize partnership and coordination with secondary and postsecondary educational programs. Coordination between education and workforce investment activities occurs through a variety of programs and partnerships. The goal of this work is to support individuals in achieving their educational and career goals and to address the needs of local businesses and high-demand sectors, as highlighted through the examples below.

DYCD

The NYC Department of Youth and Community Development (DYCD) works closely with secondary and post-secondary education initiatives to maximize resources and provide comprehensive support to youth as they prepare for college and careers. DYCD's Learn & Earn programs, for example, are embedded in high schools to effectively reach youth participants to support them academically as they prepare for college and careers.

DYCD also facilitates postsecondary education opportunities for youth through partnerships with the City University of New York (CUNY) institutions such as Kingsborough Community College and LaGuardia Community College. Many DYCD providers subcontract with CUNY schools to deliver training which ensures alignment with postsecondary pathways. Postsecondary education is an acceptable placement for WIOA youth program participants, so DYCD programs actively help participants explore their options, prepare applications, and transition into college. Historically, the majority of Learn & Earn participants have successfully enrolled in postsecondary education.

HRA

The Human Resources Administration (HRA) Career Services team collaborates with secondary and post-secondary education programs to help clients achieve their educational and employment goals. A key initiative is the CUNY EDGE (Educate, Develop, Graduate, Empower) program, which provides academic counseling, career support, and retention services to HRA clients enrolled as undergraduate students at CUNY colleges. EDGE helps students balance academic responsibilities with HRA requirements while connecting them to internships and job opportunities.

HRA also utilizes the Training Assessment Group (TAG) process to assess clients' skills and interests and link clients with occupational skills training programs. These programs often involve partnerships with local colleges, proprietary schools, and credentialing organizations, which enables them to align with secondary and postsecondary pathways. Occupational skills training programs offer participants with certifications in high-demand sectors such as healthcare, information technology, and transportation. Additionally, HRA connects clients to high school equivalency (HSE) and adult basic education (ABE) providers through programs like SNAP E&T Venture V and Alternative Engagement (AE). These initiatives support clients without a high school diploma or those needing foundational education, ESOL courses, or transition support for college.

ACCES-VR

Adult Career and Continuing Education Services - Vocational Rehabilitation (ACCES-VR) plays a vital role in coordinating education and workforce investment activities for individuals with disabilities. ACCES-VR assigns liaison counselors to New York City high schools to work with NYC Public Schools staff to support students with disabilities by providing them with transition planning and Pre-Employment and Transition Services (Pre-ETS). These services include job exploration counseling, postsecondary options counseling, work-based learning experiences, instruction in self-advocacy, and workplace readiness training.

ACCES-VR has also established strong partnerships with CUNY through the CUNY LEADS program, which provides enhanced support to students with disabilities on every CUNY campus. LEADS program advisors work closely with ACCES-VR counselors to offer cross-referrals and augment services for students, including internship opportunities that support their academic goals and prepare them to be competitive candidates for employment. ACCES-VR also collaborates with private colleges, vocational training programs, and community-based organizations to provide clients with tailored support, including fully funded training and work readiness opportunities.

NYSCB

The New York State Commission for the Blind (NYSCB) district office in New York City has dedicated staff for serving young adults, including children's consultants and transition counselors, available to support students in high school with their postsecondary educational pursuits. For high school age consumers that are not eligible for Vocational Rehabilitation (VR) services, NYSCB consultants

are able to provide them with basic vision services. For high school age consumers that are eligible for VR services, NYSCB transition counselors can recommend assessments and assist in interpretation of results. These counselors help identify VR services and outcomes and provide information to assist in selecting a suitable vocational goal. Counselors also participate in Committee on Special Education Meetings – meetings involving a young adult, their parents, their teacher, and any specialists they receive services from to regularly review the young person’s Individual Education Program (IEP) – which helps the counselors provide consumers with information on all resources in the area and identify the need for involvement by other state agencies or service providers.

High school age consumers that are eligible for VR services may, with the support of a NYSCB transition counselor, access the following services:

- Rehabilitation teaching and orientation and mobility training outside of school hours for application in the home
- Low vision exams and devices
- Adaptive equipment for home-use
- Social casework services
- Paid summer youth employment and/or work experiences
- Support from a job coach during a work experience (dependent on consumer need)
- Pre-vocational skills and vocational skills training
- Post-secondary guidance and support
- Job placement services
- Technology training

If a consumer needs post-secondary education to achieve their vocational goal as outlined on their Individualized Plan for Employment (IPE), NYSCB may provide college sponsorship based on economic need. Prior to college sponsorship, NYSCB may provide academic support and precollege services. Consumers that are eligible to receive NYSCB college sponsorship may receive the following:

- Tuition support (after any applied financial aid in accordance with SUNY and CUNY approved tuition rates)
- Room and board
- Books and supplies
- Mobility trainings for commuting and campus navigation where the customer is enrolled
- Technology equipment
- Academic tutoring
- Reader services for course materials
- Transportation costs as outlined by NYSCB college policy

NYSCB, through a referral, may send consumers to contracted providers or approved vocational technical schools for training programs.

ii. Activities with education and workforce investment activities to coordinate strategies and enhance services

The Board brings together leaders from the business community, educational institutions, unions, nonprofit organizations, and philanthropy to assess education and workforce programs at a

systems level to coordinate strategies and provide enhanced services. Collaboration among this group provides insight into cross-system opportunities for combining educational and workforce investment activities, as described below.

CUNY demonstrates coordinated programming through partnerships with community agencies and workforce development initiatives that leverage WIOA funding to deliver impactful training and education services across its campuses. Examples include:

- The Borough of Manhattan Community College (BMCC) utilizes key initiatives such as Literacy Zones, which include the Bridges Literacy Zone at Hamilton Madison House, Chinatown East River Literacy Zone at Educational Alliance, and Lower East Side Literacy Zone at P. S. 188, the Island School. The Literacy Zones provide comprehensive case management, referrals, and educational counseling for WIOA-eligible learners. Additionally, BMCC's DigitalWorks program, offered through Adult Continuing Education (ACE), collaborates with the Manhattan Educational Opportunity Center (MEOC) and Sanctuary for Families to deliver free training in productivity software, Microsoft Office certifications, contextualized English for Speakers of Other Languages (ESOL) instruction, goal-setting assistance, and ongoing case management.
- At Kingsborough Community College, WIOA-funded programs include a free ESOL program that prepares students for advanced ESOL coursework, workforce registration, or continuing education. The Strides to Continuing Success Integrated English Literacy and Civics Education (IELCE) ESOL/Food Handler Certificate Program equips non-native English speakers with food service certifications that enable graduates to enter the food service industry, or pursue further education through tourism and hospitality degree programs. Kingsborough's workforce development efforts also include trainings in business and tech, culinary arts and hospitality, healthcare, maritime and green energy, and construction trades.
- City Tech offers Health, Safety, and Environment (HSE) and ESOL classes in partnership with the Educational Alliance on the Lower East Side. City Tech's (IELCE) program includes opportunities for participants to be trained as medical assistants, direct support professionals, and as medical billing and coding professionals. These trainings are offered to ESOL students in collaboration with the Brooklyn Educational Opportunities Center (BEOC) and City Tech's Business & Industry Workforce Training Center (BIWTC). The City Tech Adult Learning Center integrates English language support with job training to ensure comprehensive skill development. Additionally, BMCC's DigitalWorks program, offered through Adult Continuing Education (ACE), collaborates with Manhattan Educational Opportunity Center (MEOC) and Sanctuary for Families to deliver free training in productivity software, Microsoft Office certifications, contextualized ESOL instruction, goal-setting assistance, and ongoing case management.
- CUNY campuses York College and LaGuardia Community College also engage in workforce development efforts funded by WIOA. York College offers ESOL, literacy, and educational services for justice-involved populations. LaGuardia offers robust continuing education and integrated ESOL vocational training through certificate programs, Integrated Basic Education and Skill Training (I-BEST) ESOL vocational integration, and ACE scholarships.
- CUNY Central administers the CUNY Upskilling initiative, a WIOA-funded partnership with NYSDOL and Coursera. This program offers no-cost virtual training in fields such as business and marketing, healthcare, data science, professional skills, and tech. The initiative targets participants who are unemployed, or dislocated workers seeking career advancement.

Additionally, similar to the programs mentioned above, DYCD's Learn & Earn programs benefit from a School Partnership Agreement that outlines how the school and program will work together to support students academically and professionally.

iii. A description of how the Board will avoid duplication of services

The Board, through designated agencies, maximizes information sharing across key partners and ensures complete information about all programs is available to all staff to ensure that service duplication is avoided. For example, Board staff partners closely with the NYSDOL Business Services team to lead quarterly Regional Business Services team meetings that offer updates on business engagement efforts, training services, and services for priority population. By sharing information across a range of state and city partners, the Board helps avoid service duplication. Additionally, through their quarterly meetings, the Board provide public updates about key activities in training and hiring events with the intent of informing key partners and avoiding duplication.

