

Central New York Region: Inventory of Sector-based Workforce Strategies 2016

Cayuga-Cortland Workforce Development Board

Onondaga Workforce Development Board

Oswego Workforce Development Board

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Executive Summary

The goals of the Central New York Region's workforce development system are to develop, attract and retain the workforce necessary to drive economic development and prosperity of Central New York, New York State and the nation. To accomplish these goals, the Regional Workforce Development Boards will employ strategies designed to attain the following objectives:

1. To support demand-driven, skill development, education and training for job seekers, emerging workers and incumbent workers to prepare labor supply for career opportunities especially those required in targeted industry sectors.
2. To expand business-led partnerships to strengthen workforce intelligence, expand relevant education and training capacity, support regional business and economic development, promote reciprocal communication between demand for labor and supply of labor.
3. To improve access to workforce system for individuals underrepresented in the workforce, including individuals with disabilities and veterans.
4. To expand representation of targeted industry sectors through membership on Local Workforce Development Boards and Committees.
5. To improve the alignment of workforce supply with workforce demand throughout the Region by sharing information, leveraging regional business relationships and engaging in regional workforce sector initiatives and strategies.

Since their inception, Regional Economic Development Councils (REDCs) across the State have recognized that if economic development strategies are to yield the intended results, workforce development must play a prominent and foundational role. This focus has been highlighted in the Central New York REDC's Strategic Plan and subsequent Plan Updates; the Council's 2014 - 2015 Strategic Plan Update has reaffirmed its three fundamental goals, as follows:

- Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets
- Improve Competitiveness in, and Connections to, Regional, National, and Global Economies
- Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods

Building upon its strong regional commitment to implementation of its strategic plan and a track record of success, the CNY Regional Economic Development Council successfully competed for Governor Andrew Cuomo's *Upstate Revitalization Initiative*, entitled *CNY Rising From the Ground Up (CNY Rising)*. *CNY Rising* puts forward three core pillars to take advantage

of significant market opportunities and address persistent challenges to Central New York growth and prosperity and will make substantial investments in:

- Key Drivers of Growth – to capitalize on growing global market opportunities in areas that align with Central New York’s expertise, particularly in unmanned systems, precision sensing and data analytics, and agribusiness.
- Enablers of Prosperity – to strengthen innovation and entrepreneurship, enhance global logistics and competitiveness, and advance signature projects that create world-class communities across the region.
- An Inclusive Economy – to connect people to jobs, education, skills training, and enhanced transit to enable meaningful economic opportunity for all.

Strategy 1

Name of Strategy – CNY RISING: Advanced Manufacturing

Phase of Development – The Advanced Manufacturing Sector Strategy is being sustained and advancing in pockets across the Central New York Region. When considering the Region’s plan to cultivate advanced manufacturing holistically, this sector strategy should be characterized as being in its initial implementation stage of development. The Central New York Workforce Development community has developed a strong foundation from which this strategy will be advanced.

Workforce Demand – Despite the loss of many of its employers, the manufacturing industry remains a sector that is critical to the Central New York Region. One of the goals identified by Central New York’s Regional Economic Development Council’s strategic plan is to *Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets*. The strategic plan identifies six priority industry concentrations, one of which is specifically labeled Advanced Manufacturing. Three other priority industry concentrations – Clean Energy and Environmental System; Health Biomedical Services, and Biosciences; and Agribusiness and Food Processing – are interdependent with Advanced Manufacturing; many businesses in these sectors could also be considered as Advanced Manufacturers.

The priority industry concentrations represent a cross-section of both traditional and new economy industries and share five common criteria:

1. All have critical mass of existing firms and a large base of existing employment in the Central New York Region.
2. Employment in these sectors is highly concentrated in Central New York.
3. There is significant growth in regional, national, and global demand for the products and services each generates.
4. Central New York possesses resources to support these clusters and, therefore, the Region has a competitive advantage to attract similar/related firms.
5. All are deeply connect to Central New York’s anchor institutions.

Consider the following data relative to the priority industry concentrations mentioned above:

1. Advanced Manufacturing – Manufacturing represents 10 percent of Central New York’s total employment and sub-sectors; such as digital electronics, radar and sensor systems, and unmanned aerial systems; serves expanding global markets in security, information technology, and defense.
2. Clean Energy and Environmental Systems – Central New York has the eighth highest concentration of private sector “green jobs” of any region in the country. The Region is home to New York State’s Center of Excellence in Environmental and Energy Systems

(Syracuse CoE), a consortium of more than 200 research institutions and private sector companies.

3. Agribusiness and Food Processing – New York State is the nation’s third-largest producer of fluid milk and commodity crops representing more than \$1 billion in sales alone. Central New York is a significant contributor and increasingly focused on value-added opportunities for agribusiness, including food processing.
4. Health, Biomedical Service, and Biosciences – More than 23,000 people are directly employed by the Central New York Region’s hospitals. Another 3,500 individuals are employed by the Region’s private, high-tech biomedical companies, and have average annual wages approaching \$70,000, nearly double the Region’s median wage. The extensive research and development (R&D) in Central New York’s biosciences cluster not only fuels the health and biomedical sector, but also drives the Region’s clean technology, agribusiness, advanced manufacturing and other core industries.

