

**Finger Lakes Region: Inventory of Sector-based Workforce Strategies
2016**

Finger Lakes Workforce Development Board

GLOW Workforce Development Board

Monroe County/Rochester Workforce Development Board

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Executive Summary

After a thorough analysis of the regional labor market and a careful consideration of Finger Lakes REDC and WIOA priorities, the local workforce development boards have selected two priority industry sectors: advanced manufacturing and healthcare.

Advanced manufacturing is included in all three Key Growth Pillars of the strategic framework from the Finger Lakes REDC Upstate Revitalization Initiative (URI) Plan: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production (Ag & Food); and Next Generation Manufacturing (Next Gen). A Key Enabler to the URI plan has been titled “Pathways to Prosperity: Workforce Development.” Among the goals for the Pathways to Prosperity enabler are supporting the Rochester-Monroe Anti-Poverty Initiative, targeting hard-to-place workers, and reducing unemployment. We have chosen the healthcare industry sector as the most promising sector to achieve these goals. It is the sector in our region with the most combined growth and job openings, the most well-defined career pathways, and the greatest available resources for workforce development.

The need for business and job seeker services in both industry sectors is reflected throughout the priorities of integration of strategies with core partner programs and into the regional workforce development system under the WIOA law. An urgent regional priority under WIOA is the development of career pathways in both of our selected industry sectors.

A detailed workforce analysis can be found in the Workforce Demand section of each industry strategy in the body of this plan.

We are using the US Department of Labor Employment and Training Administration (ETA) Sector Strategies Technical Assistance Framework as the basis for our industry sector strategies. The ETA framework addresses five capability areas, detailed in the Strategy section of each industry strategy in the body of this plan.

Both strategies are in the initial implementation phase. However, our healthcare strategy is nearing the point of full implementation. The Healthcare/Workforce Subcommittee of the Finger Lakes REDC will be working throughout the summer of 2016 to complete its recommended strategic objectives. Additionally, our four-year \$5.2 Million federally funded H-1B Ready to Work initiative has already strengthened sector strategies planning among our regional partners, resulting in improved business engagement and coordination of training and supportive services resources.

Strategy 1: FLREDC Industry Pillars—Advanced Manufacturing

Phase of Development

Our Advanced Manufacturing Sector Strategy is in initial implementation. We have an excellent foundation for this strategy, including useful, relevant data to inform our decisions; industry associations and champions; staff that engages in service delivery; and some organizational capacity and alignment. Our goals will be to strengthen and better align each of these capability areas and to build a plan that will achieve financial sustainability and continuous improvement.

Workforce Demand

The Finger Lakes Region has a large workforce and a clear comparative advantage in manufacturing. According to JobsEQ® data from the first quarter of 2016, the Finger Lakes Region has 66,993 workers in the manufacturing industry, comprising 12% of the regional workforce. The Location Quotient (LQ) for manufacturing in the region is 1.39, as compared to .58 statewide and 1.00 nationwide. Here are the individual county data.

County	& (and number) of Manufacturing jobs	Location Quotient	Average manufacturing wage vs. Average of all Industries
Genesee	13% (3,138)	1.52	\$54,946 vs. \$38,842
Livingston	10% (2,093)	1.17	\$46,450 vs. \$36,644
Monroe	10% (41,373)	1.26	\$66,735 vs. \$48,206
Ontario	12% (6,816)	1.46	\$54,497 vs. \$43,194
Orleans	17% (2,322)	1.98	\$47,177 vs. \$39,021
Seneca	18% (2,287)	2.14	\$75,937 vs. \$43,030
Wayne	19% (5,954)	2.23	\$49,327 vs. \$39,503
Wyoming	12% (1,856)	1.46	\$48,071 vs. \$41,714
Yates	14% (1,155)	1.69	\$40,999 vs. \$33,841

Source: JobsEQ® Data as of 2016Q1 Note: Figures may not sum due to rounding.

The Finger Lakes Regional Economic Development Council (FLREDC) Upstate Revitalization Initiative (URI) Plan, October 2015, measured the comparative advantage of three advanced manufacturing industry pillars in the Finger Lakes region: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production (Ag & Food); and Next Generation Manufacturing (Next Gen). Data from Economic Modeling Specialists, Inc. (EMSI) revealed the following comparative results for 2014 in jobs, output, and wages.