SBS engages in consistent and ongoing communication with key partners to avoid duplicating services. For example, four of the five large "hub" Workforce1 Career Centers are co-located with NYSDOL staff, who deliver a mix of Wagner-Peyser, Unemployment Insurance, RESEA (Reemployment Services and Eligibility Assessment), Rapid Response, and Business Services in New York City. Staff in these co-located centers regularly share weekly calendars of workshops and events to ensure that any customer can benefit from any service offered by either SBS or NYSDOL and that available opportunities are not duplicative. SBS also meets regularly with senior NYSDOL staff based in Albany, along with Board staff, to discuss a variety of operational, policy, and performance topics, including upcoming hiring events. These meetings ensure better coordination and service alignment with the goal of avoiding duplication. Similarly, SBS meets regularly with the NYSDOL Business Services team lead in New York City to maximize information sharing about upcoming events, collaborate on joint events, avoid duplicative service delivery, and ensure that all customers can benefit from all opportunities. Finally, SBS and Workforce1 staff regularly share hiring event information with key partners like ACCES-VR, NYSCB, HRA, DYCD, CUNY, and NYCHA to ensure these opportunities are broadly available to constituents and are not duplicative.

DYCD has implemented measures to ensure that its WIOA youth programs provide youth across all five boroughs with a range of occupational training opportunities in high-demand sectors. These measures include the incorporation of borough-based competitions in DYCD's Requests for Proposals to ensure equitable access to programs citywide. The WIOA Youth programs are designed to offer a unique combination of academic instruction, support services, and access to occupational training. This approach makes these programs distinct from WIOA Adult and Dislocated Worker programs, as well as other youth workforce development initiatives, which minimize the risk of service duplication. By tailoring its offerings to the specific needs of youth participants, DYCD ensures that its programs complement, rather than overlap with, other workforce development services in the area.

The HRA Career Services team employs a targeted approach to reduce duplication by offering specialized employment, training, and education programs for specific populations, including cash assistance and SNAP recipients. These services are distinct from those provided by Workforce1 and DYCD, which allows each program to address the unique needs of its target audience.

HRA collaborates with partners and makes referrals to SBS and DYCD workforce development programs, and CUNY on education programs, to align service delivery and prevent overlap.

Programs like CareerCompass, CareerAdvance, and YouthPathways (soon to be replaced by the Pathways for Access to Careers and Employment “PACE” model) are structured to assess client needs and connect them to sector-specific services through initiatives such as Training Assessment Group (TAG), Business Link, and Pathways to Industrial and Construction Careers (PINCC). The PACE model promises to streamline services by integrating CareerCompass, YouthPathways, and CareerAdvance into a centralized “no wrong door” approach, which will centralize assessments, planning, and career services under a single provider. This transition is expected to reduce client drop-off, enhance coordination, and improve performance tracking and accountability. Expanding employer co-design and engaging industry leaders can also improve alignment with labor market needs and enhance job placement outcomes.

The HRA programs mentioned above triage clients based on their eligibility and readiness and direct them to the most appropriate services within HRA, or external programs like Workforce1 or DYCD. This approach avoids redundancy in assessments, job training, and placements.

c. Describe plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U. S. C. 49 et seq.), to improve service delivery and avoid duplication of services

The Board will partner closely with NYSDOL, which manages Wagner-Peyser services across New York state, to coordinate services, improve service delivery, and avoid duplication of services. Because NYSDOL staff are co-located in four out of five major “hub” Workforce1 Career Centers, there will continue to be significant coordination and information sharing within these centers. The Board, NYSDOL, and SBS will continue to regularly share information about major hiring events and identify opportunities for collaboration on these events, including weekly workshop and job screening schedules. The Board Director will continue bi-weekly coordination calls that include senior NYSDOL and SBS staff and focus on aligning and coordinating local operations in NYC, among other priorities. These efforts will help continuously improve service delivery and eliminate redundancies in services.

d. Provide a list of executed cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local Career Center System. This includes agreements between the Board and entities that serve individuals eligible under the Rehabilitation Act. If no such agreements exist, provide an explanation why this is the case and/or progress towards executing such agreements.

See: Attachment I - ACCES-VR Interagency Cooperation with Other Agencies

Title II Program Coordination

a. Provide a description of the Board’s strategic vision and goals for preparing an educated and skilled workforce, specifically addressing how to improve access to activities leading to a recognized post-secondary credential, as well as other strategies for serving out-of-school youth (OSY) and adults who have low literacy skills, are English Language Learners, or lack a high school diploma or the equivalent

As described above, the Board aims to build an integrated, efficient, and equitable workforce system that works for New Yorkers seeking workforce development services. The Board has several goals related to improving system effectiveness that will result in better access to industry-

recognized credentials and improved services for those with barriers to labor market participation. The Board is committed to ensuring the local area's workforce development activities are equitable and out-of-school youth, adults with low literacy skills, and ESOL, among others, can be successful in industry-aligned programs. In particular, the Board is focused on increasing the use of contextualized learning within programs (such as teaching English language medical terminology in a healthcare occupational training) and embedding wraparound services into programs. Simultaneously, the Board will continue to elevate the work of the many existing high performing programs across the system that address barriers and provide opportunities for residents, while also looking for opportunities to scale or share best practices. Many of these programs are described in earlier sections of this Local Plan.

The Board will also continue to review any applications for WIOA State Title II funding in New York City and assess whether each application aligns with the Board's vision.

b. Provide a description of how the Board will expand access to employment, training, education, and supportive services provided through the NYS Career Center System for Title II participants with barriers to employment

The Board, through NYC Small Business Services (SBS) as its designated agency, provides employers with connections with local talent through the Workforce1 Career Centers. The Workforce1 Career Centers staff prepare and connect qualified candidates to job opportunities in New York City through:

- Resume and interviewing workshops that support the development of job search skills
- Training to acquire skills in growing fields
- Identifying and establishing connections with employers with open positions

The Workforce1 system maintains an extensive network of Community Partners, which are organizations throughout the city that refer individuals to Workforce1 for employment services and receive referrals from Workforce1 for customers in need of other services. To expand access to Title II participants with barriers to employment, Workforce1 staff will ensure that priority Title II Adult Education programs become Community Partners or remind existing partners of the opportunities for cross-referral.

c. Identify how the Board will facilitate the development of a career pathways and co-enrollment in academic training programs

The Board, through its designated agencies, the NYC Department of Youth and Community Development (DYCD) and SBS, regularly facilitates the development of career pathways and co-enrollment in academic training programs. This work includes encouraging partnerships between administering agencies and the City University of New York (CUNY) to develop and deploy additional occupational training programs. In addition, the Board is looking to expand these opportunities in the years ahead by enhancing communication with employers and encouraging an expansion of investments in training that upskill incumbent workers, in addition to existing opportunities for entry-level workers.

Currently, most training services are focused specifically on in-demand and high growth sectors, including healthcare, technology, industrial, transportation, construction, food service, hospitality, and media and entertainment. Co-enrollment means helping individuals to receive services from

both Title II Adult Education programs and Title I Employment programs, simultaneously or sequentially.

Referrals and co-enrollments help customers seamlessly access the services and resources they need from the right partners in the workforce system. Ultimately, the goal is to help customers prepare for and connect with a good job. As stated in the previous section, the Community Partners program is an appropriate vehicle for co-enrolling individuals in adult education and employment services. Workforce1 staff work with adult education and employment providers to determine the appropriate timing for providing information about available services and for making referrals to one another.

d. Provide a description of how the Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment

The State Plan articulates several strategic goals for the local workforce development system, including:

- Aligning workforce programs with the needs of businesses
- Supporting jobseekers, especially those with barriers, in building skills and getting access to support services
- Supporting economic growth by making the climate attractive to businesses, especially in high growth or priority sectors
- Aligning resources and data collection to drive shared success metrics and accountability
- Helping workers with skill development to remain competitive throughout their careers
- Strengthening talent pipelines to ensure that workers are prepared for future jobs

The Board's goals relating to enabling a more integrated, efficient, and equitable workforce system, described in previous sections, are well aligned with these State Plan goals. In particular, the current programs described in the above sections – both core and non-core – deliver on these statewide priorities. For example, NYC Public School's programming under the Carl D. Perkins Career and Technical Education Act offers entry points for individuals focused on receiving vocational-related education, opening up opportunities for skill development. In addition, the Board's system enhancement priorities for the coming years, including the alignment of workforce programming with business needs, improving workforce program interconnectedness, and supporting jobseekers with barriers to employment, will similarly advance statewide work.

