

Central New York

Regional Plan

July 1, 2021 – June 30, 2025 – Modifications 2023

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Regional Service Strategies

- a. Identify regional plan strategies and specifically provide detail on how regional plan strategies relate to the workforce needs of local businesses as well as the priority projects from the Regional Economic Development Council (REDC).

Even before the advent of Regional Economic Development Councils (REDCs), the Central New York (CNY) Local Workforce Development Boards (LWDB) are seeking collaboration to further regional workforce development strategies, support regional economic development efforts and engage regional business endeavors. Over the last few years, the CNY Regional LWDBs have taken a stronger strategic approach and defined the following regional workforce development 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 that 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 have recognized that workforce development must play a prominent and foundational role if economic development strategies are to yield the intended results. This focus has been highlighted in the Central New York REDC's Strategic Plan and subsequent Plan Updates; the CNY REDC has remained firmly committed to its original strategic goals to:

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

Building upon its strategic plan and successful track record, the CNY Regional Economic Development Council successfully competed for the Upstate Revitalization Initiative, entitled CNY Rising From the Ground Up (CNY Rising). CNY Rising put forth three core

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pillars to take advantage of significant market opportunities and address persistent challenges to Central New York growth and prosperity:

1. Invest in Key Growth Drivers - 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.
2. Build an Inclusive Economy - to strengthen innovation and entrepreneurship, enhance global logistics and competitiveness, and advance signature projects that create world-class communities across the region.; and
3. Develop Enablers of Prosperity - to connect people to jobs, education, skills training, and enhanced transit to enable meaningful economic opportunity for all.

The CNY REDC continues to prioritize efforts that align with four interconnected strategies to drive economic growth as identified by New York State:

1. Placemaking – creating accessible job centers, sustainable infrastructure and livable communities.
2. Workforce – ensuring that jobs in high-paying, in-demand, tradeable sectors are filled in an equitable way through targeted job training and education.
3. Tradeable Sectors – targeting industry sectors that are part of a global market, including, but not limited to, manufacturing, agricultural products, and energy production to increase export-based employment opportunities.
4. Innovation – creating synergies between cutting-edge research and product commercialization to drive the economy forward.

- b. Provide a list of executed cooperative agreements where applicable and define how local service providers, including additional providers, will carry out the regional strategies.

Through the development of strategic partnerships and alliances, the CNY Workforce Region has been able to strengthen targeted industry concentrations and leverage unique economic assets. The strategic plan identifies several priority industry concentrations, one of which is specifically labeled Advanced Manufacturing. Three other priority industry concentrations – Clean Energy and Environmental Systems; Healthcare/Biomedical Services, and Biosciences Sector; and Agribusiness and Food Processing – are interdependent with Advanced Manufacturing; many businesses in these sectors could also be considered as Advanced Manufacturers.

Another priority sector, Hospitality and Tourism, is also by its nature, interconnected with many of these industry clusters. For example, CNY health services frequently draw patients and families from outside the CNY Region. These individuals will necessarily utilize the CNY restaurants, hotels and other retail establishments that comprise the Hospitality and Tourism sector.

With the announcement of Micron investing \$100 billion in Clay, NY over the next 20 years to build four semiconductor production Fabs, cybersecurity/technology and construction have also become priority sectors in the region.

Regional Resources to Support the Strategy – Resources that have been instrumental in funding this strategy include the Workforce Innovation and Opportunity Act (WIOA),

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Temporary Assistance to Needy Families (TANF); Trade Act; TAACCCT; financial aid such as TAP, PELL, merit grants, etc.; individual employers; Workforce Development Institute (WDI).

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 jobseekers.
- 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, Incumbent Worker Training, Customized Training.
- Paid internships for job seekers.
- Staff training and development.
- Incentives for implementing innovative programs.

The CNY Regional LWDBs have entered into a “Memorandum of Agreement” to foster collaboration and support the implementation of the Regional Plan. The Memorandum of Agreement has been executed by the Regional LWDB Directors and is attached to this Plan.

Sector Initiatives for In-demand Industry Sectors or Occupations

a. Identify in-demand industry sectors and occupations.

Health Care/Biomedical Service and Biosciences Sector- More than 23,000 people are directly employed by the Central New York Region's hospitals. The health care sector presents many career/job opportunities in the Central New York Region. Even prior to the pandemic, the Central New York Region had a record number of jobs in this sector. 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 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 importance of this sector to the Central New York economy has been strengthened further in light of the global pandemic; the health care sector is projected to be the Central New York Region's fastest-growing industry throughout this decade.

