

The Greater Capital Region State of the Workforce Report



Diversity of Need ~ Unity of Vision Volume I

The Four Greater Capital Region Workforce Investment Areas

Capital Region Workforce Investment Board
Albany-Rensselaer-Schenectady

Columbia-Greene Workforce Investment Board

Fulton-Montgomery-Schoharie Workforce Development Board

Saratoga-Warren-Washington Workforce Investment Board

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Executive Summary

This report is a collaborative effort of four Workforce Investment Boards (WIB) that represent an eleven county region in upstate New York. The region is designated as the “Greater Capital Region” and is divided into Workforce Investment Areas (WIAS). They are:

- Albany-Rensselaer-Schenectady (Capital Region)
- Columbia-Greene (C-G)
- Fulton-Montgomery-Schoharie/ (FMS)
- Saratoga-Warren-Washington (SWW)

The report is divided into two volumes. Volume 1 considers overall labor market trends, workforce supply and demand issues, education and job training concerns, and local and regional economic trends. Volume 2 provides a comprehensive data set for additional analysis.

Early in 2004, the Workforce Boards sponsored a regional summit to look at a wide range of workforce issues. That summit provided a blueprint for action and contained some key principles. These were:

- meeting the needs of business is a regional and multi partner endeavor
- workforce development and economic development can not be done separately
- education is a strategically critical participant in preparing the future workforce
- collaborative system approaches are essential to addressing workforce development issues

These four principles have guided many of the workforce activities undertaken during the past year, including regional initiatives such as career mapping, developing industry-specific training programs, and addressing the “soft skills” issue among emerging workers. This report represents a new level of cooperation and provides the basis for additional activities in the upcoming year.

The Greater Capital Region is in the midst of significant change in the composition of its workforce and demand occupations. At a time when traditional industries, such as, manufacturing, logging and farming have experienced significant declines, economic development efforts have focused on attracting entirely new high-tech industries. In addition, the area continues to benefit from a strong government employee base and a revitalized and growing tourism industry. The challenge facing the area is determining how to develop a workforce system that can most effectively respond to these changes and new opportunities.

There are clearly differences in the needs of each of the local workforce areas, but there are many issues that can benefit from a regional approach. It is our intent to share resources and consolidate efforts to insure our area has a well trained, accessible and highly motivated workforce able to meet future demands.

In order to accomplish this, the report provides fifteen specific recommendations for future activities. A full description of these may be found in Section Six. These recommendations will require a task force that will build upon the regional efforts that the four WIB's have undertaken during the past year. The purpose of this task force will be to coordinate, evaluate and integrate workforce and economic development efforts in the Greater Capital Region. Some of the key recommendations include:

- Identifying and publishing a comprehensive regional list of program resources.
- Identifying new program and funding alternatives to traditional programs for dislocated and underemployed workers.
- Collaborating with business leaders on development of "Centers of Excellence" and increase efforts for new career ladders and other training opportunities.
- Developing strategies to retain the participation and skills of the older workforce through changes in current business practices.
- Increasing the opportunities for minority participation in high growth, high wage industries.
- Identifying strategies to increase participation rates and opportunities for discouraged workers who have left the workforce.
- Establishing more formalized joint strategic planning efforts between the Workforce Investment Boards and the economic development agencies.
- Conducting a detailed study on the impact of emerging industries on the current workforce. Identify potential workforce supply issues and develop methods to address those issues.
- Increasing the availability of "Soft Skills" Training Programs on a regional basis.
- Coordinating a regional Business and School Summit to facilitate business leaders and senior educational personnel identifying the workforce needs of the next decade.
- Convening a meeting of technology and nanotechnology leaders with the community colleges and BOCES leaders to draft a work plan to develop certificate programs that will be essential for industry workers in these fields.
- Establishing additional business and school partnerships to identify and implement new programs that will increase local business and school cooperation and expand student skills for workforce participation..
- Continuing efforts to educate community planning agencies and local government officials on the importance of workforce development for the economic health of our region.

A full review of the material contained in this document will reveal a local and regional workforce profile that is dynamic and growing quickly. This report is an attempt to provide a blueprint that will point the way for increased cooperation among all those who are concerned with workforce development.