Youth Activities

a. Provide contact details of Youth Point(s) of Contact for your local area including: Name of Organization, name(s) of Youth Point(s) of Contact, title, address, phone number, and email address. Youth Point(s) of Contact details are primarily used to refer youth adults, parents, and partners about youth programs.

Name of Youth Point of Contact: Julia Breitman

Email: JBreitman@dycd.nyc.gov

Name of Organization: NYC Department of Youth and Community Development (DYCD)

Title: Assistant Commissioner, Youth Workforce Programs
Phone: (646) 343-663
Address: 2 Lafayette Street, 19th floor New York, NY 1000

b. Provide the number of planned enrollments in PY 2025 for new Out-Of-School Youth (OSY), carry-over OSY, new In-School Youth (ISY), carry-over ISY, and work experience

i. New OSY: 1380

ii. Carry-over OSY: 938

iii. New ISY: 1190

iv. Carry-over ISY: 1070

v. Work experiences: 2570

c. Attachment G, Youth Services

Please refer to Attachment G, Youth Services Chart, for information about Youth contracts and which element each listed provider is offering.

d. Explain how providers and Board staff ensure the WIOA elements:

i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS

WIOA youth program providers track attendance in services and activities in DYCD's Participant Tracking System (PTS). PTS then maps services and activities received to the 14 WIOA youth program elements. Individual Service Strategy's (ISSs) are updated as new elements are provided, or services are completed. DYCD regularly monitors participant profiles in PTS to ensure program elements are offered and that files and ISSs are up to date.

ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities

To facilitate program participation for youth with disabilities, DYCD's WIOA Equal Opportunity (EO) staff ensure that equal employment opportunity and applicable ADA regulations are implemented and followed at the provider level by conducting regular field and file reviews of contractors' physical space and program offerings. The DYCD EO WIOA unit also helps coordinate referrals between DYCD programs and ACCES-VR so that eligible youth receive all the services and benefits they may be entitled to.

e. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment, and engagement strategies

DYCD workforce development programs, such as the Summer Youth Employment Program (SYEP), prioritize skill building and paid work experiences to help move participants forward in their career journeys. The WIOA-funded Train & Earn program, along with the Community Resources for Employment and Development (CRED) and Advance & Earn programs focus on providing meaningful training and access to credentials in high growth occupations with career advancement opportunities. These programs also provide comprehensive case management, supportive services, and follow up services. DYCD's WIOA-funded Learn & Earn program, along with the Work, Learn & Grow, and Anti-Gun Violence Employment programs, prioritize providing participants with work readiness skills, work experience, and academic and social supports so they graduate from high school. Recruitment for all DYCD programs is multifaceted and includes outreach via social media, community events, DYCD's website and the online DiscoverDYCD tool, CBO partner

referrals, and schools. Paid work experience not only provides vital financial support to youth and families, it also is an important engagement and retention strategy.

f. Does your local area plan to serve ISY and/or OSY using the “Needs Additional Assistance” qualifying barrier for eligibility?

Yes

g. Attach a Basic Skills Deficiency policy of youth program as described in the TA #19-2

See attachment H.

Administration

a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official(s) (CEOs) or Governor

The NYC Department of Small Business Services (SBS) acts as the fiscal agent for NYC. Youth grant funding is disbursed by the NYC Department of Youth and Community Development (DYCD).

b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area

Youth Programming

Pursuant to the New York City Policy Procurement Board (PPB) Rules, DYCD uses the PASSPort system to procure human services contracts. Prior to the issuance of a Request for Proposals (RFP), DYCD issues a concept report that describes the contemplated program and offers the public time to comment. Both the concept paper and the RFP are issued subsequent to a notice to the public that is issued through Passport, the City Record, and other publications. On the date of the issuance, DYCD posts concept papers on the agency website and the RFPs are made available through the PASSPort system. DYCD also sends out notices to past proposers and active DYCD contractors. The RFP describes the scope of work required and the methodology for selection.

The PPB Rules prescribe the information required in an RFP and the procedures for handling proposals to foster effective, broad-based competition from all segments of the community and to protect against corruption, waste, fraud, and abuse. A pre-proposal conference is held usually two to three weeks before the due date for interested parties to learn more about the program and to ask questions about the RFP. Prospective contractors submit proposals pursuant to the RFP and are scored according to the criteria laid out therein. The scores are then sorted in descending order and, with consideration of all the basis of contract award criteria articulated in the RFP, invitations to negotiate are extended to those proposers deemed eligible. Finally, the contract is developed and executed.

Adult and Dislocated Workers

SBS typically uses a competitive RFP process to award contracts for services of more than \$100,000. RFPs must conform to the PPB Rules, as well as any procurement rules of the funding entity. Here is a summary of the typical process, including the key stages:

- Notify Vendors and Release RFP
 - The relevant city agency develops and releases an RFP
 - The agency prepares a bidders list from a Citywide Vendors' List including the Minority- and Women-Owned Business Enterprise Certified List, and each

- organization receives a copy of the RFP. RFPs can be downloaded from the Agency's website
- The agency posts a Notice of Solicitation in the City Record and on the agency's website
- Public Release Period and Pre-Proposal Conference (if applicable)
 - The agency convenes a public "pre-proposal conference" to discuss the RFP and to answer questions
 - The agency collects any questions received in writing or email
 - The agency releases an addendum providing answers to questions asked at the pre-proposal conference and received directly, which is sent to all prospective vendors who received or download the RFP
- Evaluate Responses and Select Winning Vendors
 - The agency assembles an evaluation committee composed of agency staff relevant to the RFP
 - Each committee member evaluates all proposals independently using a rating guide
 - The agency tabulates all ratings and identifies the high scorers
 - The evaluation committee meets to review the scores
 - If requested, vendors provide their best and final offer and/or oral presentations about their proposals
 - If relevant, the evaluators meet and adjust their scores based on the best and final offer and/or oral presentations
 - The agency notifies the winning vendor

Employers can apply directly to SBS for training grants through the Customized Training Program. The Customized Training Program is currently able to award grants between \$30,000 and \$400,000. Applications can be submitted on a rolling basis and are awarded quarterly. To apply, employers must submit a pre-application to confirm eligibility and, once approved, they will be provided with an application that allows them to reflect their business case for training and their proposed benefit to incumbent employees, as well as a limited number of new hires, if applicable. Currently, business cases may include the need for training to purchase new equipment or software, to offer new services or products to reach new markets, to promote current staff or support staff in advancing in hard-to-fill positions, or to update obsolete skills necessary to keep a business competitive. Further, proposed benefits include wage gains. Employers' training plans may include a combination of classroom training by one or more training service providers identified by the business, and on-the-job training.

c. Provide the local levels of performance negotiated with the Governor and CEO(s) to be used to measure the performance of the local area and to be used by the Board for measuring the performance of the local fiscal agent (when applicable), service providers, and the One-Stop delivery system, in the local area

WIOA Performance Measures	New York City WDB	
	Final Negotiated Goals	
	PY 24	PY 25
WIOA Adults		
Employment (Second Quarter after Exit)	68.00%	68.50%
Employment (Fourth Quarter after Exit)	66.50%	67.00%
Median Earnings	\$7,800.00	\$7,900.00
Credential Attainment Rate	54.00%	54.50%
Measurable Skill Gains	61.00%	61.50%
WIOA Dislocated Workers		
Employment (Second Quarter after Exit)	63.50%	63.50%
Employment (Fourth Quarter after Exit)	67.00%	67.50%
Median Earnings	\$7,750.00	\$7,850.00
Credential Attainment Rate	52.00%	52.50%
Measurable Skill Gains	55.00%	55.50%
WIOA Youth		
Employment (Second Quarter after Exit)	70.00%	70.50%
Employment (Fourth Quarter after Exit)	65.50%	66.00%
Median Earnings	\$3,800.00	\$3,900.00
Credential Attainment Rate	61.00%	61.50%
Measurable Skill Gains	52.00%	52.50%

d. Describe the actions taken toward becoming or remaining a high-performing Board, consistent with factors developed by the State Workforce Investment Board (SWIB). The Board will be defined as high performing if it meets the following criteria:

i. It is certified and in membership compliance

The Board is in full compliance with its membership requirements and is certified by the New York State Department of Labor. Board staff, in consultation with the Board co-chairs, monitor the Board's membership to carefully ensure compliance with business, workforce, and other composition requirements. The Board also aims to have an appropriate representation of the region's industries and workforce development stakeholders.

ii. All necessary governance actions and items have been accomplished, including executing a local Memorandum of Understanding (MOU), selecting a One-Stop System Operator, and implementing all required local policies, etc.

