# EXECUTIVE SUMMARY

# Local Workforce Investment Board
# Regional Workforce Planning

**Program Year 2013**

DRAFT 09-11-2013

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## INTRODUCTION

New York State is comprised of 33 Local Workforce Investment Areas (LWIA), each of which is overseen by a Local Workforce Investment Board (LWIB). The core operating asset of LWIAs/LWIBs is New York State's Career Center System, largely funded by the federal Workforce Investment Act (WIA) of 1998.

Governor Andrew M. Cuomo transformed how New York State conducts economic development by implementing regional economic development strategic planning. This initiative is built upon the leadership of 10 Regional Economic Development Councils (REDCs) – one REDC for each of the State's 10 economic development regions.

LWIB regional workforce planning recognizes workforce as an integral component of economic development strategic planning, and is intended to leverage the New York State Career Center system to support regional economic development strategies, particularly priorities identified by REDCs.

This Executive Summary highlights notable aspects of the LWIB regional planning across four key topics:

- Labor Market Information for Workforce Planning;
- Alignment of resources;
- Regional Business Services; and
- LWIB business memberships.

Listed below are New York State's 10 economic development regions, and the LWIAs and LWIB Executive Directors in each Region. The LWIB Regional Workforce Plan for each region is available at http://www.labor.ny.gov/workforcenypartners/lwia/lwib-regional-plans.shtm.

**Capital Region**
Albany-Rensselaer-Schenectady, Daniel Gentile
Columbia-Greene, Katy Drake
Saratoga-Warren-Washington, William Reese

**Central Region**
Cayuga-Cortland, Robin Sandwick
Onondaga, Lenore Sealy
Oswego, Jeffrey Grimshaw

**Finger Lakes Region**
Gen.-Living.-Orleans-Wyoming, Mary Lou Hamm
Monroe, Peter Pecor
Ontario-Wayne-Seneca-Yates, Karen Springmeier

**Long Island Region**
Hempstead-Long Beach, Ana-Maria Hurtado
Oyster Bay, Fran Mays
Suffolk, Samuel Chu

**Mid-Hudson Region**
Dutchess, Laraine Kautz
Orange, Stephen Knob
Rockland, Stanley J. Jacoby
Sullivan, Laura Quigley
Ulster, Nancy Schaef
Westchester-Putnam, Donnovan Beckford
Yonkers, Sean McGrail

**Mohawk Valley Region**
Fulton-Montgomery-Schoharie, Gail Breen
Herkimer-Madison-Oneida, Alice Savino

**New York City Region**
Bronx-Kings-NY-Queens-Richmond, Michelle L. Light

**North Country**
Clinton-Essex-Franklin-Hamilton, Mary Beth McKee, Acting
Jefferson-Lewis, Cheryl Mayforth
St. Lawrence, Tom Plastino

**Southern Tier Region**
Broome-Tioga, Terry Stark
Chemung-Schuyler-Steuben, Vacant
Chenango-Delaware-Otsego, Alice Savino
Tompkins, Julia Barrett Mattick

**Western Region**
Cattaraugus-Allegany, Michele L. Lichy
Chautauqua, Katie Geise
Erie (Buffalo), Heather Okoro
Niagara, David See

## LABOR MARKET INFORMATION FOR WORKFORCE PLANNING

Regional workforce planning requires Labor Market Information (LMI). However, LMI covers vast amounts of data which must be refined, interpreted and made available in a form that gives workforce planners an understanding of: the skills needed by businesses (i.e., labor demand) in the current, short-term, long-term labor markets; the skills of the workers in each of these labor markets (i.e., labor supply); and the education and training capacity to develop these skill. In addition, the relevance of LMI for workforce planning is highly dependent upon LMI being up-to-date with the dynamic nature of the labor market, and ongoing workforce investments.

In order to make relevant LMI accessible relevant for workforce planning, a "LMI for Workforce Planning" webpage has been created based on efforts of LWIB workforce planning (LWIA and Regional). The type of LMI available on the webpage focuses on occupations needed by business, including: LWIB priorities (LWIA and regional); REDC priorities; occupations in the current, short-term and long-term labor markets; and occupations associated with significant economic development projects. The "LMI for Workforce Planning" webpage can be accessed at: http://labor.ny.gov/workforcenypartners/lwia/LMI-for-Workforce-Planning.shtm. .

## ALIGNING RESOURCES

LWIBs have taken a number of notable actions to align their resources with regional economic development planning, particularly REDC priorities. These include:

- Partnerships;
- Informing training providers of business needs;
- Aligning training resources;
- Pursuing grants and other funding opportunities;
- Focusing on Science Technology Engineering and Mathematics;
- Advancing entrepreneurship;
- Targeting training resources on low-income populations;
- Supporting the REDC's Opportunity Agenda;
- Promoting youth career development and employment;
- Expanding apprenticeship; and
- Developing a regional portal for job and training opportunities.

A brief description of each of these notable actions is presented below, along with regions who are advancing them.

**Partnerships** – Partnerships among businesses, training providers, educational institutions, government entities are used to identify the skills gaps in the sector, establish new training opportunities, and host business forums to identify industry sector needs. They can also help businesses solve production problems, improve products and manufacturing processes, create new businesses, support research into new materials and nanostructures, and attract additional research funding.