Section 1 – Introduction

This report is a collaborative effort of four Workforce Investment Boards (WIB) that represent an eleven county region in upstate New York. Throughout this report this region is designated as the “Greater Capital Region”. Each WIB represents a Workforce Investment Area (WIA). They are designated as follows:

- Albany-Rensselaer-Schenectady (Capital Region)
- Columbia-Greene (C-G)
- Fulton-Montgomery-Schoharie/ (FMS)
- Saratoga-Warren-Washington (SWW)

The term “workforce development” is a relatively new term in the areas of public policy and employment. While many traditional terms such as “labor pool, human resources, apprenticeship, unemployment, job placement, training, education” all reflect some aspect of the connection between an individual and the workplace, none reflect the idea of a systematic analysis of the relationship between “human capital” and “market need” in quite the same manner as the term “workforce development”.

Workforce development is about jobs and people and effective resource management. It is a private/public endeavor to assure that where there are jobs available, there will be a cohort of people who are trained and capable of filling those jobs. The components of workforce development include demographics, economic development, regional, national and global market dynamics, education, technology and quality of life issues. Each of these areas influences the dynamics of workforce development.

This report has been compiled to provide the reader with some overall trends relevant to the local and regional labor market. It covers the following topics: workforce supply and anticipated demand; the status of education and job training programs; and an analysis of local and regional economic trends. It concludes with a discussion of what needs to be done to meet the needs of employers, job seekers, and workers.

Volume One of this report is intended to be descriptive, rather than prescriptive. It discusses issues important to the success of workforce development policies. The recommendations found at the end of the report suggest collaborative initiatives that address the critical workforce issues that face the region. Volume Two provides workforce related data as a resource for the reader to explore based on their own needs and interests.

It is also intended that this report be a dynamic document rather than one that is static. A key element of successful workforce development is the realization that the marketplace is in an changing environment. The changes we have witnessed over the past decade, primarily due to technological advances and global development, will continue at an ever increasing rate over the next decade and beyond. The policies of the past and the pace at which they were adopted no longer have the capacity to provide sufficient direction for the future. Projections and guidance for workforce development will need continual assessment and revision if there is to be any hope of managing the resources and the system.

Finally, the interrelatedness and the complexity of the workforce demands partnerships beyond the traditional public/private sector designations. Workforce development will continue to be an endeavor that involves education, economic development, regional planning, private industry, governmental agencies and private business councils. The issues are too complex and the challenges too great. They demand collaboration and cooperation rather than isolation.

Section 2 – Public Policy Context and Overview

At the beginning of 2004, workforce development and business leaders held a summit on the critical issues facing the region. This Greater Capital Region Workforce Summit brought together over 200 participants from business, education, economic development, and human services organizations to discuss the future of workforce development. Reviewing how the convergence of the global economy, technological advances, changing markets and telecommunications has changed the issues of workforce development forever, participants considered how these factors have influenced the region and what needs to be done to create a strong, competitive workforce.

"The key to success in the 21st century is alignment. Staying in alignment with a world that will be characterized by complexity, diversity, and pace of change."
Ed Barlow, Futurist

Some of the key ideas that were agreed upon were:

- meeting the needs of business is a regional and multi partner endeavor
- workforce development and economic development can not be done separately
- education is a strategically critical participant in preparing the future workforce
- collaborative system approaches are essential to addressing workforce development issues

During the last ten years market forces have called into question the traditional approaches to job development, acquisition and retention. The demographic realities, global developments, educational shifts and technological advances have all converged to create what some have termed a "jobs revolution". These changes are so pervasive that every social and economic strata has been impacted. Global realities now require regional responses in order to maintain economic health.

"The jobs revolution is changing where we work, how we work and who works. We cannot walk home from this revolution to go back to work because our jobs are being replaced at the speed of change" Steve Gunderson

The speed of change has also dramatically increased. Changes and response rates in the workforce development arena are no longer measured in generations, but in months and years. Anticipation of future needs is so immediate as to almost blur the distinction between planning and implementation.

The implications for public policy, at the regional, state and federal level, are profound. Traditional workforce models that deal with issues of unemployment, industry closures/relocations, and new development are no longer in sync with the realities of the current marketplace. These approaches, which almost always dealt with employment issues after the fact, have become inadequate to meet the current needs of workforce development.

In the future, workforce development must:

- Target resources to systems that reflect the need for increased skill acquisition and ongoing lifelong training.
- Increase collaboration between business and education to develop programs that provide for a trained workforce.
- Simplify funding streams to enable employers and employees to access resources to prevent workforce problems before they occur.
- Prepare regional workforce systems to respond to global economies.
- Enable the convergence of activities to facilitate planning, economic development and workforce investment.
- Build workforce development systems that optimize existing resources and anticipate future needs.