The Board distributes the service delivery MOU to all required partner programs.

Under WIOA, the Board is responsible for selecting one or more One-Stop Operators, which coordinate service delivery between the One-Stop Career Centers (known in New York City as Workforce1 Career Centers) and the required partners under WIOA. In New York City, the One-Stop Operators manage the five large “hub” Workforce1 Career Centers, which include one in each borough, and both coordinate partner referrals and deliver Adult and Dislocated Worker services. SBS, the administrator of Adult and Dislocated WIOA services on behalf of the Board, issued a Request for Proposals for One-Stop Operators in each borough. The Board’s Executive Committee reviewed the proposed vendors and voted to formally approve the selection on June 16, 2025. These contracts will take effect on October 1, 2025.

Board staff monitor all new or updated federal and state policies and ensure they are implemented in the local area.

iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process

The Board has worked closely with SBS to ensure that all One-Stop Career Centers, or Workforce1 Career Centers are certified by meeting all requirements in the certification process and achieving a high score on the center “enhancements” as defined by NYSDOL, which are not required, but strongly recommended as best practices.

iv. The local area meets or exceeds all performance goals

Board staff, in consultation with the Board co-chairs, monitor the Board’s WIOA performance goals regularly and in detail. SBS and DYCD report on their performance on WIOA goals in detail at regular meetings of the Board Executive Committee and periodically at full meetings of the Board.

Training Services

a. Describe how training services will be provided in the local area. This may include incumbent worker, on-the-job, and customized training programs.

Training services in the local area are delivered through a variety of programs and partnerships designed to meet the needs of jobseekers, employers, and the broader workforce. These services include occupational training, incumbent worker upskilling, on-the-job training, and customized training programs, all of which are tailored to address skill gaps and create pathways to sustainable employment.

The goal of all training services is to help jobseekers connect to full-time, family-sustaining jobs that offer career pathways and opportunities for advancement. Training programs aim to meet long-term demand for workforce talent, at scale, by incorporating educational and occupational skills that are informed by partnerships with educational institutions, training providers, and industry stakeholders.

Youth Programming

The NYC Department of Youth and Community Development (DYCD) provides training services through its youth workforce development programs, such as Train & Earn, which are delivered by contracted community-based organizations. These programs are designed to:

- Offer long-term occupational training that leads to credentials, licensure, or certification in high-demand sectors
- Provide industry-specific work readiness training, as well as literacy and numeracy skill-building, to ensure participants meet job requirements
- Deliver comprehensive support services to address barriers to employment, such as childcare, transportation, or housing challenges
- Facilitate placement services to ensure participants transition into postsecondary education, additional training, unsubsidized employment, the military, or a combination of these activities

Adult and Dislocated Workers

The NYC Department of Small Business Services (SBS)'s training services are focused on in-demand sectors and occupations in line with the priority occupation list and designed in consultation with businesses and sector-based intermediaries. These training services are focused on priority sectors, including healthcare, tech, industrial, transportation, construction, hospitality, and media and entertainment. These programs often include supportive services to encourage program completion. Occupational training often focuses on skill or credential attainment and/or professional experience.

SBS utilizes a variety of mechanisms to deliver training services through local training service providers, including academic institutions, nonprofit and for-profit schools and training organizations, community-based organizations, and employers. Training services include the Individual Training Grant program, the Customized Training program, and cohort training through contracts with selected vendors, which are available to individuals and businesses through the Workforce1 Career Centers. These programs can also be accessed through SBS staff and their and training service providers, who then enroll candidates in the One-Stop system, or network of Workforce1 Career Centers.

Youth and Adult Apprenticeships

Apprenticeships are a key component of the local area's training strategy as they offer an industry-driven approach to talent development that benefits both employers and jobseekers.

Apprenticeships can address competency gaps in key occupations and provide structured pathways for skill development. They are utilized by the local workforce development system in three primary areas:

- **Upskilling Apprenticeships for Incumbent Workers:** These programs focus on upskilling underemployed or incumbent workers in sectors with critical workforce shortages. Training providers, both for-profit and nonprofit, subsidize the cost of related instruction and apprenticeship design. Employers can leverage SBS's Individualized Training Grants (ITGs) and state subsidies to cover instruction costs, subsidize wages, and receive tax benefits. These apprenticeships build on workers' existing skills and experiences to ensure they are prepared for advanced roles.
- **Apprenticeships for Adult Career Seekers:** Apprenticeships for adult career seekers provide an alternative to traditional entry-level hiring. These programs are customized to build a pipeline of qualified workers who may lack some of the required skills for entry-level

roles. Nonprofit training providers, community-based organizations, and the Workforce1 career Centers play a critical role in preparing participants through employability training, technical instruction, and career planning. Apprentices are always paid wages and often lead to full-time employment.

- **Youth Apprenticeships and Pre-Apprenticeships:** Youth apprenticeships address the skills and experience gaps that have the potential to leave young people unemployed or underemployed in their future careers. These programs create seamless pathways into adult apprenticeships, college degrees, or trade certifications. Youth apprenticeships are often integrated with degree pathways which allow participants to earn college credits while gaining on-the-job experience. Funding for these programs may come from Pell Grants, employer contributions, or state-sponsored initiatives.

ACCES-VR

The Adult Career and Continuing Education Services - Vocational Rehabilitation (ACCES-VR) program provides specialized training services for individuals with disabilities. These services include:

- **Vocational Training:** ACCES-VR funds training at accredited trade schools in fields such as healthcare, manual trades, and computer operations. Schools are approved by relevant regulatory bodies, such as the Bureau of Proprietary School Supervision or the Department of Motor Vehicles.
- **Postsecondary Education Support:** ACCES-VR supplements financial aid for participants pursuing college degrees or certificates in middle-skill careers through continuing education programs.
- **Contracted Training Programs:** ACCES-VR partners with vocational rehabilitation providers to deliver training in fields such as human services, food services, and building maintenance. These programs also include supported employment for individuals with significant intellectual or psychiatric disabilities, using a “place and train” model with job coaches.
- **On-the-Job Training (OJT):** ACCES-VR offers wage incentives to employers who hire and train individuals with disabilities. Employers are reimbursed for up to six months of the individual’s salary during the training period.

NYSCB

The New York State Commission for the Blind (NYSCB) provides training in accordance with an approved Individualized Plan for Employment (IPE) for an individual to prepare them to achieve their employment outcome. The type of training provided is determined based on the needs of the individual and the type of preparation required by the selected vocational goal.

The duration of training is determined based upon the requirements of the selected vocational goal, the needs of the individual and NYSCB policy regarding the specific training source. Some training services are provided without regard to the consumer’s economic need status, while others are contingent upon economic need.

There are nine types of training offered or supported by NYSCB:

- Vocational, technical, and business school training
- College training
- Other academic training
- Rehabilitation teaching

- Orientation and mobility training
- Work experience training
- On-the-job training
- Job coaching
- Training in community rehabilitation programs

The NYSCB develops customized training programs in collaboration with employers to address specific workforce challenges, such as evolving skill requirements, talent retention, and attracting nontraditional candidates. These programs are designed to align with industry needs while providing participants with clear career pathways, competitive wages, and opportunities for growth.

Through further collaboration with local workforce boards, community organizations, and educational institutions, the NYSCB ensures that training services are responsive to the needs of the community.

b. Describe how contracts will be coordinated with the use of Individual Training Accounts (ITAs)

The Workforce1 Career Centers administer Individual Training Account vouchers, as defined under WIOA, known locally as Individual Training Grants (ITGs). The centers assess and interview interested and eligible candidates, support them in utilizing the Eligible Training Provider List (ETPL) and the associated NYC Training Guide to identify appropriate courses and training service providers, provide the voucher for training, and engage candidates through graduation to help them successfully connect with job opportunities. The occupations available for ITGs align with the business relationships regularly maintained and available within the Workforce1 system to maximize connection to employment post-training. Jobseekers who are eligible and interested can obtain an ITG through the Workforce1 system at any time during the year.