Measure	Jobs, % of Total Economy	Output (GRP), % of Total Economy	Wages, % of Total Economy
<u>OPI</u>			
Finger Lakes	2.1%	4.7%	4.0%
Rest of Upstate NY	0.3%	0.3%	0.3%
US	0.2%	0.2%	0.2%
<u>Ag & Food</u>			
Finger Lakes	3.7%	4.1%	3.0%
Rest of Upstate NY	1.7%	2.5%	1.4%
US	2.0%	2.2%	1.4%
<u>Next Gen</u>			
Finger Lakes	3.4%	6.5%	6.1%
Rest of Upstate NY	2.3%	5.1%	4.3%
US	3.0%	6.4%	5.5%

Here are some additional key figures from each of the three industry pillars.

- a. OPI: Approximately 26,000 jobs at about 120 large and small businesses.
- b. Ag & Food: Region produces approximately a quarter of New York State’s total agricultural output, with strengths across the entire food value chain.
- c. Next Gen: The Eastman Business Park is one of the largest, most diverse advanced manufacturing and technology parks in the U.S. It includes 1,200 acres and 2.5 million sq. ft. of industrial space with a 120-megawatt power plant, water processing supply, waste treatment, on-site fire and safety, and rail services. Once exclusively belonging to Eastman Kodak Company, the park now hosts about 60 tenants and owners, employing approximately 4,800 staff. The Science and Technology Advanced Manufacturing Park (STAMP) in Genesee County is a 1,250-acre greenfield production site designed to attract multiple, large manufacturing facilities. The location draws workers from both the Rochester and Buffalo metro areas.

Due to the decline in *traditional* manufacturing jobs in the region, the net change in jobs is showing an overall decline. However, the high numbers of persistently unfilled jobs, combined with a documented mismatch in skill sets, especially in Applied Integrated Technologies/Mechatronics, Tooling and Machining, and Optical Systems Technology, give evidence of an urgent need for training in *advanced* manufacturing jobs.

Monroe Community College conducted a needs assessment and business climate survey in 2014. Among the results of the survey, 85.6% of Applied Integrated Technologies/ Mechatronics jobs, 68.8% of Tooling and Machining jobs, and 75.7% of Optical Systems Technology jobs in the region may go unfilled each year due to an insufficient number of graduates produced locally. The needs survey estimated 23,000 persistently unfilled jobs in the region, with a high percentage of those being in production occupations.

Relevance to REDC and WIOA Priorities

Advanced Manufacturing is included in all three Key Growth Pillars of the strategic framework from the FLREDC URI Plan: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production (Ag & Food); and Next Generation Manufacturing (Next Gen).

The need for business and job seeker services involving the Advanced Manufacturing sector is reflected in the following priorities from the WIOA law:

1. Integration of Strategies With Core Partner Programs
 - Develop career pathways for each of the identified industry sectors
 - Strategies should include the goal to improve access to credentials, including industry-recognized, portable, and stackable certificates and credentials
 - Strategies should be coordinated with statewide Rapid Response activities, especially layoff aversion
 - Strategies should be coordinated with Title II activities
 - Strategies should include WIOA and TANF-funded Youth activities, as well as coordination with in-school youth services funded by other partner and non-partner programs
2. Integration of Strategies into Regional Workforce Development System
 - Strategies should reflect alignment of programs within the workforce system, including TANF
 - Strategies should be employer-driven, with meeting the needs of regional businesses and increased employer engagement as goals
 - Strategies should reflect coordination between workforce development and economic development programs
 - Strategies should include employer-based training (e.g. OJT, IWT, Customized, and the development of apprenticeships)
 - Strategies should include the use of business intermediaries

Strategy

We are using the US Department of Labor Employment and Training Administration (ETA) Sector Strategies Technical Assistance Framework as the basis for our industry sector strategies. The ETA framework addresses the following capability areas.

1. Collect, analyze, and share meaningful data to make decisions about industry strategies.
2. Achieve a broad and deep involvement of industry sector businesses in the design and delivery of industry strategies.
3. Deliver workforce solutions, centered around career pathways, that are responsive to the needs of businesses and workers in the targeted industry sector.
4. Implement a plan that will achieve financial sustainability and continuous improvement of industry sector strategies.
5. Build organizational capacity and align policies and resources to continually support sector strategy outcomes.