It is from these general principles that the Greater Capital Region workforce development system will proceed as it moves into the future. As we discuss the state of the workforce in subsequent pages, the goal will be to identify strengths upon which to build and weaknesses to be addressed. The overall goal is to create a coherence of vision and a collaboration of activity that will be responsive to the needs of workers and businesses.

Section 3 – Strategic Context

Any approach to workforce development in the Greater Capital Region must recognize that there are both regional and local workforce issues that need to be addressed. The regional issues tend to be systemic in nature and local workforce leaders are committed to addressing these issues with a minimal duplication of effort and a maximum use of resources. The distinct issues relative to individual counties tend to arise from historical economic characteristics, demographics and geography. As this report develops its state of the workforce profile, both regional and local issues will be identified and considered in the analysis and the recommendations.

There is perhaps no other area of New York State that reflects both the challenges and the opportunities facing workforce development than the Greater Capital Region. It has and continues to undergo a radical change in the composition of its workforce and demand occupations. Historically the region has had a significant number of manufacturing, logging and farming industries—all industries that have significantly declined over the past ten years.

Our findings indicate that the structure of the upstate New York workforce is indeed undergoing significant change.a redistribution of employment that has increased the share of jobs in high-paying occupations and decreased the share of jobs in low-paying occupations. Federal Reserve Bank of New York THE REGIONAL ECONOMY

This has resulted in a substantial dislocation of its worker base. However, the region is currently undergoing a technological revolution. It continues to benefit from a strong government employee base, a revitalized and growing tourism industry, an extensive network of higher educational institutions and a number of highly recognized medical facilities. These factors result in a level of economic stability not shared by many other regions of the State.

The region has a wealth of educational resources that provide for a highly educated workforce. These resources include:

- Twenty one colleges and universities with a combined enrollment of over 65,000 and 14,000 faculty and staff
- Fifteen licensed post-secondary vocational schools
- Eight institutions offer post graduate study with degrees in pharmacy, public health, silicone chip and materials research, law and medicine.

In addition, these institutions have consistently achieved national rankings and recognition for educational value, research investments, academic quality and achievement. Many have developed partnerships in research and business that draw upon their pool of highly qualified students and the surrounding community and, as result, provide significant economic contributions to the economy.

There is perhaps nothing more promising and challenging to workforce development in the Greater Capital Region than the growth of the biotechnology and nanotechnology industries. The influx of technology industries into the Greater Capital Region requires a transformation of the workforce system as it moves to the future. While firmly committed to achieving

excellence in traditional workforce services, new technologies will require new approaches to workforce development. The future of the Greater Capital Region's workforce will require new approaches to training the displaced and incumbent workers for emerging technologies, working more closely with businesses in career ladder program development, and training existing and emerging workers in basic skills development. This will not only provide workers with opportunities for advancement, but will also benefit employers with a workforce that has a more aligned skill set.

We anticipate ongoing expansion for workforce opportunities in tourism and hospitality, health care, government, information technology, education, construction, medical device manufacturing and small business. As we continue to align our training with the needs of these industries, a stronger workforce development system will emerge.

The region has emerged as one of the most promising centers for growth in the nanotechnology industry in the nation. This industry is such a radical conceptual transition from traditional industries that it presents a unique challenge to both economic and workforce development. Every aspect of workforce development will be influenced by the unique nature of nanotechnology. It offers the opportunity for a regional infusion of significant levels of public and private funding. The relocation of numerous collateral support industries, the creation of a dynamic and attractive market economy and a global market presence will present unique workforce opportunities to the region. It also provides the workforce development system with a very significant human capital challenge. Growth of this industry over the next ten years will require systemic changes in the educational system, a transformation of local planning and policy development and the development of entirely new models of workforce training.

Some of the key implications are:

- Major changes in the scope and level of cooperation between the private and public sector will continue to be required.
- The entire educational system will need to develop new models for a nanotechnology workforce - one that crosses all disciplines. This alone will require significant investment in teacher training and curriculum development.
- There must be the recognition that levels of competitiveness in the nano field is global and so local, county and state policies must be adjusted accordingly.
- The pace of development in the industry and global competition require broad based investment in human capital training.
- The development of the nanotech industry in the region will have a major workforce impact on other industries requiring mid to high level skilled workers.
- There is significant danger of a deficit in the workforce pipeline if there is not a sense of immediacy in addressing the human capital issues.