Additionally, SBS offers many cohort training programs. These programs are typically conducted by a single, competitively selected training provider with unique, proven experience and a vetted training proposal meeting WIOA and SBS' performance goals and often demonstrate effectiveness in serving individuals with barriers to employment. The programs are offered in a variety of sectors, including media and entertainment, tech, and healthcare, and are frequently developed in consultation with employers. Recruitment and assessment for these training programs is supported both by the contracted training providers and, in many cases, the Workforce1 Career Centers. Many training participants are also connected to supportive services, including needs-related payments. These needs-related payments help to financially support participants while they are enrolled in training and while they are undertaking their job search upon the training's conclusion.

c. Describe how the Board will ensure informed customer choice in the selection of training programs regardless of how training services are provided

The local workforce development system offers extensive opportunities for training throughout the city, especially for young adults, jobseekers, low-income New Yorkers, and people receiving public assistance. Training stakeholders, who include city agencies, nonprofits, and community-based providers, host a variety of training courses through multiple means to reach as many constituents as possible. Strategies to ensure training is available include offering virtual trainings on different platforms and scheduling trainings outside of normal hours.

The Board, working with designated agencies DYCD and SBS, as well as other partners, is committed to expanding training opportunities while tackling challenges faced by providers. These challenges include adapting to shifting industry skill requirements, scaling successful programs, and securing consistent funding. The Board will continue working with its partners to make sure training programs are widely available, exceptionally coordinated, and contribute to the Board's strategic workforce goals.

Youth Programming

DYCD has several avenues for ensuring that customers can make informed choices about the agency's available workforce development programs. DYCD's website provides information on each of DYCD's workforce programs, including the training and services offered. The DiscoverDYCD website allows individuals to search for programs based on several criteria, including the participant's age or school level, program location, and program offerings. Through their assessment processes, providers are required to ensure that their programs are appropriate for each applicant and make referrals to other programs if needed, to ensure that participants are enrolled in programs that will yield the most benefit for them.

Adult and Dislocated Workers

In FY2025, nearly 8,000 SBS customers were enrolled in SBS' training programs. SBS plans to continually increase the agency's training investments. SBS ensures that all training program opportunities that are actively recruiting are made public on the SBS website, nyc.gov/accesstraining, so that jobseekers and businesses can easily find relevant information about program offerings.

Individuals interested in training services may be eligible either for an Individual Training Grant (ITG) or for cohort training. Customers interested in ITGs can select courses and training service providers that meet their needs by browsing the NYC Training Guide – an online tool for administering the Eligible Training Providers List in New York City. Customers interested in a specific cohort training can apply and can demonstrate whether they meet the eligibility requirements and would benefit from the specific training.

ACCES-VR

Customer choice has been a policy of ACCES-VR for many years. Applicants for services work with Vocational Rehabilitation Counselors to develop mutually agreed upon Individualized Plans for Employment. Applicants can receive community-based work assessments or standardized assessments of their aptitudes, values, and interests to help them in choosing their vocational goals.

NYSCB

The New York State Commission for the Blind (NYSCB) Vocational Rehabilitation Counselors provide counseling and guidance as a core vocational rehabilitation service that is offered throughout the consumer's entire experience with NYSCB. Counseling and guidance are provided to:

- Encourage the consumer through establishing a relationship of mutual respect, where the counselor can be both supportive, yet challenging, in promoting the consumer's development of the skills needed to achieve an employment outcome.
- Facilitate informed choice throughout the entire rehabilitation process by providing information about the scope and limits of vocational rehabilitation services, and by helping

the consumer obtain specific information on programs, resources and services that can assist them in the selection and achievement of vocational goals and an employment outcome. When there are limits on the provision or availability of vocational rehabilitation services, the counselor can assist the consumer in exploring alternatives.

Workforce training in the local area is widely available through city agencies, nonprofits, and community partners. Many programs are free, offer flexible schedules, and are available online or in person across all five boroughs. The Board ensures informed customer choice in training program selection by providing transparency, information, and resources that allow individuals to make decisions based on their needs. Many programs provide vocational counseling, assessments, and personalized plans, which help empower individuals to identify and pursue training programs aligned with their career goals.

Public Comment

a. Describe the process used by the Board to provide a period of no more than 30 days for public comment and input into development of the plan by representatives of business, labor organizations, and education prior to submission

Public comment is now available until September 5, 2025. Please email any comments about the Local Plan to wdbboard@talent.nyc.gov.

List of Attachments

- A. In-Demand Occupation List
- B. Units of Local Government
- C. Fiscal Agent
- D. Signature of Local Board Chair
- E. Signature of Chief Elected Official(s)
- F. Federal and State Certifications
- G. Youth Services Chart
- H. Basic Skills Deficiency Policy of Youth Programs
- I. ACCES-VR Interagency Cooperation with Other Agencies

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Attachment A

Local Workforce Development Area (LWDA) Current In-Demand Occupation List	
LWDA Name: New York City Workforce Development Board	Date Updated: In-Demand List as of 2024
Source: (e.g., Occupational Information Network (O*NET) codes, Standard Occupational Classification (SOC) codes, Occupational Employment Statistics (OES) estimates, Bureau of Labor Statistics (BLS) long-term projections, etc.)	

Note: Local Areas are required to discuss their in-demand occupation list with their local NYSDOL Labor Market Analyst prior to submission. Labor Market Analysts for each region can be found on NYSDOL's [Labor Market Analysts webpage](#).

Occupational Code (##-####)	Occupational Title
15-1211	Computer Systems Analysts
15-1212	Information Security Analysts
15-1231	Computer Network Support Specialists
15-1232	Computer User Support Specialists
15-1242	Database Administrators
15-1243	Database Architects
15-1244	Network and Computer Systems Administrators
15-1251	Computer Programmers
15-1252	Software Developers

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
15-1254	Web Developers
15-1255	Web and Digital Interface Designers
15-1299	Computer Occupations, All Other
15-2051	Data Scientists
11-9111	Medical and Health Services Managers
21-1018	Substance abuse, behavioral disorder, and mental health counselors
21-1023	Mental Health and Substance Abuse Social Workers
21-1093	Social and Human Service Assistants
29-1126	Respiratory Therapists
29-1141	Registered Nurses
29-1161	Nurse Midwives
29-1171	Nurse Practitioners
29-1292	Dental Hygienists
29-2034	Radiologic Technologists
29-2042	Emergency Medical Technicians
29-2052	Pharmacy Technicians

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
29-2055	Surgical Technologists
29-2061	Licensed Practical and Licensed Vocational Nurses
29-2072	Medical Records Specialists
29-2099	Health Technologists and Technicians, All Other
29-9021	Health Information Technologists and Medical Registrars
31-1120	Home Health & Personal Care Aides
31-1131	Nursing Assistants
31-9091	Dental Assistants
31-9092	Medical Assistants
43-6013	Medical Secretaries
11-9051	Food Service Managers
35-1011	Chefs and Head Cooks
35-1012	First-Line Supervisors of Food Preparation and Serving Workers
35-2011	Cooks, Fast Food
35-2012	Cooks, Institution and Cafeteria
35-2014	Cooks, Restaurant

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
35-2015	Cooks, Short Order
35-2019	Cooks, All Other
35-2021	Food Preparation Workers
35-3011	Bartenders
35-3023	Fast Food and Counter Workers
35-3031	Waiters and Waitresses
35-3041	Food Servers, Nonrestaurant
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers
35-9021	Dishwashers
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop
35-9099	Food Preparation and Serving Related Workers, All Other
51-3011	Bakers
33-9091	Crossing Guards
43-5061	Production, Planning, and Expediting Clerks
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
49-3023	Automotive Service Technicians and Mechanics
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers
49-9031	Home Appliance Repairers
49-9071	Maintenance and Repair Workers, General
49-9098	Helpers--Installation, Maintenance, and Repair Workers
49-9099	Installation, Maintenance, and Repair Workers, All Other
53-3031	Driver/Sales Workers
53-3032	Heavy and Tractor-Trailer Truck Drivers
53-3033	Light Truck or Delivery Services Drivers
53-3051	Bus Drivers, School
53-3052	Bus Drivers, Transit and Intercity
53-3053	Shuttle Drivers and Chauffeurs
53-6021	Parking Lot Attendants
53-7061	Cleaners of Vehicles and Equipment
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
53-7064	Packers and Packagers, Hand

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
47-1011	Supervisors of Construction and Extraction Workers
47-2031	Carpenters
47-2051	Cement Masons and Concrete Finishers
47-2061	Construction Laborers
47-2111	Electricians
47-2141	Painters, Construction and Maintenance
47-2152	Plumbers, Pipefitters, and Steamfitters
47-2181	Roofers
47-3011	Helpers--Brickmasons, Blockmasons, Stonemasons, and Tile and Marble Setters
47-3012	Helpers--Carpenters
47-3013	Helpers--Electricians
47-3014	Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters
47-4090	Miscellaneous Construction and Related Workers
11-9141	Property, Real Estate, and Community Association Managers
13-1020	Buyers and Purchasing Agents

