

**Mid-Hudson Valley Region**

**Inventory of Sector – Based Strategies**

**PY 2016 (July 1, 2016 to June 30, 2017)**

Local Workforce Development Boards:

Dutchess County

City of Yonkers

Orange County

Rockland County

Sullivan County

Ulster County

Westchester-Putnam Counties

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## **Executive Summary**

The Executive Directors of the seven Mid-Hudson Valley Local Workforce Development Boards are focused on developing strategies to implement workforce legislation requirements; find solutions to workforce challenges; and to look for ways to leverage the resources of each local area in accomplishing these goals. The Executive Directors meet bi-monthly or as needed, to analyze and discuss issues related to service delivery; needs of businesses; and job seekers readiness and access to workforce resources and employment opportunities. There are also joint meetings with the workforce & education sub-committee of the REDC and other workforce stakeholders; including the NYSDOL-DEWS regional business services representatives.

The following regional priorities were generated through these meetings and from data available through the NYSDOL, EMSI and local planning initiatives, including the recently published Connecting to Promising Careers (Middle Skills Jobs in the Lower Hudson Valley) 2016 sponsored by JP Morgan Chase.

These regional sector priorities include healthcare, advance manufacturing, information technology, hospitality and professional services industries; and correspond approximately to six of the Hudson Valley REDC priorities.

## **Local Workforce Areas' Sector Strategies**

Each local area has established smaller targeted sector initiatives that in most cases support our regional focus. These include initiatives as follows:

Rockland County has Workforce Development, Economic Development and Tourism all under one Director. This allows a centralized approach for the economic growth efforts of the county. The Hospitality, IT and Advanced Manufacturing Sectors have been identified as sector priorities. Meetings with business representatives from all three sectors have been held to identify needs and opportunities for partnership. Working closely with Rockland Community College, courses have been developed to meet the training needs of both incumbent and new workers in these fields. In addition, sector specific job fairs have been held to fill key positions within the industries. The Rockland Career centers have aligned their Individual Training Account policy to its sector strategy to ensure that federal WIOA resources support its sector strategy.

**Ulster County's** Workforce Development Board, Stockade Works, and SUNY Ulster will partner on a program to help dislocated workers in special populations to acquire the skills and experience necessary to gain employment in the film and TV production, post-production and tech fields.

The program will be taught and overseen by working professionals. It includes specialty Boot Camps in Crew; Post-Production; and Tech training which will deliver job readiness as well as specialty skills. Once participants complete the Boot Camp, graduates will be placed on local productions and technology projects in film, TV, documentary and other tech related projects affiliated with Stockade Works. Participants will receive a lead mentor who will provide online and in-person mentorship for 6-12 months after training and placement.

This region is primed to be a go-to location for large-scale TV and film productions. One TV series employs hundreds of people and spends between \$25m and \$60million. The average pay for TV and film crew members ranges from \$150 to \$550 per day. Stockade Works and Barn Door Pictures estimates that up to 600 jobs can be created in the first two years and employ workers up to 261 days per year. This project will place people in jobs that range from \$42,000/person/year for a Production Assistant to \$130,000/person/year for a gaffer. The proposed training program provides intensive industry-standard education and work experience to place workers in those jobs.

Stockade Works, a film and media technology company, and Barn Door Pictures has committed to locating in the City of Kingston, Ulster County which suffers from higher unemployment rates and lower income rates than the rest of the county. Centering the program here will significantly impact the local economy and create a viable career pathway for its residents.

Training will be supported by SUNY Ulster at their extension center in mid-town Kingston. SUNY Ulster's 50 years of providing education to the community and its long standing relationship to the LWDB and Ulster County Office of Employment & Training provides unencumbered links resulting in a complete structure of education and employment.

### **Dutchess County: Supply Chain Management and Advanced Manufacturing**

There has been specific emphasis on opportunities in Supply Chain Management and Advanced Manufacturing:

Tapping into MHI's expertise, DCWDB is in the beginning stages of detailing the career pathways available, related trainings and the core competencies of the industry. Board Members and staff of the DCWDB have been working together to contextualize skills of the industry for youth programs and employment programs through workshops and presentations.

The DCWDB participates on the Poughkeepsie Alliance's Workforce Group aimed at supporting Manufacturing employers located in a specific geographic region of the County who have decided to collaborate in an attempt to mitigate the talent shortages they have encountered in recent years.