There are a number of specific initiatives that are positioning the region to become a global research, development and production center. The Center for Economic Growth has recently identified the following initiatives:

- International SEMATECH, a consortium of the world's largest computer chip makers, is locating a new computer chip research facility at the University of Albany that may employ up to 500 people
- Albany Medical Center and the State's Wadsworth Center announced the establishment of the Ordway Research Institute where approximately 100 scientists will conduct cutting-edge research in preventative medicine, including infectious diseases and potential bioterrorist weapons
- General Electric invested \$100 million in its Niskayuna Research & Development Center, now known as the GE Global Research Center
- Rensselaer Polytechnic Institute in Troy recently unveiled its Future Chips Constellation, a new semiconductor research program that will focus on microchips used in communications, medicine, transportation, defense, entertainment and other applications
- RPI has partnered with IBM Corp. to create a \$33 million research center to develop advanced information technology applications for the Internet, data storage systems, and to address new scientific challenges that require immense computing power, such as bioinformatics
- Redevelopment of Albany's Harriman State Office Campus into a private, high-tech research and development park will fuel the Region's economy with up to \$220 million annually and 8,000 new jobs
- The proposed Luther Forest Technology Campus in Malta represents one of the largest economic development initiatives in the region's history. The 1,350-acre campus may host up to 2,500 new jobs in its first phase

The Greater Capital Region, generally, continues to exhibit strong economic growth and a vibrant workforce. This is not to dismiss some of the critical issues facing the region. There has been a radical transformation of the economic base of the region with the departure, major reduction, or closure of whole industries such as the textile, leather, logging, and paper manufacturing. However, there are significant sections of the region that have yet to experience the economic growth that the technology sector promises.

Issues reflective of the national workforce agenda also play a role. Globalization, outsourcing, and downsizing all affect our workforce as well. Regional and national studies have continuously reinforced the fact that a growing number of workers are entering the workforce without the core basic skills (including "soft" or "social" skills) necessary to meet the expectation of employers. As the region experiences an increasing diversity of its workforce, it will also inherit the well-documented disparities of educational achievement within minority communities.

A related skill issue is the need for a workforce that has the capability to acquire technical skills as part of an ongoing lifelong process. Manufacturing companies continue to shut down or down size, leaving behind an older population with good workplace skills, but lacking basic academic skills including lack of a high school diploma/GED and computer literacy.

Thus, one of the most critical challenges facing workforce development in the region is the development of ongoing training and career ladder programs that are directed to traditional dislocated workers, incumbent workers, and the emerging workforce. In addition to increased funding for training, there is also a need to develop linkages between the educational system and the local business community. Students and incumbent workers need to be provided with opportunities flexible enough to enable the rapid skills development needed by the modern workplace.

Of particular concern with regard to the emerging and younger workforce is the ability to retain graduates in the geographic region. Many students, as indicated in surveys conducted by the Workforce Boards, expect to leave the area after graduation and not return. This outmigration of educated workers is a challenge for everyone concerned with our future economic health. Programs and initiatives that encourage promising students to remain in the area and enter the workforce at all levels must be a priority. This will take the combined effort of the workforce system, the business community and public policy leaders.

While there is a recognition of the impact of the aging of the workforce and the subsequent reduction in the workforce pool, the impact and the extent of this reality has yet to be translated into concrete policy and program initiatives. In order to maintain access to the experienced and skilled workforce, there needs to be an examination of flexible scheduling, part time management, or career changes assistance for the older worker. This is a critical concern, because the impact of the departure of this workforce sector will continue for many years and have a profound impact on the composition of the workforce. It is not a theoretical, but an immediate issue.

As a region, we have significant strengths. We are in a period of strong economic and capital investment. Our human capital resources, if properly developed, can provide a pool of talented and dedicated workers. The Greater Capital Region has a wealth of extremely talented and committed people who share a common vision for economic growth and workforce development. They have demonstrated their willingness to develop the strategies necessary for success.

Section 4 – The Workforce Profile

The Greater Capital Region is a combination of urban and rural communities. Traditionally, the economy has been a mixture of manufacturing, State government, tourism, education and healthcare. During the past decade it has experienced a transformation due to the loss of many traditional manufacturing industries. However, it has maintained a vibrant and dynamic economy due to the influx of new industries and companies. While there are certainly exceptions, the workforce system has been able to facilitate this transformation and continues to focus on future development.