We began a four-year \$5.2 Million federally funded H-1B Ready to Work initiative in November 2014. The initiative, branded regionally as Finger Lakes Hired, targets the long-term unemployed for training and placement in three priority industry sectors, including advanced manufacturing. As of early June 2016 we had enrolled 404 of a projected 1,500 participants. Forty percent of participants have identified an interest in advanced manufacturing. Both career services and training services are provided to participants. So far 25 participants have received classroom training, 15 have received on-the-job training, and 21 have received customized training in occupations related to advanced manufacturing. Finger Lakes Hired partners include the three workforce boards, the three community colleges, and the City of Rochester. Industry partners include several industry associations, most notably Finger Lakes Advanced Manufacturing Enterprise (FAME), Rochester Technology and Manufacturing Association (RTMA), Rochester Regional Photonics Cluster (RRPC), and the Greater Rochester Chamber of Commerce. The initiative has strengthened sector strategies planning among the partners, resulting in improved business engagement and coordination of training and supportive services resources.

Additionally, we have taken an inventory of promising workforce area initiatives with the potential to expand to a regional scope. Here a list of the initiatives, including partners.

1. Machinist/CNC Training in GLOW LWDA. Partners: Genesee County Economic Development Center, GLOW WDB, GLOW Employment and Training Directors, NYS DOL Managers, Genesee Valley BOCES, and Genesee Community College. Industry Partners: Liberty Pumps, Amada, FTT Manufacturing, and B&B Precision Manufacturing. Training program offered at Genesee Valley BOCES Career and Technical Ed Centers in Batavia and Mt. Morris.
2. Advanced Manufacturing Machinist and Mechatronic Technology in Finger Lakes LWDA. Partners: Finger Lakes WIB, Finger Lakes Works Career Centers (including NYS DOL partner management and staff), Finger Lakes Community College, and Wayne-

Finger Lakes BOCES. Industry Partners: Finger Lakes Advanced Manufacturing Enterprise (FAME), GW Lisk, ITT Goulds, and CNC Technical Services. Training offered at various sites.

3. FLWIB Economic Development Committee. The partnership among Finger Lakes WIB, County Economic Developers, and FAME has resulted in a model that is very responsive to business needs.
4. Partnerships With Local School Districts in Finger Lakes LWDA. Partners: Finger Lakes WIB, FAME, Wayne-Finger Lakes BOCES, and local school districts. WFL BOCES offers a Summer Advanced Manufacturing Experience (SAME) program for 9th and 10th-graders. Finger Lakes WIB provides workforce intelligence to local school districts to help shape curriculum and advise students and parents on opportunities in advanced manufacturing.
5. Next Generation Manufacturing at the Science and Technology Advanced Manufacturing Park (STAMP) in Batavia. Partners: Genesee County Economic Development Center, GLOW WDB, GLOW Employment and Training Directors, NYS DOL Manager, and Business Services Representatives. Industry Partner: 1366 Technologies. Discussions on workforce and training needs for the commercial solar wafer manufacturing facility, which will create more than 1,000 jobs.
6. FAME's 5% Pledge. FAME has asked its members to provide work experience and job shadowing opportunities to interns, high school students, and/or the long-term unemployed to expose them to opportunities in advanced manufacturing. The challenge is to involve a number of interns equal to 5% of a company's workforce. This effort has spread from the Finger Lakes LWDA into Monroe County.

Finally, we look forward to supporting the FLREDC's efforts to give more attention to workforce development. There has been some positive movement in this direction, and we look forward to participating in continued efforts to incorporate workforce development into regional economic development strategies.

Available Resources

Available resources to support our regional advanced manufacturing industry sector strategy include the one-stop career centers, WIOA-funded and local and regional NYSDOL staff, economic development staff in the nine counties, and one-stop partner staff, including ACCES-VR staff.