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Warehousing/Storage and Distribution Sector - The warehousing/storage and distribution sector has grown in the Central New York Region with the expanding demand for online shopping. Regional growth in this sector is further supported by the development of Amazon distribution facilities developed in Onondaga County.

Computer-related and High-Tech Sector - The computer-related and high tech sector has grown in the Central New York Region in response to business and personal needs. The global pandemic accelerated the growth in this sector with professional services, education and service-related employers relying heavily on technology to conduct business. Even though the economy has reopened, individuals continue to rely on technology for work-related and recreational purposes. This sector is expected to grow immensely with the arrival of Micron with 9,000 jobs and 40,000 supporting jobs in the region.

Education Sector - The education sector, including Pre-K through 12 and higher education represents a strong industry in Central New York. The demand in this sector has increased as a result of baby boomer retirements, as well as early retirements precipitated by the pandemic.

Agribusiness and Food Processing Sector - New York State is the nation's third-largest producer of fluid milk and commodity crops representing more than \$1 billion in annual sales. Central New York is a significant contributor in this sector and is increasingly focused on value-added opportunities for agribusiness, including food processing.

Advanced Manufacturing Sector - Manufacturing represents 10 percent of Central New York's total employment and sub-sectors. It includes digital electronics, radar and sensor systems and unmanned aerial systems. This sector supports expanding global markets in security, information technology and defense.

Clean Energy and Environmental Systems - Central New York has one of the highest concentrations 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 related to this sector.

Skilled Trades and Construction Sector - The skilled trades and construction sector provides an ongoing and expanding demand in the Central New York Region. This demand is driven by the need to support economic expansion in the aforementioned sectors, as well as the need to support special projects in other sectors. Even though this industry may be sensitive to fluctuations in economic conditions, construction jobs tend to pay well and the industry is projected to continue growing with the Interstate- 81 Project, the Micron Fabs, Onondaga County Aquarium, and other large regional construction projects and plans for infrastructure improvements. Further demand for skilled trade workers will be created as baby boomers continue to age out of the workforce.

Hospitality and Tourism - The hospitality and tourism industry remains one of the largest overall employers, employing nearly 40,000 workers in the Central New York Region. Hospitality and tourism businesses offer a low barrier to employment and provide opportunities for the Region's growing refugee population to enter the workforce.

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- b. Identify and describe sector initiatives that address the needs of the identified in-demand industry sectors or occupations.

Advanced Manufacturing and Semi-conductor Sector - The Advanced Manufacturing and Semi-conductor Sector Strategy is being sustained and advanced in pockets 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. Despite the loss of several key 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.

Advanced Manufacturing, as other Central New York 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 connected to Central New York's anchor institutions.
6. The announcement of the Micron investment in CNY and the influx of 50,000 jobs has created a critical need for workers to enter the Advanced Manufacturing and Semi-conductor Sector.

Health Care - 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 continue to be advanced.

One of the goals identified by the Central New York 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 connected to Central New York's anchor institutions.

The CNY 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 exponentially since 2020, 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.

Agribusiness and Food Processing

The Central New York Workforce Development community has developed a strong foundation of partnerships and alliances from which the Agribusiness and Food Processing strategy is being advanced. 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 Agribusiness and Food Processing as one of its six priority industry concentrations.

Agribusiness contributes more than \$53 billion to the economy of New York annually and has served as a cornerstone of the Central New York economy for over a century. With more than 3,500 farms and more than 200 food processing companies in Central New York, employing nearly 4,000 people this industry has benefited from more than \$435 million of investments in agriculture and agribusiness-related projects, which have created a stronger sector and supported the growth of the region's export economy.

There is strong convergence with agribusiness and other sectors, including biomedical, transportation and logistics, unmanned systems technology, manufacturing, research, and energy-related businesses which will offer future opportunities for continued growth.

The Agribusiness and food processing sector contributes to CNY Regional economic and workforce development by:

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- Offering cross-cutting and integrative opportunities for growth. These opportunities leverage existing regional strengths in a way that blends multiple industry strengths around common technology platforms or capabilities.
- Being broad-based and agile, allowing for the formation of entirely new and unknown future industries as new knowledge is created, technologies converge, and markets shift.
- Being inclusive. Agribusiness can improve economic prospects for a broad spectrum of citizens by providing good paying jobs for low-income workers without four-year degrees as well as workers in advanced STEM fields. Based on these criteria and trends, as well as more than four years of market analysis and stakeholder engagement, Central New York has identified compelling niches within agribusiness. These pockets of comparative advantage opportunity offer massive growth prospects for sustained wealth creation in Central New York.