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
13-1041	Compliance Officers
13-1071	Human Resources Specialists
13-1111	Management Analysts
13-1121	Meeting, Convention, and Event Planners
13-1131	Fundraisers
13-1151	Training and Development Specialists
13-1161	Market Research Analysts and Marketing Specialists
13-2011	Accountants and Auditors
13-2061	Financial Examiners
13-2072	Loan Officers
17-1011	Architects, Except Landscape and Naval
23-2011	Paralegals and Legal Assistants
27-3031	Public Relations Specialists
41-3011	Advertising Sales Agents
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
43-1011	First-Line Supervisors of Office and Administrative Support Workers
43-3021	Billing and Posting Clerks
43-3031	Bookkeeping, Accounting, and Auditing Clerks
43-9061	Office Clerk, General
13-2061	Financial Examiners
41-3021	Insurance Sales Agents
41-3031	Securities, Commodities, and Financial Services Sales Agents
17-2051	Civil Engineers
21-1012	Educational, Guidance, and Career Counselors and Advisors
21-1015	Rehabilitation Counselors
21-1019	Counselors, All Other
25-1072	Nursing Instructors and Teachers, Postsecondary
25-2022	Middle School Teachers, Except Special and Career/Technical Education
25-2031	Secondary School Teachers, Except Special and Career/Technical Education
25-2052	Special Education Teachers, Kindergarten and Elementary School
25-3021	Self-Enrichment Education Teachers

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
25-3041	Tutors
27-1011	Art Directors
27-1014	Special Effects Artists and Animators
27-1022	Fashion Designers
27-1024	Graphic Designers
27-2012	Producers and Directors
27-2041	Music Directors and Composers
27-2099	Entertainers and Performers, Sports and Related Workers, All Others
27-4011	Audio and Video Equipment Technicians
27-4012	Broadcast Technicians
27-4014	Sound Engineering Technicians
27-4015	Lighting Technicians
27-4031	Camera Operators, Television, Video, and Motion Picture
27-4032	Film and Video Editors
27-4099	Media and Communication Equipment Workers, All Other
33-3012	Correctional Officers and Jailers

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
33-9031	Gambling Surveillance Officers and Gambling Investigators
33-9032	Security Guards
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners
37-2012	Maids and Housekeeping Cleaners
37-3011	Landscaping and Groundskeeping Workers
39-3011	Gambling Dealers
39-3012	Gambling and Sports Book Writers and Runners
39-3019	Gambling Service Workers, All Other
39-3031	Ushers, Lobby Attendants, and Ticket Takers
39-3092	Costume Attendants
39-9031	Fitness Trainers and Aerobics Instructors
41-1011	First-Line Supervisors of Retail Sales Workers
41-1012	First-Line Supervisors of Non-Retail Sales Workers
41-2011	Cashiers
41-2012	Gambling Change Persons and Booth Cashiers
41-2021	Counter and Rental Clerks
41-2031	Retail Salespersons
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel
41-9022	Real Estate Sales Agents
43-1011	First-Line Supervisors of Office and Administrative Support Workers
43-3021	Billing and Posting Clerks
43-3041	Gambling Cage Workers
43-4051	Customer Service Representatives

Priority Occupations of the Region and LWIAs

Occupational Code (##-####)	Occupational Title
43-4111	Interviewers, Except Eligibility and Loan
43-4171	Receptionists and Information Clerks
43-5032	Dispatchers, Except Police, Fire, and Ambulance
43-5061	Production, Planning, and Expediting Clerks
43-6011	Executive Secretaries and Executive Administrative Assistants
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
49-9096	Riggers
51-6011	Laundry and Dry-Cleaning Workers
51-7011	Cabinetmakers and Bench Carpenters
53-5011	Sailors and Marine Oilers
53-5021	Captains, Mates, and Pilots of Water Vessels
53-5022	Motor Boat Operators
53-5031	Ship Engineers

Attachment B: Units of Local Government

Please list the unit or units (multiple counties or jurisdictional areas) of local government included in the local area. If the Chief Elected Official (CEO) Grant Recipient has designated a local grant subrecipient to administer the Workforce Innovation and Opportunity Act (WIOA) pursuant to WIOA §107, please indicate the unit of local government designated as the grant subrecipient. However, if instead, the CEO Grant Recipient has designated a fiscal agent, please indicate this on **Attachment C: Fiscal Agent**.

Unit of Local Government	Grant Subrecipient
	Yes
New York City	☒
	☐
	☐
	☐
	☐

§107(c)(1)(B)(i) – In a case in which a local area includes more than one (1) unit of general local government, the CEOs of such units may execute an agreement that specifies the respective roles of the individual CEOs.

If the Local Workforce Development Area is composed of more than one (1) unit of general local government, is there a written agreement between local officials that details the liability of the individual jurisdictions?

☐ Yes ☐ No

Attachment C: Fiscal Agent

Workforce Innovation and Opportunity Act (WIOA) §107(d)(12)(B)(i)(II) provides that the Chief Elected Official (CEO) Grant Recipient may designate a local fiscal agent as an alternative to a local grant subrecipient. Such designation to a grant subrecipient or fiscal agent shall not relieve the CEO or the Governor of the liability for any misuse of grant funds. If the CEO identified a fiscal agent to assist in the administration of grant funds, please provide the name of the fiscal agent.

Fiscal Agent
New York City Department of Small Business Services

Name of Local Area: *New York City*

[illegible]

Name of Local Area: *New York City*

[illegible]



NEEDS ADDITIONAL ASSISTANCE BARRIER POLICY

Introduction

One of the barriers to establish eligibility is “needs additional assistance”. As with the other WIOA youth barriers, this barrier requires documentation and is limited to no more than 5% of newly enrolled Learn & Earn (ISY) participants each year.

Policy

Low income youth will be eligible for WIOA services if the objective assessment indicates that one of the following conditions exists.

- Needs additional assistance to complete an educational program:
 - School grade(s) of C or below (or equivalent average)
 - Lack of English language proficiency
 - At risk of dropping out of school
 - One or more grade levels behind
 - Excessive absenteeism from school
 - Other educational deficiency cited by the youth’s school, to be specified
- Needs additional assistance to secure and hold employment:
 - Little labor force attachment (for OSY applicants - has not held a job other than summer or part-time, afterschool work)
 - Poor employment record, including but not limited to short periods of employment and terminations
 - Occupational skills below labor market expectations
 - Deficiency in job readiness or job retention skills
 - Lacks any skill listed by the Secretary’s Commission on Achieving Necessary Skills (SCANS skills)
 - Lacks job search skills
 - Poor work habits including but not limited to punctuality, attendance, communication, attitude, ability to accept supervision, attire
 - Other work-related deficiency cited by employer, interviewer or counselor.
- Other conditions that qualify a prospective participant as eligible for services:
 - Victim of abuse
 - Child of an incarcerated parent
 - Suffering from substance abuse or medical issues
 - Expectant Father

Contractors will use the Needs Additional Assistance Form (attached) to capture which of the above conditions apply. This form will be included with other eligibility documentation in the youth's case file.

Procedure

1. Once a participant is identified with a Needs Additional Assistance barrier, the provider must submit a Needs Additional Assistance barrier justification letter via email to their program manager and CVU lead;
2. Once the Needs Additional Assistance barrier justification letter is approved by the program manager;
3. The program manager will notify the provider and CVU Lead via email within 3 business days of receipt of the Needs Additional Assistance barrier justification letter;
4. Then the provider can enter the participant into the pending stage;
5. The Provider then would request an enrollment validation for the participant's file.