Applicable Regions: All Regions

**Informing training providers of business needs** – Regions provide information related to regional demand occupations and the needs of in-demand industries to training providers. Providers then align training programs offered with the skill needs, bringing consistency and efficiency to the training provided in a region. In addition, Community Colleges have been asked to create advisory committees, made up primarily of businesses, to help shape curriculum, recruitment, placement and evaluation of vocational and training programs. These practices engage training providers and Community Colleges in responsive planning and curriculum development to meet the needs of in-demand industries, keeping programs up to date as they evolve with businesses needs.

Applicable Region: All Regions

**Aligning training resources** – Regional LWIBs pool and earmark training resources provided through Individual Training Accounts to focus on REDC target sectors and in-demand occupations.

Applicable Regions: All Regions.

**Pursuing grants and other funding opportunities** – Grants and other funding opportunities offer the chance for additional sources of funding to the regular WIA funding available. Collaboration with other partners, particularly to implement training programs, helps increase the likelihood of award.

Applicable Regions: Capital; Central; Finger Lakes; Long Island; Mid-Hudson; Mohawk Valley; New York City; North Country; and Southern Tier.

**Promoting Science Technology Engineering and Mathematics (STEM)** – Many REDCs have identified STEM occupations as a priority. Promotion of STEM related trainings, working with businesses to assess their STEM hiring needs, and applying for relevant grants through activities such as assessments for STEM preparedness through an evaluation of work readiness, computer literacy, math and reading, and mechanical reasoning, aligns Regional LWIBs with this REDC priority.

Applicable Regions: Capital Region; Long Island; Mohawk Valley; New York City; and Southern Tier.

**Advancing Entrepreneurship –** Regional LWIBs advance entrepreneurship by encouraging Career Center customers to utilize the Self-Employment Assistance Program and look to capitalize on grant opportunities to assist startup companies and companies looking to expand.

Applicable Regions: Mid-Hudson; Mohawk Valley; and Southern Tier.

**Targeting training resources at low-income populations –** Targeting training resources for low-income populations is necessary to serve the hardest to serve populations in a region. A number of grants to provide TANF recipients and low income workers with training and employment opportunities are active in the State.

Applicable Regions: Capital Region; Long Island; and New York City.

**Supporting REDC Opportunity Agendas** –Involvement in Opportunity Agenda, an REDC initiative, can help overcome the challenges that prevent poor communities from fully participating in the State's economic revitalization. By concentrating on one particular community, Regions can identify strategies that will address specific challenges and be able to competitively seek funding through a streamlined process.

Applicable Regions: Long Island and North Country.

**Promoting youth career development and employment –** Promoting youth career development and employment helps prevent youth from leaving the Region due to lack of employment opportunities. This can be done by facilitating the process of commercializing academic ideas or inventions and building companies around them. This can also be done by working with college partners to address needs of out-of-school youth by focusing on increasing regional college and high school internships.

Applicable Regions: Capital and Mid-Hudson.

**Expanding Apprenticeship –** Expanding apprenticeship models in organizational settings can have a positive impact on regional economies. Developing an overview of apprenticeships operated throughout the state can provide insight into best practices. This information can then be shared with local businesses operating in the same sectors/industries to help them establish their own apprenticeship programs.

Applicable Regions: Western.

**Developing a Regional Portal for Job and Training Opportunities –** Developing a regional portal for job and training opportunities for customers can help simplify the job search process. This can be accomplished by surveying Career Center customers to develop a regionalized list of relevant customer resources.

Applicable Regions: Western.

## REGIONAL BUSINESS SERVICES TEAMS

Regional Business Service Teams (RBST) were created to align local Career Center business services to sector initiatives and strategies in their Regions; and act as a single point of contact for information to flow between Career Center system and business customers and a conduit to gather business intelligence and align their efforts with their respective REDC strategic plans. RBST membership generally consists of LWIB staff, Career Center Staff, NYSDOL Business Service staff, and the Labor Market Analyst for the Region.

Common RBST activities and services for connecting the Career Center system with training providers and businesses include:

- Virtual and in-person job fairs – Events are held on a regular basis across the State to bring hiring businesses and individuals looking for jobs together.
- On-site recruitments – Similar to a larger job fair, these recruitments are more focused as they are held at the business and target the specific needs of that business.
- Market hiring incentives to businesses – This can include promoting tax incentives for hiring specific populations, On-The-Job Training (OJT) opportunities that offer reimbursement of a percentage of wages during a set training period, and other state programs.
- Assist businesses fill needs – This can include conducting assessments for businesses (on-site or in the Career Centers), job matching and referral services and job order development.
- Access funding to develop trainings in REDC target sector.
- Develop awareness of REDC priorities – Accomplished by building relationships with key businesses and business services organizations representing REDC target sectors. RBSTs can also use this information to assist training providers to develop the capacity to respond to the demands of the market.

- Support REDC special projects – Special projects reflect the regional priorities that generate workforce demand and planning.
- Communicating with Human Resource Professionals – Learning from HR professionals by developing formal mechanisms to get feedback from them helps the understanding of workforce needs.

Applicable Regions: All Regions.

## LWIB Business Memberships

LWIBs are required to maintain a minimum 51% business membership. As the boards see turnover in their business members, LWIBs proactively seek to align membership with representatives from REDC sectors. LWIBs maintain regular communication through Commissioner's Regional Representatives in order to keep apprised of REDC activities and priorities. LWIBs regularly seek out interested business representatives to provide guidance for workforce activities.

Applicable Regions: All Regions