Skilled Trades - The Skilled Trades and Construction Sector is in its initial state of development; however, the Central New York Region has developed a strong foundation of partnerships upon which this strategy is accelerating rapidly. Syracuse is experiencing a construction boom - driven by continued development in the urban core and in city neighborhood business corridors, the University Hill, the impending construction of the Interstate 81 project, Onondaga County Aquarium, and Micron Fabs; and implementation of Syracuse Surge and Blueprint 15 - will result in career opportunities for diverse city residents in construction-related fields.

A mayoral-led initiative, Syracuse Build, is designed to organize construction employers, unions and training providers to build a pipeline of local, skilled diverse talent from which to draw the workforce for large construction projects. Syracuse Build will provide the capacity to track the timing/demand of public projects; align multiple training programs with those projects and coordinate community outreach to bring Syracuse residents into construction careers. Syracuse Build will connect job seekers from Syracuse's historically marginalized communities with career pathways in construction related fields. The opportunities will be generated through an aligned group of "Anchor Partners" that will drive both large and small capital projects in the community today and for many years into the future. Syracuse Build is now in the infancy stages of being replicated regionally as a result of its successes and the growing demand for construction workers over the next decade.

Tourism and Hospitality - Although hit very hard during the global pandemic, the Tourism and Hospitality Strategy has a strong foundation of partnerships and alliances from which this strategy will be advanced. 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 Tourism and Hospitality as one of its six priority industry concentrations.

Prior to the pandemic, the CNY Region had seen vigorous growth in the tourism sector. As with the rest of the state, the hardest hit sector was Leisure and Hospitality, with a

recorded job loss of 12,200. As written in the Regional Economic Development Council's Central New York State of the Region Annual Report,

"With the closure and cancellation of nearly all tourism attractions and planned events, the tourism industry was in almost immediate need of assistance, resource opportunities and action to get through the tough times New York State, the regions and even the specific tourism sector communities all came together in providing as many resources and helping hands as possible in order to help get back on track. A few examples of regional adaptations and successes include:

Planning for the Future - The Visit Syracuse sales team worked with community and event leaders to proactively reach out to clients proposing postponement or rescheduling rather than cancelling events outright. As a result, 2020 resulted in a record year of future even bookings, scheduled to attract over 225,000 attendees to the Region and create an estimated impact of \$40 million.

Promotion of our Outdoor Venues - Regions such as Madison County, while also hit with devastating economic impacts, were able to take advantage of their natural outdoor tourist offerings earlier than most other sectors in tourism..... the County saw an actual increase in tourism in these areas....

The Film Industry Back in Business - During the early stages of the pandemic, the Syracuse Film Office worked to secure two additional Qualified Production Facilities, the Center and the Redhouse Arts Center, to allow for filming to resume safely. Working with industry partners, and the State, a plan was developed and executed to continue or begin filming, making the Syracuse region one of the first areas in the Nation to safely reopen filming for production.

Wright's Landing Marina Reopening - On June 14, 2021, the new Wright's Landing Marina opened to boaters and community members. Upgrades included repairs and raising the docks, a new rainwater filtration system, new gift shop, marine fuel station, and others...."

Back in 2011, this industry realized full recovery from the Great Recession; travel spending actually eclipsed the high-growth seen in 2008 and growth continued at a level of 3 percent annually. Given the adaptations, mentioned above, as well as other initiatives, this sector is starting to recover with increasing demand for restaurant and bar workers. We expect this sector to slowly rebound from the ravages of the pandemic.

There are approximately 10,600 jobs in this sector, but because of statistical classifications and regional classification, two of the largest tourist attractions are not included in tourism employment (Destiny USA, in Syracuse, and the Turning Stone Resort Casino, just over the border of Madison County in Oneida County), so the actual number of jobs in tourism is higher.

With recovery from the pandemic, tourism will once again become a growing source of exports for the region and will serve as a vital and major source of opportunity for lower-skilled workers lacking advanced degrees and should continue to offer future growth and job opportunities. The Central New York Region offers several education and training

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programs within the Culinary and Hospitality fields. Graduates of the local hospitality management education programs are prepared for positions as chefs, sous chef, line cook, kitchen manager, pastry chef, and shift managers in restaurants, schools, health care and university food operations, and other institutions. With the growing demand in hospital and health services and increased need for large scale food operations for institutions, hospitality management could also support the growing need for workers in the healthcare sector.