The eleven county region that comprises the Greater Capital Region has a population of 1,166,290 people. Of these, 47.85% are male and 52.15% are female. The current and emerging workforce (defined as ages 16-65) is 382,275 males and 383,681 females.¹

The region is 90% white and thus is significantly different from the rest of the State (67.93% white) and the nation (75.10% white). The minority populations are predominately located in the urban areas of the region.

From an educational perspective, the region compares favorably to both New York State and the nation as a whole. For the population over age 25, approximately 16% of the workforce does not have a high school diploma. Thirty percent have a high school diploma or equivalency, higher than the 26% in NYS and 27% nationally. Those who have some college or possess a higher academic degree are equivalent or higher than the State and national averages. Overall, the region's workforce continues to be highly educated.

The region reflects a somewhat lower unemployment rate than the State with unemployment at 6.20% for males and 4.91% for females. New York State has a rate of 7.14% for males and 7.04% for females. Compared to the national rate of 5.72% for males and 5.83% for females, the region fairs better for females than males.

Regionally, within the employed civilian male population over 16, the top five industries for employment are manufacturing; retail trade; construction; public administration and educational services. For the female population, the profile is somewhat different with health care and social services; educational services; retail trade; public administration and finance and insurance. This differs from the State as a whole, where professional and scientific services and transportation and warehousing are larger employers than public administration and education. Obviously, this is because the Capital Region is the center of state government and the home to many large educational and health care institutions.

The occupational profile shows a great deal of consistency throughout the region and is comparable to state and national data. The top five occupational levels for males in the region are management, professional and related occupations, service occupations, sales and related occupations, transportation and material moving, and production occupations. For females in the region, they are management, professional and related occupations, office and administrative support, service occupations, sales and related occupations, and production occupations.

¹ All data in this section is from the 2000 Census

The median household income in the region (\$42,925) is lower than the NYS median (\$43,393) but higher than the national median (\$41,994). There is however a significant disparity within the regional WIBS. Both Columbia-Greene and Fulton/Montgomery/Schoharie are significantly lower in median household income than the region, the State and the nation. Regionally however, the population for whom poverty level is determined, is lower at 9.70% than either the State as a whole (14.49%), or the nation at 12.38%.

A key issue in workforce development for the region is that of commutation patterns and worker migration from the place of residence to the workplace. The statistics indicate that the workforce is very active in its travel patterns. Therefore, it is critical to develop workforce strategies that are regionally based. While 61% of the workforce works in their county of residence, the remainder travel outside their county for employment.

Workforce Investment Area Profiles

Capital Region

The Capital Region Workforce Investment Area is located at the confluence of the Hudson and Mohawk rivers, and includes Albany, Rensselaer and Schenectady counties. Home to the State Capital, the area's economy always enjoyed some insulation from the ups and downs of the business cycle. This protection grew as the area successfully transitioned from a manufacturing based economy to one dependent upon more recession resistant services industries. Large educational, health and financial sectors have allowed the area to enjoy a relatively stable economy over the past twenty years. This short-term insulation has come with a price however. The long-term growth rate of the local economy falls short of the national pace. Business, government and educational leaders are working aggressively to turn the Capital Region into a center of high-tech innovation and production. This high growth initiative will complement the area's more stable base, while raising our economic metabolism.

The total population within this WIA is 593,658 individuals. Of these 286,134 (48.20%) are male and 307,524 (51.80%) are female. With 86% of its population being white, the Capital Region WIA has the highest minority population in the region.

The current and emerging workforce is 191,884 males and 198,291 females.

For the population over 25, only 14.42% of the workforce did not have a high school diploma and 27.50% of the males and 31% of the females have attained a high school diploma or equivalency. Individuals holding a college degree is the highest of all the other regional WIBS.

The unemployment rate is 6.85% for males and 5.47% for females.

Within the Capital Region WIA the employed civilian male population over 16, the top five industries for employment are public administration; retail trade; manufacturing; construction and educational services. For the female population, the profile is somewhat different with health care and social services; educational services; public administration; and retail trade holding the predominant positions.

The top five occupational levels of employment for males are management, professional and related occupations, service occupations, office and administrative support occupations, sales and related occupations, and transportation and material moving occupations. For females, the exception is a significantly higher number involved in office and administrative support occupations.

