

Central New York Regional Workforce Development Plan

Program Year 2017- 2020

Cayuga-Cortland Workforce Development Board

Onondaga Workforce Development Board

Oswego Workforce Development Board

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BACKGROUND

Workforce development, by its nature, provides the foundation upon which economic prosperity can be cultivated and sustained. More than a unique program, workforce development is a system of interconnected functions – education, training, economic development, business development, community services - all of which must play a key role to ensure labor supply is aligned with market demand. Given the responsibilities vested in LWDBs and articulated in the Workforce Innovation and Opportunity Act (WIOA), Local Workforce Development Boards (LWDBs) must assume leadership of the local and regional workforce development vision and ensure that workforce functions are executed harmoniously and responsively through system partnerships.

The Central New York (CNY) Workforce Development Region includes Cayuga, Cortland, Onondaga and Oswego Counties, and is represented by three LWDBs - Cayuga-Cortland, Onondaga and Oswego. These LWDBs will drive CNY Region's workforce development goals to develop, attract and retain the workforce necessary to drive economic development and prosperity of Central New York, New York State and the nation.

REGIONAL SERVICE STRATEGIES

Even before the advent of Governor Andrew Cuomo's Regional Economic Development Councils (REDCs), the CNY LWDBs have collaborated 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 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) 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
- 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 Governor Andrew Cuomo's *Upstate Revitalization Initiative*, entitled *CNY Rising From the Ground Up (CNY Rising)*. *CNY Rising* put forth three core 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 – such as manufacturing, agricultural products, and energy – to increase export-based employment opportunities.
4. Innovation – creating synergies between research and commercialization to drive the economy forward.

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 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. 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.

COLLECTION AND ANALYSIS OF REGIONAL LABOR MARKET DATA

According to the New York State Department of Labor, New York will create 2.8 million job vacancies from 2008 to 2018; these openings will be due to both the creation of new jobs and opportunities that arise due to incumbent retirements.

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.
5. Hospitality and Tourism – The tourism industry remains one of the largest overall employers in the community and employs nearly 40,000 workers in the CNY Region. Hospitality and tourism

businesses offer a low barrier to employment, including the Region's growing refugee population an opportunity to enter the workforce via this industry cluster.

SECTOR INITIATIVES FOR IN-DEMAND INDUSTRY SECTORS OR OCCUPATIONS

The remainder of this Regional Plan is devoted to priority sector initiatives that target CNY regional demand industry clusters and/or occupations. Each initiative is aligned with workforce and economic development priorities established by the Central New York Regional Economic Development Council and regional economic development partners. In addition to a detailed description of the initiative, the narrative that follows each describes additional regional labor market data, coordination of supportive services, coordination with economic development partners and regional resources (available and needed) to support the strategy.

I. CNY RISING: Advanced Manufacturing

The Advanced Manufacturing Sector Strategy is being sustained and advanced 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.

Regional 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 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.

Coordination of Initiative with REDC, Economic Development 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 mutual projects, these leaders are defining and developing 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.

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.
- 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.
- 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, work place experiences, mentorship, in-depth project-based learning, and real-world experiences. P-TECH offers career clusters in Electrical Engineering Technology and Mechanical Technology.

- 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.
- 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 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).

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.

II. CNY RISING: 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 be advanced.

Regional 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 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 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 employ 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.

Coordination of Initiative with REDC, Economic Development 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.
- 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.

Regional 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).

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.
- Case management 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 opportunities.

III. CNY RISING: 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 will be advanced.

Regional 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 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.

The global food and beverage industry has witnessed significant growth in the past five years and is expected to continue this momentum, reaching approximately \$1 trillion in 2014 with a projected annual growth rate (CAGR) projected to be 1.3 percent over the next five years. In addition, 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.

Agribusiness and food processing contributes to CNY Regional economic and workforce developing by:

- 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.

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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 – Agribusiness and Food Processing. Each Local Workforce Development Board has members representing significant employers in the agribusiness cluster, as well as education and community partners.