Regional Labor Market Analysis

- a. Include an analysis of regional economic conditions incorporating the existing emerging demand sectors and occupations, the employment needs of businesses in those sectors and occupations, as well as noting if the information used in the analysis was provided by the New York State Department of Labor's (NYSDOL) Research and Statistics (R&S) Division (if not, provide what source was used for complete analysis).

According to information provided by the New York State Department of Labor's Research and Statistics Division July 2023:

The number of private sector jobs in the Syracuse metro area increased over the past year by 6,100, or 2.4%, to 259,000 in May 2023. Job gains were greatest in professional and business services (+2,500), trade, transportation and utilities (+2,500), leisure and hospitality (+500), other services (+400), education and health services (+300), financial activities (+300) and natural resources, mining and construction (+300). Losses occurred in manufacturing (-600).

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

The Central New York economy supports workforce demands across the skill continuum. While the most highly skilled positions require higher levels of education and/or training, there is strong consensus among employers that pre-employment skills (often referred to as "soft skills") are fundamental to jobs in low, middle, and high skill occupations. These skills include communication skills, cultural sensitivity, workplace etiquette, problem solving, teamwork, conflict resolution, time management, interpersonal skills, critical thinking, and others.

Twelve of the fifteen fastest growing occupations (identified by the New York State Department of Labor) are in the health care industry, and among those, ten require post-secondary education; four require post-graduate education.

Occupations with the largest growth (identified by the New York State Department of Labor) include four in the health care industry, three of these occupations are tied to the food service industry and two are in the building trades and construction industries.

According to Burning Glass information, for the Greater Central New York Region, from September 2020 through May of 2021, the top three manufacturing related positions with

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open requisitions were Laborer/Warehouse Worker, Production Worker, and Manufacturing/Production Technician. All three of these job titles is considered entry level by the manufacturing sector and no technical skills are required for hire. However, the acquisition of basic manufacturing skills and employability skills prior to employment or as part of a robust onboarding process, makes the candidate more likely to be hired and also increases the possibility for retention over 90 days.

Based upon the NYSDOL 2023 Business Survey, the top three professional skills businesses look for in prospective employees that are currently found to be lacking in candidates are self-motivation, oral/written communication, and problem- solving/critical thinking, followed by timeliness/attendance and attention to detail. The top three technical skills lacking among prospective employers are basic computer use / computer literacy, software proficiency in Excel and email; followed by mechanical technical / engineering and software proficiency in Word.

Employers are looking for employees interested in staying and growing with an employer. Local employers are looking for employees who represent the employer well and combine hard, soft, and technical skills. A strong work ethic, good communication skills, life-long learning skills, computer skills, and job-specific skills top the list for in-demand skills.

c. Provide an analysis of the regional workforce.

According to information obtained from the New York State Department of Labor's Division of Research and Statistics, the Syracuse Metropolitan Statistical Area (MSA) (including Onondaga, Madison and Oswego Counties) had an average unemployment rate (not seasonally adjusted) of 8.4% for calendar year 2020; the monthly unemployment rate fluctuated widely during 2020 as a result of the pandemic from its low of 4.8% for January 2020 to its high of 17.3% for April 2020. The unemployment rate declined consistently from its April 2020 high to 5.7% recorded for October 2020. Unemployment began climbing through the last quarter of 2020 and into 2021 and peaked at 7.4% for February 2021 before declining to close June 2021 at 5.4%. For 2021, the unemployment rate (not seasonally adjusted) averaged at 5.3% in the Syracuse MSA. This figured dropped to 3.4% average unemployment rate in 2022 for the Syracuse MSA, showing statistically the labor shortage that local businesses are experiencing.

There was an average of 305,067 people in the Syracuse MSA's labor force during 2020; the number of people in the Syracuse MSA averaged 303,520 during the first five months

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of 2021. (This information was derived from Local Area Unemployment Statistics (LAUS) Program). By way of comparison, the 2015 - 2019 American Community Survey (ACS) estimated the Central New York (Cayuga, Cortland, Madison, Onondaga and Oswego Counties) Regional civilian labor force to be 391,066. Given the survey information, it is reasonable to infer that more than 75% of the Central New York Region's workforce is in the Syracuse MSA.