Relevance of Strategy to REDC and WIOA Priorities - The Central New York Workforce Development Boards - individually and collectively - are firmly committed to the goals and strategies articulated in the Central New York REDC’s strategic plan and *CNY RISING*. The CNY regional workforce vision has been crafted with an eye to the REDC’s strategic plan, and as regional workforce strategies evolve, they have proven to provide key opportunities for implementing that plan. Further, numerous members of the CNY REDC are active members of the Local Workforce Development Boards complementing and enhancing the connection to and coordination of efforts between the REDC and Workforce Development Boards in Central New York.

Strategy – Over the last several years, the senior leaders of Central New York’s Workforce Development Boards have strengthened their regional workforce bond. Through their mutual work they have developed and are currently defining regional sector strategies, including one identified as CNY RISING – Advanced Manufacturing. Each Local Workforce Development Board has members representing key manufacturing businesses, as well as education and community partners. According to one such workforce development partner, MACNY, The Manufacturer’s Association of Central New York, local manufacturers have been challenged to find skilled labor required to handle the sophisticated production processes and tasks required in the modern manufacturing environment. Working with MACNY, Board members and strategic regional partners, the Central New York Regional Workforce system’s Advanced Manufacturing sector strategy is evolving and includes:

- Development and implementation of the Advanced Manufacturing Machining Certificate Program at Onondaga Community College. This program is designed to provide the foundation skills and hands-on experience necessary for students to gain employment in positions such as machinists and apprentices, machine operators, tool and die makers, machine setters, and tool grinders.

- Development and implementation of an Advanced Manufacturing Certificate Program at Cayuga Community College. This 10-week program, with instruction provided by industry experts, is designed to equip job seekers with the skills needed for entry level employment as machine operators, maintenance workers and/or general production workers where there are anticipated to be more than 200 openings over the next three years in Oswego County alone. This certificate program is the first step in an advanced manufacturing career ladder. Cayuga Community College is working on implementing the next steps in this ladder by establishing a one-year, credit bearing, certificate program that may be applied to the two-year Associates Degree Program that is currently available. The Central New York Workforce Development Region has begun to discuss the possibility of developing articulation agreements with SUNY Oswego to expand this career ladder into Bachelor level programs.
- Identifying additional skills demanded by employers to support employers' ability to be competitive.
- Identifying positions in which employers are consistently challenged to fill.
- Supporting employers' training needs for new and incumbent workers.
- Collaborating with training and education providers to develop and expand capacity in response to employer demand for skilled workers.
- Developing education and training programs that prepare job seekers to meet employers' needs. Many such programs are underway, including Several programs
- Supporting employers' ability to access qualified labor supply through targeted recruitments, direct communications with career center staff, job fairs and special events tailored to employer needs.
- Strengthening connection with MACNY, the Manufacturing Association of Central New York, representing 330 businesses and organizations across Upstate New York, and working with MACNY to expand apprenticeship pathways throughout the Region.
- Collaborating with organized labor to improve access to apprenticeships for underrepresented populations.

Use of Available Resources to Support the Strategy – Resources that have been instrumental in funding this strategy have included WIA/WIOA Temporary Assistance to Needy Families (TANF); Trade Act; TAACCCT; financial aid such as TAP, PELL, merit grants, etc.; individual employers; Workforce Development Institute (WDI).

Critical Elements That Cannot Be Addressed With Existing Resources – The Central New York Workforce Development community is rich with knowledge, skills and abilities. There is an urgent need for additional resources to help deploy these strengths on behalf of job seekers and businesses in the form of:

- Sophisticated assessment tools to objectively assess job seekers interests, skills and aptitudes and staff resources to meaningfully interpret these results to job seekers.
- Staff resources to provide intensive assessment, career guidance and case management, placement assistance for job seekers. While these services are available across in Central New York's career centers, current budgets do not allow for adequate staffing of these functions.
- More skill training and development for job seekers and incumbent workers through individual training accounts, On-the-Job Training, Employed Worker Training.
- Paid internships for job seekers.
- Staff training and development.
- Incentives for implementing innovative programs.

Strategy 2:

Name of Strategy - CNY RISING: Health Care

Phase of Development – The Health Care Strategy is in its implementation state of development across the Central New York Region. The Central New York Workforce Development community has developed a strong foundation from which this strategy will be advanced.

Workforce Demand – One of the goals identified by Central New York’s Regional Economic Development Council’s strategic plan is to *Strengthen Targeted Industry Concentrations that Leverage Unique Economic Assets*. The strategic plan identifies Health, Biomedical Services and Biosciences as one of its six priority industry concentrations.