The Capital Region WIA has the second highest median household income of \$42,917 and the second lowest percentage of households with incomes of less than \$24,999. The poverty level for individuals is 10.41%.

Sixty-six percent of the workers worked in the county of residence while the remainder worked outside the county.

The Capital Region WIA continues to develop a strong marketplace with the addition of high level skilled positions directly tied with its participation in the Tech Valley initiative as well as an extensive State government bureaucracy; and with the education, legal, technology and healthcare sectors. With a significant percentage of its workforce population involved in these sectors, the area has a competitive marketplace with regard to its skilled workforce.

Recent workforce development surveys conducted by the Capital Region WIB have supported the fact that human capital development will be one of the most significant factors influencing economic growth during the early 21st century. Without an aggressive and defined workforce development training and skill acquisition program, both local and regional business will become less and less competitive and fail to meet the challenge of the global marketplace.

Every formal and informal survey conducted by the Capital Region WIB has identified that job skills were a key workforce development issue for blue-collar, administrative support, and professional, technical and managerial workers. Job-specific skill deficiencies of both job applicants and incumbent workers were cited more frequently than any other kind of skill deficiencies, and manufacturing companies expressed the most significant problems in this regard.

Recent Activities:

- The Capital Region WIB has implemented an internet pilot project to address the career needs of the WIA-registered customers to the One Stop Centers. The Career Portal assists jobseekers and those interested in career advancement in identifying career ladders in occupations that are appropriate for their skills and abilities. Currently, over 300 employees from over 20 businesses are accessing e-learning through their participation in the Career Portal on-line assessment system that helps identify appropriate courses for their workplace needs and employment requirements.
- The staff continues to work on a biotechnology skills mapping project and the development career ladder initiative with Albany Molecular and Albany Medical Center as part of its Career Mapping initiative.

- E-Learning for incumbent workers and job seekers. The Capital Region WIB has offered e-learning as an option for training for over 2 years now. Using licenses obtained from NY Wired for Education to access a catalog with a wide variety of courses, over 1,300 incumbent workers from more than 60 businesses have made use of this valuable 'on-the-job' training tool.

“This is a quality program and I’m very pleased that we were able to offer it to a large group of our managers. Any opportunity for on-the-job training is valuable, and in today’s workplace, on-line learning is convenient and cost-effective. Supplementing individual learning with group discussion and encouraging the managers to share their experience in the AMC workplace strengthens our e-learning program and makes it unique,” says Catherine Halakan, Senior Vice President for Human Resources Albany Medical Center

Columbia-Greene

The Columbia-Greene Workforce Investment Area lies directly south of the Capital District and is part of the Mid Hudson Valley/Upper Catskill Mountain region. Separated by the Hudson River, but connected by the Rip Van Winkle Bridge, both counties are rural in nature, with similar economic histories. Agriculture, tourism and manufacturing have been the traditional industries, which left both counties vulnerable to changing market dynamics, recessions, and lower overall incomes. Fortunately, the area is currently experiencing new growth with a revitalized base and a strong mix of small and home-based business, service providers, arts, retail trade and wholesale distribution. The area is also experiencing a real estate boom, with a major influx of second-home ownership and part-time residents.

The Columbia-Greene Workforce Investment Board (C-G WIB) has a total population of 111,289 people. Of these 56,364 (50.65%) are male and 54,925 (49.35%) are female.

Similar to the other areas of the region, the population is predominately white (92%) with the remainder of the population almost evenly divided among Hispanics, Blacks and Asians.

The current and emerging workforce in the C-G WIB is 37,610 males and 34,443 females.

For the population over 25, approximately 20% of the workforce does not have a high school diploma while 34% have attained a high school diploma or equivalency. Individuals holding an advanced degree were the third lowest within the region.

The Columbia-Greene area has an unemployment rate of 5.24% for males and 4.85% for females.

Within the employed civilian male population over 16, the top five industries for employment are construction; manufacturing; retail trade; public administration and transportation and warehousing. For the female population, the profile is somewhat different, with health care, social services and retail trade being more predominant; followed by public administration and manufacturing.

The top five occupational levels for males are: management, professional and related occupations, service occupations, construction and extraction occupations, transportation

and material moving occupations and production occupations. The female workforce occupational profile is somewhat different with management, professional and related occupations, office and administrative support, service occupations, sales and related occupations, and production occupations.

The C-G WIA has the second lowest median household income at \$39,748 and the second highest number of households with an income of less than \$24,999. The population determined to be below the poverty level is 10.36%. This also reflects the second highest percentage (8.36%) of elderly (over 65) with income below the poverty level.