While the COVID-19 Pandemic brought the state of economic growth in the Central New York Region to a grinding halt, it is now showing signs of its rebound. Before the Pandemic's record recorded job loss of -15.2%, the most significant job loss was - 8.1% in 1945, followed by the 2008 recession of -5.9%. As of April 2021, the Central New York Region has recouped three-quarters of the lost jobs. The Central Region is now experiencing a labor shortage as a result of a large number of people leaving the labor force for retirements and various other societal impacts. There are very few precedents to guide our forecasting.

As with the rest of the New York State, leisure and hospitality, the hardest hit sector with a recorded job loss of -12,200, is starting to recover, increasing demand for restaurant and bar workers. Before the Pandemic, the Healthcare sector had a record number of job openings and is projected to be the region's fastest-growing industry over the next decade. (Source: U.S. Bureau of Labor Statistics)

Based on recent economic and market assessment data, existing and emerging in-demand sectors for the Central New York Region continue to be the targeted Industry Clusters of Advanced Manufacturing, Healthcare, Hospitality/Tourism, and Agriculture.

As we move forward, the Local Workforce Development Boards in the Central New York Region will continue to assist employers in expanding their workforces with the appropriate talent pool and continue identifying, training, and filling in-demand positions in these sectors. According to the statewide 2023 Business Workforce Survey conducted by NYSDOL, businesses stated that the number one reason they find positions challenging to fill is the lack of qualified candidates. The most common barriers cited in the survey were lack of experience, (lack) self-motivation/initiative, a gap in salary and wage expectations, and transportation.

Regional Spending Plan

- a. Include a regional spending plan that includes administrative cost arrangements between LWBDs and the pooling of funds where applicable.

The Workforce Innovation and Opportunity Act states that "the establishment of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate for the region..." Due to the widely varying organizational and governance structures across the Local Workforce Development Boards in Central New York, the creation of a regional spending plan that includes administrative cost arrangements and the pooling of funds is not feasible at the time. The three WDB's deliver services much

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differently and the variations in the customer base - especially employers - pooling funds could be difficult. However, whenever practical, the Local Workforce Development Boards will use resources collaboratively to support skills development in job seekers, incumbent workers and emerging workers that align with business demand for a competitive workforce.

Supportive Services

- a. Describe how supportive services will be coordinated throughout the region.

The Workforce Innovation and Opportunity Act states that the Regional Plan should include "the coordination of transportation and other supportive services, as appropriate for the region." Given the very large geographic area represented by the Central New York Region, it is not always practical to coordinate supportive services across the Region. However, the Local Workforce Development Boards have shared their supportive services policies across the Central New York Regional workforce development professionals to ensure that, whenever possible, supportive services provide an effective and efficient means of providing consistent and clear support to eligible job seekers across the Region. In all cases throughout the Region, supportive services are coordinated with support made available through education, social service and partner agencies, including but not limited to TANF, PELL, TAP, Trade Act, Unemployment Insurance, SNAP and other sources of social services and education grants and scholarships.

Economic Development

- a. Describe how economic development and workforce investment activities will be coordinated in the region and specifically provide detail how continued coordination can further relationships between the region and its respective REDC.

The Workforce Innovation and Opportunity Act states that the regional plan should "include the coordination of services with regional economic development services and providers."

The CNY Region Workforce Development Boards - individually and collectively - are firmly committed to the goals and strategies articulated in the Central New York Regional Economic Development Council's (REDC) 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 Boards complementing and enhancing the connection to and coordination of efforts between the REDC and Workforce Development Boards in Central New York.

Strategy – With recent appointments, the senior leaders of Central New York's Workforce Development Boards have continued to strengthen their regional workforce bond. Through mutual projects, these leaders are defining and developing regional sector strategies, including one identified as CNY RISING – Advanced Manufacturing as well as Health Care, Agri- Business & Food Processing, and Tourism & Hospitality. An example of

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strategies is included. 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.

With the guidance of CNY LWDBs, MACNY and other strategic regional partners, the CNY 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. Onondaga Community College has established the initial programs for the training that Micron technicians will require with the construction of the Clean Room on campus and the Electromechanical Technology certificate and degree pathways.
- 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. These Cayuga Community College Advanced Manufacturing initiatives are all being developed in consultation with industry partners of the onsite Advanced Manufacturing Institute that opened Fall 2022, providing tangible experience and learning for students.
- Development and implementation of P-Tech Programs at CiTi BOCES and the Syracuse City School District and in partnership with Onondaga Community College. Curriculum is developed and led by our advanced manufacturing industry partners including Novelis and Huhtamaki. Students enter the P-TECH program as 9th graders and work simultaneously toward earning a Regents High School Diploma and an Associate Degree in Applied Science from Onondaga Community College — at no cost to the student’s family. The 5-6- year sequence emphasizes individualized pathways to completion, workplace experiences, mentorship, in-depth project-based learning, and real-world experiences. P-TECH offers career clusters in Electrical Engineering Technology, Mechanical Technology, and the new pathway for Electromechanical Technology (in response to the arrival of Micron).
 - 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.