Working with Board members, agribusiness employers, education and strategic regional partners, the Central New York Regional Workforce System's Agribusiness Sector Strategy is evolving and includes:

- 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.
- 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.
- 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 opportunities.

Regional Resources to Support the Strategy – Resources that have been instrumental in funding this strategy include 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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- 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.

IV. CNY RISING: Tourism and Hospitality

The Tourism and Hospitality Strategy is in its initial state of development however the Central New York Workforce Development community has developed a strong foundation of partnerships and alliances from which this strategy will be advanced.

Regional 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 Tourism and Hospitality as one of its six priority industry concentrations.

In recent years, growth in tourism across the CNY Region has been vigorous. In 2011, this industry realized full recovery from the Great Recession; travel spending eclipsed the high-growth seen in 2008 and growth is projected to continue at a level of 3 percent annually. While there are approximately 10,600 jobs in this sector, 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.

Tourism is also a growing source of exports for the region and serves as a major source of opportunity for lower-skilled workers lacking advanced degrees and should continue to offer future growth and jobs and in August 2016- August 2017- New York State gained 44,300 jobs in the Leisure and Hospitality sector. The Central New York region offers several education and training 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, garde manger, 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 in the healthcare sector.

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.

Coordination of Initiative with REDC, Economic Development 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 – Tourism and Hospitality. Each Local Workforce Development Board has members representing significant employers in the Tourism and Hospitality cluster, as well as education and community partners.

Working with Board members, tourism and hospitality employers, education and strategic regional partners, the Central New York Regional Workforce System's Tourism and Hospitality Sector Strategy is evolving and includes:

- Continue to enhance training for front-line service employees and hospitality management
- Development of additional "teaching restaurants", through partnerships with local businesses, where job seekers can "earn and learn".
- 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.
- 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 opportunities.

Regional Resources to Support the Strategy – Resources that have been instrumental in funding this strategy include 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.

CONCLUSION

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.

MEMORANDUM OF AGREEMENT

This Memorandum of Agreement (MOA) is made and entered into on this day 2/14/2018 by and between: Cayuga Cortland Workforce Development Board, Onondaga County Workforce Development Board and Oswego Workforce Development Board. The above mentioned WDBs are part of the State Workforce System that supports and develops the Local and Regional workforce through the Workforce Innovation Opportunity Act and NYS DOL funding streams.

Purpose and Scope:

1. Objective of this MOA is to establish a condition of cooperation and collaboration within the Central regional LWDBs to assist and ensure that our current and future workforce and businesses are equipped with the necessary expertise to be successful in the local and regional labor/business markets.

Scope:

1. Objective of this MOA is to work together to develop a strategic and effective regional plan that is responsive to the employment needs of our local and regional In-Demand occupations.
2. One purpose of this MOA is to provide support and cooperation as needed to the regional partners in the development of service strategies, in the development of career pathways (regionally) and information sharing in academic and training programs that support the Regional Plan affecting Central NY.
2. The partners of this agreement will ensure that the Regional plan aligns with the Priority projects and other funding of the associated Regional Economic Development Council (REDC).
3. The parties of this agreement will work to meet the performance measures found in WIOA and NY State DOL legislation.

Terms and Conditions

1. This MOA may be amended from time to time by mutual agreement of the parties in a written modification addendum.
2. This MOA may be terminated by mutual agreement of the parties of this agreement.
3. The parties of this agreement shall each be solely responsible for any and all costs associated with the administration of WIOA programs of their respective Board and workforce area.

Central Region MOA 2018

4. Each party takes legal and financial responsibility for the actions of its respective employees, officers, agents, representatives and volunteers.
5. This MOA shall be effective upon the date of the last signature below and the signatures indicate agreement of this MOA.

Chena Tucker 2/14/18
Director, Oswego WDB Date

Robin C. Jones 2/14/18
Director, Cayuga Cortland WDB Date

[Signature] 2/22/18