Dutchess County has had a collaborative healthcare effort since 2011. The Economic Development entity and the Workforce Development Board spearheaded two projects to connect the supply with demand. The Business Resource Team of Dutchess County lead by (then) DCEDC was comprised of representatives of 12 organizations, including the WDB, who broke up into small groups to interview healthcare employers on their employment needs and hiring practices. This was followed up with the DCWDB's Healthcare Career Symposium where multiple local employers played a prominent role in the event. HR professionals from a variety of organizations provided candid details on how to successfully navigate their hiring practices and the importance of credentials and education.

Now the partnership is working with local employers to create movement along the career pathways. For example moving housekeeping and food service talent into entry level patient care positions while moving entry level patient care talent into higher level positions all while getting the support and buy-in of managers reluctant to lose their best employees to another department so entry level positions can be made available to those being served by our WIOA funds.

**Westchester-Putnam** has had sector partnerships in six business sectors for the past seven years. These include healthcare, biotech, advance manufacturing, professional services, hospitality and green. These partnerships have been led by business

representatives and economic developers, who identify the workforce needs of their respective sectors; identify solutions and strategies for implementing these solutions.

Going forward these partnerships will focus on the implementation of career connection and local career pathways. In addition, the partnership will also include other workforce stakeholders such as education institutions and training providers.

This year's focus is on development of career pathways in healthcare, IT, professional services, hospitality and manufacturing.

These sector partnerships have proven very successful in engaging local businesses and setting the basic for successful fund raising to support its local and regional work on industry sectors.

### **Sullivan County: Hospitality Skills Alliance**

**Phase of Development:** The effort to build an alliance for the Hospitality sector is in direct response to the awarding of a casino license in the Hudson Valley, specifically in Sullivan County. Since March 2015 a workforce partners group has been working on developing training programs and gathering data that will lay the foundation for a regional approach to meeting the growing needs of the Hospitality sector. The building of the Montreign Casino /Adalaar Resort will bring over 2,000 jobs and is a catalyst for additional economic development in hospitality and other industries within the region.

**Workforce Demand:** Regionally the Hospitality sector employs 87,900 people or 11% of the total private sector jobs for May 2016 (NYSDOL). The Casino, additional flagship hotels, the newly approved Legoland in Orange County and other Hospitality and Tourism centered businesses will create thousands of full time and part time jobs in the region over the next five years.

Currently the Hospitality sector in Sullivan County employs 2,500 people constituting 13% of the total private sector employment for May 2016 (NYSDOL). The Montreign Casino will infuse over 2,000 jobs in the Hospitality industry across multiple disciplines that will result in this industry recapturing one of the top spots in the County's private sector job creation.

The majority of these jobs require work readiness, high level customer service training along with short term and or one year certificate programs. These trainings will begin in 2017. The balance of the jobs will require a two year degree or higher.

**Relevance of the demand to the REDC & WIOA priorities:** The Tourism and Hospitality industry are among the MHVREDC priorities. The Montreign Casino/Adalaar resort was named a regionally significant project by the MHVREDC.

**Strategy:** Workforce partners group is co-chaired by LWDB Director and Economic Development CEO. The partners are economic development, education, workforce,

government and business representatives that are building the foundational components of larger strategy that will include the region. Plans are to launch the Alliance and begin building career pathways model.

**Use of Available Resources to Support Strategy:** WIOA staff is providing current support.

**Critical elements that cannot be addressed with available resources:**

There are not enough training funds to meet the needs of this industry. Much of the current available training is short term, noncredit bearing and therefore not eligible for FASFA funding.

As more projects come on board there will likely be a need for an additional staff person with workforce responsibilities. The hospitality training needs will require the hiring of additional instructors.

**Mid-Hudson Valley Regional Strategies**

Among the sector strategies being implemented by all the workforce boards are: Jobs Waiting, Tech Hire and TAACCT Advance manufacturing Training as described below:

**A. Name of the Strategy: Jobs Waiting Program – Ready to Work**

**Phase of Development:**

This project is more than a year old; over 130 participants have been registered, completed six weeks of boot camp and are receiving training, placement supportive and follow up services. Another 295 participant will be registered over the next program year.