We have identified the following Upstate Revitalization Initiative awards likely to support this strategy:

- \$200,000 to Cadenza Innovation, LLC toward an Advanced Battery Assembly Plant at Eastman Business Park
- \$250,000 to Foodlink, Inc. to expand Foodlink's kitchen facility into a regional food production, processing and culinary workforce development center

- \$83,000 to Rochester City School District to upgrade two computer labs at Edison Career and Technology High School to train students for 2-D/3-D modeling jobs
- \$500,000 to Cornell Agriculture & Food Technology Park for the construction of a new light manufacturing building in the technology park in Geneva
- \$600,000 to Orleans County Economic Development Agency for the construction of a food processing facility
- \$1,000,000 to Wayne-Finger Lakes BOCES for purchase of new equipment for the Advanced Manufacturing Skill Secondary Education Project
- \$900,000 to Marquart Bros, LLC for the construction of a potato chip production and packaging facility
- Funding Level TBD to Monroe Community College for the Finger Lakes Workforce Development Center at Eastman Business Park (FWD Center)

The following CFA 5.0 awards are likely to support this strategy:

- \$100,000 in UWT/SPT funds to Rochester Institute of Technology to train 20 dislocated workers and 20 veterans who are dislocated workers in electronics manufacturing
- \$98,500 in UWT/SPT funds to Finger Lakes Community College to train 26 dislocated workers and 7 members of special populations who are also dislocated workers as CNAs, HHAs, and in Advanced Manufacturing Machinery and mechatronics

The following federal and state grants are also likely to support this strategy:

- \$5.2 Million USDOL H-1B Ready to Work Grant with RochesterWorks, Inc. as lead agency
- \$4 Million USDOL Strengthening Working Families Initiative Grant with Rochester Rehabilitation Center as lead agency
- \$600 Million from federal Department of Defense, state, and private sources for the AIM regional photonics center

Additional Resources Needed

The following critical strategy elements cannot be addressed with available resources.

1. To make our efforts at developing a meaningful advanced manufacturing sector strategy successful and sustainable, we need a full-time industry sector navigator whose role is to coordinate the efforts of economic development and workforce development in this sector for the entire region, with a focus on business engagement.

This individual could also increase the emphasis on workforce development in the REDC planning process. We already have a regional business association, Finger Lakes Advanced Manufacturers Enterprise (FAME), that could fill this role. However, they do not have adequate support staff. The industry navigator could serve as a full-time support staff to FAME.

2. The FLREDC's Next Generation Manufacturing & Technology strategy is very much place-centered. It includes three specific locations. We should have a career center representative at each of these locations, once they have reached the appropriate scale. Currently the Eastman Business Park employs enough workers to justify a full-time staff member.
3. A sustainable sector strategy depends on a continuous analysis of workforce needs. Current products available through NYSDOL R&S Division lack the detailed analysis and access to real-time LMI that we need. The costs of these products are modest but beyond what our WIOA Title I budgets can sustain, especially given the budget cuts that we will sustain in PY '16.

Additionally, we are very interested in the details of the NYSDOL sector strategy RFP as a means to address one or more of these resource gaps.

Strategy 2: FLREDC Enabler Pathways to Prosperity—Healthcare

Phase of Development

Our Healthcare Sector Strategy is in initial and nearing full implementation. We have a solid foundation for this strategy, including useful, relevant data to inform our decisions; industry champions who have been leading the efforts of the healthcare/workforce subcommittee of the FLREDC; staff that engages in service delivery; and some organizational capacity and alignment. Our goals will be to strengthen and better align each of these capability areas and to build a plan that will achieve financial sustainability and continuous improvement.

Workforce Demand

The Finger Lakes Region has a large workforce in our fastest growing industry sector—healthcare. According to JobsEQ® data from the first quarter of 2016, the Finger Lakes Region has 91,715 workers in the healthcare and social assistance industry, comprising 16% of the regional workforce. The Location Quotient (LQ) for health care and social assistance in the region is 1.13, as compared to 1.00 nationwide. Here are the employment totals, average annual wages, and employment forecasts in key industry subsectors.

		Current		Forecast		
		Four Quarters Ending with 2016q1		Over the Next 10 Years		
NAICS	Industry	Employment	Avg. Annual Wages	Total Approx Repl Demand	Total Growth Demand	Avg. Annual Growth Percent
6211	Offices of Physicians	6,707	\$64,596	1,387	1,020	1.4%
6212	Offices of Dentists	3,149	\$43,912	672	369	1.1%
6213	Offices of Other Health Practitioners	2,927	\$42,853	680	1,228	3.6%
6214	Outpatient Care Centers	2,236	\$47,032	495	824	3.2%
6215	Medical and Diagnostic Laboratories	1,163	\$50,606	265	299	2.3%
6216	Home Health Care Services	4,340	\$34,391	822	2,342	4.4%
6219	Other Ambulatory Health Care Services	1,815	\$34,815	460	615	3.0%
6221	General Medical and Surgical Hospitals	30,367	\$52,186	5,727	299	0.1%
6231	Nursing Care Facilities (Skilled Nursing Facilities)	9,954	\$32,002	1,991	287	0.3%
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	8,773	\$34,599	1,689	1,694	1.8%
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	3,246	\$22,300	757	1,362	3.6%
62	Total, Health Care and Social Assistance	91,715	\$42,392	18,438	10,601	1.1%