As described in Strategy 1, above, the priority industry concentrations represent a cross-section of both traditional and new economy industries and share five common criteria:

1. All have critical mass of existing firms and a large base of existing employment in the Central New York Region.
2. Employment in these sectors is highly concentrated in Central New York.
3. There is significant growth in regional, national, and global demand for the products and services each generates.
4. Central New York possesses resources to support these clusters and, therefore, the Region has a competitive advantage to attract similar/related firms.
5. All are deeply connect to Central New York’s anchor institutions.

The Central New York Region’s hospital and health services cluster is large, specialized, and growing providing nearly 40,000 jobs, with more than 23,000 people employed in the Region’s hospitals alone. Employment in this sector has grown by 12 percent since 2001 and even demonstrated robust growth during the recession. Hospital and health services are more concentrated in Central New York than across the nation, with a location quotient of 1.24 and a total output of \$3.9 billion. Another 3,500 individuals are employed by the Region’s private, high-tech biomedical companies, and have average annual wages approaching \$70,000, nearly double the Region’s median wage. The extensive research and development (R&D) in Central New York’s biosciences cluster not only fuels the health and biomedical sector, but also drives the Region’s clean technology, agribusiness, advanced manufacturing and other core industries.

The 10 largest private employers in CNY as (source: NYS Department of Labor (DOL)’s Quarterly Census of Employment and Wages Data as of March 2014) include four businesses - Crouse Hospital, Loretto Adult Home, Research Foundation of SUNY, and St. Joseph’s Hospital - represented in the health care industry; add Syracuse University to this group and 50% of the largest private CNY employers provide skill development, education and training for their incumbent workforce, as well as job seekers and emerging workers. Three others among this

employer group - Tops Markets, Walmart and Wegmans Food Markets employee individuals in health care sector occupations such as Pharmacists, Pharmacy Technicians, Ergonomist, Nutrition and Labeling Specialists. In aggregate, 8 of the 10 largest private employers in CNY provide career opportunities and/or skill development/education within the health care industry.

Until recently, market demand for most hospital and health services was primarily from within the Region, but this is changing rapidly. With the global growth of the middle class, there are new opportunities for the Region's health care providers. With its 24 percent higher level of concentration when compared nationally demonstrates the Region's ability to serve patients outside of Central New York, bringing new wealth into the Region.

Relevance of Strategy to REDC and WIOA Priorities - The Central New York Workforce Development Boards - individually and collectively - are firmly committed to the goals and strategies articulated in the Central New York REDC's strategic plan and *CNY Rising*. The CNY regional workforce vision has been crafted with an eye to the REDC's strategic plan, and as regional workforce strategies evolve, they have proven to provide key opportunities for implementing that plan. Further, numerous members of the CNY REDC are active members of the Local Workforce Development Boards complementing and enhancing the connection to and coordination of efforts between the REDC and Workforce Development Boards in Central New York.

Strategy - Over the last several years, the senior leaders of Central New York's Workforce Development Boards have strengthened their regional workforce bond. Through their mutual work they have developed and are currently defining regional sector strategies, including one identified as CNY RISING – Health Care. Each Local Workforce Development Board has members representing significant employers in the health care cluster, as well as education and community partners.

Working with Board members, health care employers, education and strategic regional partners, the Central New York Regional Workforce system's Health Care Sector Strategy is evolving and includes:

- Development and implementation of a multi-certificate program for Certified Nursing Assistants to include Home Health Aide and Person Care Aide certifications. Program is intended to provide employers with greater flexibility in the allocation of limited staff resources.
- Development and implementation of a career ladder to facilitate transition from Certified Nurse Assistant to Licensed Practical Nurse. Transition often difficult to achieve due to program intensity, time and work/training logistics.

- Identifying additional skills demanded by employers to support employers' ability to be competitive.
- Identifying positions in which employers are consistently challenged to fill.
- Supporting employers' training needs for new and incumbent workers.
- Collaborating with training and education providers to develop and expand capacity in response to employer demand for skilled workers.
- Hosting ongoing career days to facilitate job seeker access to education and training providers, and health care career opportunities.
- Developing education and training programs that prepare job seekers to meet employers' needs. Many such programs are underway, including Several programs
- Supporting employers' ability to access qualified labor supply through targeted recruitments, direct communications with career center staff, job fairs and special events tailored to employer needs.
- Strengthening connection to health care education providers and industry associations.

Use of Available Resources to Support the Strategy – Resources that have been instrumental in funding this strategy have included WIA/WIOA Temporary Assistance to Needy Families (TANF); Trade Act; TAACCCT; financial aid such as TAP, PELL, merit grants, etc.; individual employers; Workforce Development Institute (WDI).

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- Staff resources to provide intensive assessment, career guidance and case management, placement assistance for job seekers. While these services are available across in Central New York's career centers, current budgets do not allow for adequate staffing of these functions.
- More skill training and development for job seekers and incumbent workers through individual training accounts, On-the-Job Training, Employed Worker Training.
- Paid internships for job seekers.
- Staff training and development.
- Incentives for implementing innovative programs.