**Workforce Demand:**

According to data drawn from EMSI, there are 185,106 healthcare and social assistance jobs across the region in 2016. This number is expected to grow over the next 10 years by about 17.5% to about 217,500. Currently this sector is 20% above the national average. This suggests that healthcare and healthcare related jobs will among the fastest and highest demand jobs in the region. The skills required for these jobs vary from entry level support skills to highly technical clinical skills, which will provide many and varied career pathways for workers in this industry. Average annual wage in this industry is \$86,502.

**Relevance of the Demand to the REDC & WIOA priorities**

According to the REDC plan (2012), healthcare is among the top priorities in the region.

## **Use of Available Resources to Support Strategy**

This strategy is being supported by funding from the USDOL Ready to Work Program.

### **B. Name of the Strategy: Tech Hire (healthcare, advance manufacturing, biotech and information technology)**

#### **Phase of Development:**

This new project started July 1, 2016 and is in its implementation stage. 400 participants will be registered and will complete six weeks of boot camp; 312 will be placed in are in occupational skills training based on career pathways. 258 will be placed in training related jobs and 58 incumbent workers will be trained for promotions in their current jobs.

#### **Workforce Demand:**

##### **Healthcare:**

According to data drawn from EMSI, there are 185,106 healthcare and social assistance jobs across the region in 2016. This number is expected to grow over the next 10 years by about 17.5% to about 217,500. Currently this sector is 20% above the national average. This suggests that healthcare and healthcare related jobs will among the fastest and highest demand jobs in the region. The skills required for these jobs vary from entry level support skills to highly technical clinical skills, which will provide many and varied career pathways for workers in this industry. Average annual wage in this industry is \$86,502.

##### **Manufacturing:**

Although the number of manufacturing jobs in the region is not projected to grow over the next ten years, many of the current workers in this industry are expected to retire over this period which will create employment opportunities for new workers. The skills sets for the new workers are different from those who are retiring and will require modern technological skills in computer aided design, welding and other related skills. According to EMSI, in 2016 there are 49,279 jobs including all sub-sectors which will fall by about 8.8% over this 10-year period.

##### **Information Technology & Analytical Instruments:**

Like the manufacturing sector, this sector does not anticipate growth in the number of jobs over the next ten years. However, this sector has an average annual salary of \$165,419, which is \$30,776 above the national average of \$134,643. A significant portion of this workforce includes H1-B visa recipients. Through the targeting of STEAM skills using career pathways, we are hoping to help workers in the region prepare to take their places in this industry.

## **Biotech**

This is another industry that is not expecting growth in the number of jobs. However, it has very high wages and relies heavily on H1-B visa workers and pays average wages of over \$300,000 per year. This industry requires workers with advance degrees in STEM.

### **Relevance of the Demand to the REDC & WIOA priorities**

All of these industries are list among the mid MHVREDC priorities.

### **Strategy**

Centralized project management through a third party contractors; staffing of career centers with career coaches and jobs developers; concentrated marketing efforts and building out career pathways in healthcare. Significant efforts are being placed on paid worker experience, customized training and on the job training.

### **Use of Available Resources to Support Strategy**

This strategy is being support by funding from the USDOL Ready to Work Program grant.

## **C. Name of the Strategy: TAAACCT Advance Manufacturing**

### **Phase of Development:**

This project is in the final stage of implementation. This is a four year project in partnership with regional community colleges to training workers for the manufacturing industry.

### **Workforce Demand:**

Although the number of manufacturing jobs in the region is not projected to grow over the next ten years, many of the current workers in this industry are expected to retire over this period which will create employment opportunities for new workers. The skills sets for the new workers are different from those who are retiring and will require modern technological skills in computer aided design, welding and other related skills. According to EMSI, in2016 there are 49,279 jobs including all sub-sectors which will fall by about 8.8% over this 10-year period.

### **Relevance of the Demand to the REDC & WIOA priorities**

This strategy is a priority of the REDC.

### **Strategy**

Workforce Boards and career centers provided public relations, recruitment and individual training accounts to participants who were trained in a variety of

occupations for this industry. A web portal and promotional material is being developed to be used to promote this sector workers and businesses.

**Use of Available Resources to Support Strategy**

This strategy is being support by funding from the USDOL TAACCCT grant and local WIOA funds.