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- 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.
- 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.
- Deploying a case management model to ensure job seekers have access to child care, transportation and/or other services needed to help them access and complete training, obtain employment and have access to career advancement. Regional Resources to Support the Strategy – Resources that have been instrumental in funding this strategy have included 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).

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.

Performance Accountability Measure Negotiation and Reporting Agreement

- Include an agreement concerning the Performance Accountability Measure Negotiation and Reporting. Performance Accountability Measure Negotiation and Reporting may be negotiated by

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LWDBs individually, involving strategies and methods collaborated on at the regional level. If this is the case for the region, include a statement that reflects that the measures were negotiated individually and any collaborative efforts devised and agreed to by the region.

Given the diversity, geographic distance, size and differences in local labor markets, the Local Workforce Development Boards in the Central New York Region have determined that it is not practical to have to common performance accountability measures that are applicable to each of the Local Workforce Development Areas. As allowed by the Workforce Innovation and Opportunity Act, the Central New York Workforce Development Boards have chosen to individually negotiate performance measures. However, the three Local Workforce Development Boards will continue their long-standing practice of conferring about how benchmarks for the performance standards prescribed by WIOA should be developed and whether there should be symmetry them as the standards are applied to the Region's Local Workforce Development Boards.

Public Comment

- a. Describe the process used by the region 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.

The Local Workforce Development Boards in the Central New York Region will post the Regional Workforce Plan on their respective websites for a period of no more than 30 days for public comment. The LWDBs have developed each of their Local Plans through input obtained by representatives of business, labor organizations and education. The information obtained through the local planning process was then used to develop the Central New York Regional Workforce Plan.

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MEMORANDUM OF AGREEMENT

This Memorandum of Agreement (MOA) is made and entered into on this day February 2, 2022, by and between the Central New York Local Workforce Development Boards including, Cayuga-Cortland Workforce Development Board, Onondaga Workforce Development Board (CNY Works, Inc.) and Oswego Workforce Development Board. These Local Workforce Development Boards develop and support the local and regional workforce with funds made available through Workforce Innovation and Opportunity Act and other workforce development funding streams made available by the New York State Department of Labor.

Purpose

This MOA has been developed to establish a condition of cooperation and collaboration within Local Workforce Development Boards in the Central New York Region and to assist and ensure that the current and future workforce and businesses are equipped with the necessary expertise to be successful in the local and Central New York labor/business markets.

Scope

1. The Local Workforce Development Boards in Central New York will collaborate to develop a strategic Regional Plan that is responsive to the employment needs of the local and regional workforce. The Regional Plan will consider occupations that are in demand in the local and regional economy.
2. The MOA will provide the basis for support and cooperation, as needed, to the Local Workforce Development Boards in the development of service strategies, career pathways and information sharing regarding education and training programs that support the Regional Plan.
3. The parties to this MOA will ensure that the Regional Plan aligns with priority projects and other funding made available by the Central New York Regional Economic Development Council.
4. The parties to this MOA will work to meet the primary indicators of performance prescribed by the Workforce Innovation and Opportunity Act and New York State Department of Labor policy.

Terms and Conditions

1. This MOA may be amended periodically via an addendum by mutual consent by the parties to this agreement.
2. This MOA may be terminated by mutual agreement of the parties to this agreement.
3. The parties to this agreement shall be solely responsible for any and all costs associated with the administration of Workforce Innovation and Opportunity Act programs with their respective Local Workforce Development Boards and Local Workforce Development Areas.
4. The parties to this agreement take legal and financial responsibility for the actions of their respective employees, officers, agents, representatives and volunteers.
5. This MOA shall be effective upon the date of the last signature below. The signatures indicate agreement to the terms and conditions of this MOA.

Amy L. Buggs
Amy Buggs
Director, Cayuga Cortland Workforce Development Board

2/2/2022
Date

Lenore Sealy
Lenore Sealy
Executive Director, Onondaga Workforce Development Board (CNY Works, Inc.)

2-2-22
Date

Chena L. Tucker
Chena L. Tucker

2/2/22
Date