Source: JobsEQ® Data as of 2016Q1 Note: Figures may not sum due to omission of some subsectors.

In the Finger Lakes Regional Economic Development Council (FLREDC) Upstate Revitalization Initiative (URI) Plan, October 2015, a Key Enabler to the plan has been titled “Pathways to Prosperity: Workforce Development.” Among the goals for the Pathways to

Prosperity enabler are supporting the Rochester-Monroe Anti-Poverty Initiative, targeting hard-to-place workers, and reducing unemployment. We have chosen the healthcare industry sector as the most promising sector to achieve these goals. It is the sector in our region with the most combined growth and job openings, the most well-defined career pathways, and the greatest available resources for workforce development.

Additionally, Healthcare is one of six key assets identified as part of the region's Quality of Life foundation to the strategic plan. The University of Rochester/UR Medicine is the sixth largest private employer in New York State and the largest private employer in upstate. Rochester also has the lowest overall Medicare spending rate in the nation. Finally, the region has been the recipient of two large grants that focus on reform of the healthcare delivery system. These reforms are projected to dramatically change the staffing needs of regional healthcare organizations. Employment will shift from hospitals to more community-based, ambulatory health care services. Healthcare organizations and workers will need assistance adapting to these changes.

The University at Albany Center for Health Workforce Studies NY Health Workforce Tracking Report 2015 highlights industry needs on the employer side. Here are some relevant findings from the report.

1. All eight counties outside of Monroe have a lower number of primary care physicians per 100,000 population than the statewide average of 74.5, with three counties below 35 (Seneca, 22.9; Orleans, 23.8; and Wayne, 34.8). Whereas the majority of licensed healthcare professions experienced an increase in employment between 2009 and 2013, three occupations experienced losses: Clinical Laboratory Technicians (-1%), Clinical Laboratory Technologists (-4%), and Occupational Therapy Assistants (-5%).
2. Hospitals in the region reported the most difficulty recruiting clinical lab technologists, followed by nurse managers and speech-language pathologists. Hospitals in the region reported the greatest retention difficulty for clinical lab technologists, newly licensed RNs, and speech-language pathologists. Hospitals in the region reported increased demand for RNs (43%), NPs (50%), and PAs (50%).
3. Nursing homes in the region reported recruiting difficulties for nurse managers, experienced RNs, and Minimum Data Set (MDS) coordinators. Nursing homes in the region reported the greatest retention difficulty for CNAs, experienced RNs, LPNs, and MDS coordinators. Forty percent of nursing homes reported difficulty hiring part-time workers, and 63% reported difficulty hiring workers for off shifts (evenings, nights, and weekends).
4. Home Health Care agencies surveyed in the combined Finger Lakes and Western New York regions reported the most difficulty recruiting dietitians/nutritionists, physical therapists, LMSWs, and speech-language pathologist. They reported the greatest retention difficulty for personal care aides/homemakers and newly licensed RNs. Seventy-one percent reported difficulty hiring part-time workers and all reported difficulty hiring workers for off shifts (evenings, nights, and weekends).

5. FQHCs surveyed in the combined Finger Lakes and Western New York regions reported the most difficulty recruiting psychiatrists, psychiatric NPs, and family physicians. They reported the greatest retention difficulty for psychiatric NPs, dentists, general internists, and dental assistants/aides/technicians.

The Healthcare/Workforce Subcommittee of the FLREDC has compiled and validated four different levels of priority occupations. Here is a list of all of those occupations with 40 or more annual openings.