WIOA Learn & Earn YOUTH ELIGIBILITY ATTESTATION

Social Security Number:				Intake Date:			
Applicant's Full Name:						Date of Birth:	
Gender:	Male	Female	X	Selective Service Registration No:			
Phone Number:				Email Address:			
Please only select items that apply toward the applicants eligibility. Ensure, that all selections are accurate, complete, and reflected on the WIOA Youth Application and the PTS Profile.							
<i>*An Applicant May Not Attest to Date of Birth, Social Security Number, Selective Service Registration, or Public Benefits. (SNAP, TANF, Cash Assistance, Public Assistance, Etc.)</i>							
English Language Learner				Primary Language			
Court Involved Youth <i>(Details of court involvement must not be entered into PTS)</i>							
Disabled				Disability Type			
Residency							
Rent		Own		Homeless		Runaway (Must be under 18 years of age)	
Street:						Apt:	
Borough:		City:		State:		Zip code:	
Provider must indicate if this address is High Poverty Census Tract					Yes	No	Census Tract #
Foster Care		Aged Out of Foster Care		Pregnant <i>(Due Date)</i>			Parenting
(Relationship)		WIOA Family & Income <i>If, applicant is supported by a Non-WIOA Family member, indicate "Provides Financial Assistance" as Income Source.</i>					
	Name:		Age:		Income Source:		
	Name:		Age:		Income Source:		
	Name:		Age:		Income Source:		
	Name:		Age:		Income Source:		
	Name:		Age:		Income Source:		
Has the Applicant been employed in the last 6 months YES NO Never Employed <i>(No previous work history)</i>							
Name of Employer :						Start Date:	
Job Title:				Annual Salary Earned :			
Reason for Leaving :			Employment End Date:				
Receiving Unemployment Benefits ?		Yes	No	☐ Claimant	☐ Exhaustee	Referred by WPRS	
Total Family Six Gross Income Amount:			\$			Family Size :	

☐ Requires Additional Assistance		<i><u>This option can only be selected in the absence of other WIOA Barriers.</u></i>	
WIOA Providers Only		Select all areas in which a participant needs assistance .	
☐ School grade(s) below C (or equivalent average.)		☐ Poor employment record.	
☐ Lack of English language proficiency.		☐ Lack of occupational skill level below labor market expectations.	
☐ Minimal labor force attachment (has not held a job other than summer or part-time after school.)		☐ Deficiency in job readiness or job retention skills.	
☐ Poor work habits including, but not limited to, punctuality, attendance, communication, attitude, ability to accept supervision, attire.			
☐ Other educational deficiency cited by the youth's school. Specify below:			
CERTIFICATION			
☐	I certify that the information contained within this document is true to the best of my knowledge	☐	It would cause me undue hardship to obtain, transmit, or securely share any other sources of proof for the above eligibility items.
Applicant Signature:		Date:	
Witness Name:		Relationship:	
Program Director Signature:		Date:	

The Department of Youth & Community Development is an equal opportunity employer/program.
Auxiliary aids and services are available upon request to individuals with disabilities.



WIOA Train & Earn YOUTH ELIGIBILITY ATTESTATION

Social Security Number:				Intake Date:			
Applicant's Full Name:						Date of Birth:	
Gender:	Male	Female	X	Selective Service Registration No:			
Phone Number:				Email Address:			
Please only select items that apply toward the applicants eligibility. Ensure, that all selections are accurate, complete, and reflected on the WIOA Youth Application and the PTS Profile							
<i>*Applicant's May Not Attest to Date of Birth, Social Security Number, Selective Service Registration, or Public Benefits. (SNAP, TANF, Cash Assistance, Public Assistance, Etc.)*</i>							
Last Grade Completed:			Diploma Type:				
Drop Out			Not Attending School, But not a Dropout (Did not graduate HS. Marked as truant from Secondary school.)				
English Language Learner				Primary Language			
Court Involved Youth (Details of court involvement must not be entered into PTS)							
Disabled				Disability Type			
Residency							
☐ Rent	☐ Own	☐ Homeless	☐ Runaway (Must be under 18 years of age)				
Street:						Apt:	
Borough:		City:		State:		Zip code:	
Provider should indicate if this address is High Poverty Census Tract				☐ Yes	No	Census Tract #	
☐ Foster Care	☐ Aged Out of Foster Care	☐ Pregnant (Due Date)				☐ Parenting	
(Relationship)		WIOA Family & Income If, applicant is supported by a Non-WIOA Family member, indicate "Provides Financial Assistance" as Income source.					
	Name:	Age:	Income Source:				
	Name:	Age:	Income Source:				
	Name:	Age:	Income Source:				
	Name:	Age:	Income Source:				
	Name:	Age:	Income Source:				
Has the Applicant been employed in the last 6 months				☐ Yes	☐ No	Never Employed (No Previous Work History)	
Name of Employer :						Start Date:	
Job Title:				Annual Salary Earned :			
Reason for Leaving :			Employment End Date:				
Receiving Unemployment Benefits ?		Yes	No	Claimant	Exhaustee	Referred by WPRS	
Total Family Annual Gross Income Amount:			\$			Family Size :	

☐ Requires Additional Assistance		<u>This option can only be selected in the absence of other WIOA Barriers.</u> Select all areas in which a participant needs assistance.	
WIOA Providers Only			
☐ School grade(s) below C (or equivalent average.)		Poor employment record.	
Lack of English language proficiency.		Lack of occupational skill level below labor market expectations.	
Minimal labor force attachment (has not held a job other than summer or part-time after school.)		Deficiency in job readiness or job retention skills.	
☐ Poor work habits including, but not limited to, punctuality, attendance, communication, attitude, ability to accept supervision, attire.			
☐ Other educational deficiency cited by the youth's school. Specify below:			
CERTIFICATION			
☐ I certify that the information contained within this document is true to the best of my knowledge	☐ It would cause me undue hardship to obtain, transmit, or securely share any other sources of proof for the above eligibility items.		
Applicant Signature:			Date:
Witness Name:		Relationship:	
Program Director Signature:			Date:

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 Auxiliary aids and services are available upon request to individuals with disabilities.



BASIC SKILLS ASSESSMENT

Introduction

All participants in DYCD WIOA youth programs must have their reading and math skills assessed for the purposes of establishing if basic skills deficiency is a WIOA barrier and determining service needs.

Policy

All WIOA funded youth programs are permitted to use the DYCD Basic Skills Screening Tool to assess basic skills level. Programs are also able to enter TABE test scores, if the test is administered, upon participant enrollment, but this is not required. Each applicant's assessment must include the Basic Skills Screening tool.

Procedure

At the point of intake, the Provider is to give the applicant a copy of the WIOA Basic Skills Screening tool to complete. If the participant cannot complete the assessment on their own, providers will indicate that the participant has a Basic Skills Deficient Barrier.

If a participant answers "No" to any of the questions in the assessment, they should be assigned the Basic Skills Deficient Barrier.

If the participant can complete the Screening tool on their own and answers "Yes" to all the questions in the assessment, they are not Basic Skills Deficient.



WIOA Basic Skills Screening Tool

Applicant Name:

Last Grade Completed:

1)	Can you follow basic written instructions and diagrams with no help or just a little help?		Yes	No	
2)	Can you fill out basic medical forms and job applications?		Yes	No	
3)	Can you add, subtract, multiply and divide with whole numbers up to 3 digits without the help of a calculator?		Yes	No	
4)	Can you do basic tasks on a computer? <i>(Examples: Search for files, operate the internet)</i>		Yes	No	
5)	Do you speak and read English well enough to get and keep a job that requires English proficiency?		Yes	No	
6)	Can you use business software? <i>(Examples: MS Word processing, Email)</i>		Yes	No	

Participant Signature

Date

For WIOA Provider Staff Use Only

Was the Applicant able to complete the Screening Tool without help?		Yes	No
<i>If any question is answered, "No" or the form tool could not be completed independently, the Youth has an Eligibility barrier.</i>			
Does the Applicant have an Eligibility barrier?		Yes	No
Intake Officer Name	Date		
Intake Officer Signature	Date		

(l) Interagency Cooperation with Other Agencies. In accordance with the requirements in section 101(a)(11)(C) and (K), describe interagency cooperation with and utilization of the services and facilities of agencies and programs that are not carrying out activities through the statewide workforce development system to develop opportunities for community-based employment in integrated settings, to the greatest extent practicable for the following:

(1) State programs (designate lead agency(ies) and implementing entity(ies)) carried out under section 4 of the Assistive Technology Act of 1998;

The NYS Justice Center for the Protection of People with Special Needs administers the TRAIID program as the lead agency under Section 4 of the Assistive Technology Act of 1998. The TRAIID program's mission is to coordinate statewide activities to increase access to, and acquisition of, assistive technology for people with disabilities. NYSED/ACCES-VR has a MOU with the Justice Center that supports the 12 TRAIID Centers across NYS.

(2) Programs carried out by the Under Secretary for Rural Development of the Department of Agriculture;

NYSED/ACCES-VR does not currently have a formal partnership with USDA Rural Development, however, several District Offices serve rural communities and partner with businesses, community organizations and government entities in these communities to provide vocational rehabilitation services to people with disabilities who live in rural parts of NYS.

(3) Non-educational agencies serving out-of-school youth;

NYSED/ACCES-VR works closely with several state agencies (i.e., OMH, OASAS, OPWDD) that provide services to individuals with disabilities, including out-of-school youth. NYSED/ACCES-VR continues to work with the Job Corps and Youth Build programs to best meet and serve the needs of out-of-school youth. NYSED/ACCES-VR has engaged in discussions with the NYS Office of Children and Family Services (NYS OCFS) which serves youth in foster care, in juvenile detention and in community supervision. Opportunities to expand these relationships and initiate new ones continues to be a priority.