Level	SOC	Occupation	Annual Openings
1	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	339
1	37-2012	Maids and Housekeeping Cleaners	141
1	43-4171	Receptionists and Information Clerks	154
1	39-9021	Personal Care Aides	361
1	43-9061	Office Clerks, General	356
2	31-1011	Home Health Aides	249
2	31-1014	Nursing Assistants	263
2	31-9092	Medical Assistants	43
2	15-1151	Computer User Support Specialists	161
2	43-6013	Medical Secretaries	59
2	29-2041	Emergency Medical Technicians and Paramedics	78
2	29-2012	Medical and Clinical Laboratory Technicians	49
2	29-2061	Licensed Practical and Licensed Vocational Nurses	186
3	29-2034	Radiologic Technologists	42
3	29-1141	Registered Nurses	509
4	11-9111	Medical and Health Services Managers	68

Relevance to REDC and WIOA Priorities

Healthcare is the industry that is best positioned to offer career pathway opportunities to large numbers of new workers, unemployed, and working poor. It is the sector in our region with the most combined growth and job openings, the most well-defined career pathways, and the greatest available resources for workforce development. As such it is the best starting point to address the Key Enabler Pathways to Prosperity in the FLREDC plan. Additionally, the Healthcare/Workforce subcommittee of the REDC has already done much of the initial planning needed to launch a sector strategy centering on the healthcare industry. Moreover, Healthcare is one of six key assets identified as part of the region's Quality of Life foundation to the strategic plan.

The need for business and job seeker services involving the healthcare sector is reflected in the following priorities from the WIOA law:

1. Integration of Strategies With Core Partner Programs

- Develop career pathways for each of the identified industry sectors
- Strategies should include the goal to improve access to credentials, including industry-recognized, portable, and stackable certificates and credentials
- Strategies should be coordinated with statewide Rapid Response activities, especially layoff aversion
- Strategies should be coordinated with Title II activities
- Strategies should include WIOA and TANF-funded Youth activities, as well as coordination with in-school youth services funded by other partner and non-partner programs

2. Integration of Strategies into Regional Workforce Development System

- Strategies should reflect alignment of programs within the workforce system, including TANF
- Strategies should be employer-driven, with meeting the needs of regional businesses and increased employer engagement as goals
- Strategies should reflect coordination between workforce development and economic development programs
- Strategies should include employer-based training (e.g. OJT, IWT, Customized, and the development of apprenticeships)
- Strategies should include the use of business intermediaries

Strategy

We are using the US Department of Labor Employment and Training Administration (ETA) Sector Strategies Technical Assistance Framework as the basis for our industry sector strategies. The ETA framework addresses the following capability areas.

1. Collect, analyze, and share meaningful data to make decisions about industry strategies.
2. Achieve a broad and deep involvement of industry sector businesses in the design and delivery of industry strategies.
3. Deliver workforce solutions, centered around career pathways, that are responsive to the needs of businesses and workers in the targeted industry sector. The work completed to date by the Healthcare/Workforce Subcommittee of the FLREDC includes the identification of the following strategic objectives:
 - a. Career Pathways
 - i. Development of pathways
 - ii. Marketing/communication plan within the community
 - b. Tools & Protocols
 - i. Communication methods among employers, educators, and agencies surrounding health care
 - ii. Methods of connection talent pools identified by agencies to the appropriate education or employer partner
 - iii. Centralized resource center
 - c. Retention Strategies
 - i. Guidelines for employer and employee success
4. Implement a plan that will achieve financial sustainability and continuous improvement of industry sector strategies.
5. Build organizational capacity and align policies and resources to continually support sector strategy outcomes.

We began a four-year \$5.2 Million federally funded H-1B Ready to Work initiative in November 2014. The initiative, branded regionally as Finger Lakes Hired, targets the long-term unemployed for training and placement in three priority industry sectors, including healthcare. As of early June 2016 we had enrolled 404 of a projected 1,500 participants. More than half of participants have identified an interest in healthcare. Both career services and training services are provided to participants. So far 90 participants have received classroom training and two have received on-the-job training in occupations related to

healthcare. Finger Lakes Hired partners include the three workforce boards, the three community colleges, and the City of Rochester. The initiative has strengthened sector strategies planning among the partners, resulting in improved business engagement and coordination of training and supportive services resources.

Additionally, we have taken an inventory of promising workforce area initiatives with the potential to expand to a regional scope. Here a list of the initiatives, including partners.

1. Coordination of Training in Healthcare Occupations. Partners: GLOW WDB, GLOW counties, GLOW school districts, Genesee Community College, and Genesee Valley BOCES. Ongoing strategic planning to engage healthcare providers and address their workforce and training needs. During the past program year, 69% of WDB-funded ITAs were in healthcare occupations.
2. Employer-Based CNA and LPN Training Partnerships in Finger Lakes and Monroe LWDAs. Partners: Finger Lakes WIB, RochesterWorks! (Monroe County WDB), Finger Lakes Community College, and Wayne-Finger Lakes BOCES. Industry Partners: Rochester Regional Health System, Monroe Community Hospital, Seneca County Nursing and Rehabilitation Center, St. John's Home. On-site training at various healthcare facilities.
3. Partnerships With Local School Districts in Finger Lakes LWDA. Partners: Finger Lakes WIB, Healthcare Alliance of the Finger Lakes, and local school districts. For over 5 years this partnership has produced an annual career exploration event known as "Serving Community Healthcare in the Finger Lakes". Each year hundreds of high school students from dozens of local school districts attend to learn about careers in healthcare from local healthcare providers. Additionally, The Healthcare Alliance of the Finger Lakes has sponsored an annual healthcare job fair designed to highlight openings in one of the fastest growing industries in the Finger Lakes. Finger Lakes WIB provides workforce intelligence to local school districts to help shape curriculum and advise students and parents on opportunities in healthcare.
4. Wyoming County Healthcare. Various partners. William F. Thiel left a legacy to the county to address and benefit the health needs of Wyoming County residents. Funding priorities are determined by community forums.

Finally, we look forward to supporting the FLREDC's efforts to give more attention to workforce development. There has been some positive movement in this direction, and we look forward to participating in continued efforts to incorporate workforce development into regional economic development strategies.

Available Resources

Available resources to support our regional advanced manufacturing industry sector strategy include the one-stop career centers, WIOA-funded and local and regional NYSDOL staff, economic development staff in the nine counties, and one-stop partner staff, including ACCES-VR staff.

We have identified the following CFA 5.0 awards likely to support this strategy:

- \$98,500 in UWT/SPT funds to Finger Lakes Community College to train 26 dislocated workers and 7 members of special populations who are also dislocated workers as CNAs, HHAs, and in Advanced Manufacturing Machinery and mechatronics
- \$45,500 in NHT funds to Seneca Cayuga ARC of Waterloo to provide OJT to 10 newly-hired workers as personal care aides
- \$65,120 in UWT funds to Wayne-Finger Lakes BOCES to train 37 unemployed workers as CNAs

The following federal and state grants are also likely to support this strategy:

- \$5.2 Million USDOL H-1B Ready to Work Grant with RochesterWorks, Inc. as lead agency
- \$1.6 Million federal HHS Health Profession Opportunity Grant with Action for a Better Community as lead agency
- \$4 Million USDOL Strengthening Working Families Initiative Grant with Rochester Rehabilitation Center as lead agency
- \$26.6 Million Center for Medicare and Medicaid Innovation Grant to Finger Lakes Health Systems Agency to transform primary care delivery
- A portion of a \$565 Million Delivery System Reform Incentive Payment (DSRIP) Grant to Rochester Regional Health System and UR Medicine, among other regional partners

Additional Resources Needed

The following critical strategy elements cannot be addressed with available resources.

1. To make our efforts at developing a meaningful healthcare sector strategy successful and sustainable, we need a full-time industry sector navigator whose role is to coordinate the efforts of economic development and workforce development in this sector for the entire region, with a focus on business engagement. This individual could also increase the emphasis on workforce development in the REDC planning process. The Health Care Alliance of the Finger Lakes, or another organization, could fill this role. However, they do not have adequate support staff. The industry navigator could serve as a full-time support staff to the identified organization.
2. A sustainable sector strategy depends on a continuous analysis of workforce needs. Current products available through NYSDOL R&S Division lack the detailed analysis and access to real-time LMI that we need. The costs of these products are modest but

beyond what our WIOA Title I budgets can sustain, especially given the budget cuts that we will sustain in PY '16.

3. We are very close to developing an employer-based CNA to LPN career pathway. However WIOA resources are insufficient to fund even a pilot project. We may need to apply for URI funds to support such a pilot.

Additionally, we are very interested in the details of the NYSDOL sector strategy RFP as a means to address one or more of these resource gaps.

We may add additional strategies at the first periodic review of the regional plan.