(4) State use contracting programs;

All NYS agencies must procure commodities, services, and technology in accordance with Article 11 of NYS Finance Law which states in Section 162 the following: "To advance special social and economic goals, selected providers shall have preferred source status for the purposes of procurement in accordance with the provisions of this section. Procurement from these providers shall be exempted from the competitive procurement provisions of Section 163 of this article and other

competitive procurement statutes. Such exemptions shall apply to commodities produced, manufactured, or assembled, including those repackaged to meet the form, function and utility required by state agencies, in New York State and, where so designated, services provided by those sources in accordance with this section.

The preferred source state use contracting programs in New York are the NYS Preferred Source Program for New Yorkers who are Blind and the NYS Industries for the Disabled (NYSID). NYSED/ACCES-VR fully complies with NYS procurement requirements and purchases from each of these preferred sources.

(5) State agency responsible for administering the State Medicaid plan under title XIX of the Social Security Act (42 U.S.C. 1396 et seq.);

The New York State Department of Health (NYSDOH) is the agency solely responsible for the administration of the State Medicaid plan. NYSDOH and the other state agencies that utilize Medicaid funding, the Office for People With Developmental Disabilities (OPWDD) and the Office for Mental Health (OMH), work directly with each other on the provision of Medicaid funded services. NYSED/ACCES-VR works collaboratively with NYSDOH, however NYSED/ACCES-VR has more direct interactions with OPWDD and OMH with regard to the people that they serve and vocational rehabilitation services that provide opportunities, to the greatest extent possible, for competitive integrated employment. Examples of partnerships between NYSED/ACCES-VR, OPWDD, and OMH that support opportunities for collaborations toward competitive integrated employment include:

- Many supported employment vendors provide services funded by all three agencies. The three agencies work closely as communication is important to ensure that to the extent possible vendor training requirement and performance expectations are compatible. Through training and accountability, the NYSED/ACCES-VR, OPWDD and OMH are working to ensure that quality services are delivered.
- NYSED/ACCES-VR, OPWDD, and OMH singularly and jointly present at New York Association for People Supporting Employment First (APSE) events that draw CRPs from around the state focused on competitive integrated employment best practices.
- NYSED/ACCES-VR participates with OPWDD, OMH and the NYSDOL on the employment subcommittee of the Most Integrated Settings Coordinating Council (MISCC). The focus of this subcommittee is to ensure individuals with disabilities are able to be employed in competitive, integrated settings and reduce barriers that may limit these opportunities.
- NYSED/ACCES-VR works collaboratively with the NYS Governor's Office of the Chief Disability Officer on multiple initiatives surrounding inclusivity of

people with disabilities including increasing the hiring of individuals with disabilities within NYS service.

(6) State agency responsible for providing services for individuals with developmental disabilities;

NYSED/ACCES-VR has longstanding partnerships with OPWDD, OMH, and OCFS/NYSCB. NYS has an established Employment First policy outlining strategies for the inclusion for people with disabilities in the workforce. Many of the policy's strategies build upon the existing interagency linkages and OPWDD, OMH, and NYSED/ACCES-VR continue to provide targeted, evidence-based employment services training to employment staff to support the goals of Employment First.

OPWDD provides person-centered services, supports, and advocacy to individuals with intellectual and/or developmental disabilities (I/DD) and their families. OPWDD works in partnership with NYSED/ACCES-VR to identify how the two systems can collaborate on employment for people with I/DD.

The interagency agreement allows for the maximum amount of choice by the individual as to which vocational and/or pre-vocational service best fits their need at a point in time. Throughout the process it is made clear that at any time, any person with a disability may apply for NYSED/ACCES-VR services. In addition to these efforts, NYSED/ACCES-VR and OPWDD have been working on ways to better align their systems and coordinate employment services to individuals with the most significant disabilities. This work includes cross systems training of staff, sharing of information about respective systems at program in take and creation of a data sharing agreement that will enable seamless transition from intensive to extended supported employment.

(7) State agency responsible for providing mental health services;

NYSED/ACCES-VR has longstanding partnership with OMH and regularly discuss policies and procedures to best support clear communication and effective service provision. NYS has an established an Employment First policy outlining strategies for the inclusion for people with disabilities in the workforce, including people with behavioral health needs. Many of that policy's strategies built upon the existing interagency linkages and OMH, OPWDD, and NYSED/ACCES-VR. NYSED/ACCES-VR continues to collaborate with OMH and OPWDD through their ASPIRE and NEON competitive integrated employment initiatives.

OMH provides a range of vocational services to people with a behavioral health diagnosis including individual placement, supported employment and benefits counseling. NYSED/ACCES-VR and OMH work together to ensure that the transition from intensive supported employment services to extended supported employment services funded by OMH is smooth for the customer and vendor. Supported employment services are provided to individuals with most significant disabilities,

after job placement and extended services may be provided to youth with most significant disabilities by NYSED/ACCES-VR for a period not to exceed four years, or at such time that a youth reaches age 25 and no longer meets the definition of a youth with a disability, whichever comes first.

NYSED/ACCES-VR, in partnership with OMH, participates in the New York State Association for Psychiatric Rehabilitation Services (NYAPRS) events, including its annual conference where NYSED/ACCES-VR staff directly engage people with behavioral health diagnosis to learn more about their service needs and ways to continue to support them through NYSED/ACCES-VR services.

(8) Other Federal, State, and local agencies and programs outside the workforce development system; and

NYSED/ACCES-VR works closely with the WIOA core partners to fully implement the commitments as outlined in the 2024 Combined State Plan. NYSED/ACCES-VR has provided strategies to the workforce development partners to assist individuals with disabilities by: Presenting on a bi-monthly basis at the Career Centers virtual trainings about NYSED/ACCES-VR services, requesting and accessing reasonable accommodations, disclosing a disability to an employer, and state and federal employment incentives for individuals with disabilities, providing training resources for core partners' front line staff specific to working with individuals with disabilities, and providing education to local partners about the services and supports that NYSED/ACCES-VR provides in their region. NYSED/ACCES-VR is committed to continuing these types of training efforts, including those with the NYS Commission for the Blind, to support the WIOA core partners in providing services to individuals with disabilities.

In addition to training efforts, NYSED/ACCES-VR worked closely with the core partners, including the New York Commission for the Blind, in the development and implementation of a standardized release of information form and referral process to be used by the WIOA partners. As part of a local workforce development board that piloted the use of this form, NYSED/ACCES-VR assisted in the development of best practices for the referral of individuals between core partners, including individuals with disabilities, to better support the coordination of the provision of services. As with the above cited training activities, NYSED/ACCES-VR will continue to work with the core partners on the use of the referral and release form.

NYSED/ACCES-VR will collaborate with NYSDOL on their SCION (Systems Change and Inclusive Opportunities Network) to increase the availability and the capacity of Disability Resource Navigation service for individuals with disabilities at local one-stop career centers.

(9) Other private nonprofit organizations.

NYSED/ACCES-VR collaborates with non-profit vocational rehabilitation service vendors statewide to increase access to competitive integrated employment

opportunities. Currently, NYSED/ACCES-VR contracts with over 300 Core Rehabilitation Service (CRS) vendors. New contracts will start in 2024. Collaboration with CRS vendors expands NYSED/ACCES-VR's capacity and delivery of Pre-ETS, improves the quality of service delivery, and increases competitive integrated employment outcomes. The CRS contracts include specific vocational rehabilitation service deliverables, criteria for monitoring contract compliance and criteria to monitor the quality of services. Payment rates were modified to be commensurate with similar service delivery systems that provide employment and pre-vocational services.

CRS offers customers a variety of employment supports, including vocational rehabilitation entry, assessment, assistive technology, rehabilitation technology, job preparation services, job placement, driver rehabilitation, adjunct services, and supported employment. Consistent with Federal regulations, supported employment intensive services are offered for up to 24 months and extended services are available to youth with the most significant disabilities for up to a maximum of forty-eight (48) months or until the youth reaches the age of 25, whichever occurs first. Upon completion of the 48 months of service, or when the customer turns 25, that customer may transition to Supported Employment Extended Services for Adults provided by other funding sources such as OPWDD or OMH and ACCES-VR when these other funding sources are unavailable. When vendors identify unmet business needs, they can develop customized employment opportunities to fill those needs that support the skills, talents, and interests of the customer.

NYSED/ACCES-VR also provides the five required Pre-ETS through the CRS contracts to students with disabilities who are potentially eligible and eligible for NYSED/ACCES-VR services. In addition to CRS, NYSED/ACCES-VR has contracts with 20 vendors to provide Pre-ETS for students with disabilities who are potentially eligible. NYSED/ACCES-VR is also partnering with community colleges to provide secondary and post-secondary students with disabilities Pre-ETS.