In Columbia-Greene 60.97% of the workers worked in the County of residence while 34.68% worked outside the County and 4.35% worked outside the State.

Columbia and Greene Counties retain much of their rural character and while sharing much of the workforce development impact of the technology development, they also have economies that are more dependent on traditional occupations such as agriculture and farming. This does not however differentiate their workforce issues to the degree that they are separate from the regional workforce development but may in fact intensify some issues that are complicated by the rural factor. Such issues as outmigration of existing workforce, lack of opportunities for emerging workers, less higher wage opportunities and slower economic growth all present challenges to the C-G workforce development system.

In recent years, economic growth has been healthy in the CG region with many gains concentrated in the services industry division. While the growth industries are driving the demand for new workers, replacement workers are even more in demand since, for all industries combined, vacancies arising from replacement needs far exceed those arising from growth needs. Retirements, promotions, and out-migration all make it necessary to replace employees. Furthermore, replacement needs will grow as the baby-boom generation nears retirement age.

Approximately 26% of the jobs in the Columbia-Greene region are in production/construction/operators/maintenance/materials handling occupations. The high concentration of these occupations in the C-G region, well above the statewide averages (19%), indicates there will continue to be strong demand for workers in these occupations. However, even these traditional “non technology” jobs are requiring increasingly sophisticated skill and are becoming more demanding and complex. Basic core essential skills (soft skills) and the ability to learn computer and technology skills will remain a necessity for the future job seeker.

Recent Activities

Recently, the Workforce Investment Board (WIB) of Columbia & Greene Counties has completed an in depth assessment and planning effort to determine the future direction of workforce programs and services. The focus of their efforts involved conducting focus groups targeted to specific industries, as well as 11th and 12th grade students.

The industry focus groups involved the major business sectors present in Columbia-Greene, i.e. Manufacturing, Communications, Health Care, Human Services, Hospitality and Financial Services. These groups identified some significant issues in the following areas: employee

recruitment, employee training and employee retention. While some key issues are identified here, a more in depth discussion can be found in the complete local WIB report.

- Recruitment of qualified workers is a concern, especially in the hospitality and health care fields. Many of these positions in the human services sector are demanding, with low pay and high stress. Other higher skilled positions were also identified such as teachers, therapists, nurses, veterinarians, technical health positions, technical manufacturing and management.
- There was a general concern about the skill levels among the emerging workforce. They felt that many high school age workers lacked motivation, soft skills and a work ethic. Particularly emphasized was the deficit of soft skills among emerging workers. This is of particular concern given their importance as a motivational factor in the acquisition of technical skills.
- Some industry sectors such as the hospitality and the health care industry have resorted to the recruitment of foreign workers to fill employee shortages in both seasonal and year round positions. This is a workforce issue because of the increasing difficulties involved in this approach due to increased immigration and security regulations.
- Workforce issues such as childcare, transportation, housing, lack of retail amenities were all cited as issues that were heightened by the rural nature of the counties.

In addition to industry groups, the WIB worked in cooperation with 12 local school districts to conduct an in-depth survey among all 11th and 12th grade students. Results were obtained from 1,299 of those students. As with the industry sector, specifics and a more detailed discussion may be had by reviewing the report. However, there are some key issues that should be highlighted within this report because they relate to some key workforce issues.

- Over 80% of respondents stated that they plan to continue their education past high school. Over 25% of the respondents plan to remain in Columbia or Greene County as they pursue additional education.
- Of those who do not plan to continue their education, 18.6% of respondents who were planning to move for a job were non-white, when they only comprised 11.2% of the respondent population.
- 44% of all respondents say they plan to live in the two counties. This includes 40% of the respondents planning to return to the area when they complete their post-secondary education.
- The most significant reason respondents stated they plan to move from the area is to obtain better job opportunities.
- 1/3 of respondents think it will be very unlikely that they will be able to find a local job in their first career choice. Only 25% think it highly likely that they will find a job locally in their chosen career field.
- More than half of respondents do not feel that they have enough information about career entry requirements, income and benefits, and the affects of different jobs on

their personal lifestyles. A little more than half felt they had access to information on career descriptions and job projections.

- A comparison between the respondents' career choices and the projected needs of the labor market shows that for approximately 70% of the occupational areas, the demand for workers and the respondents' interests in those jobs fall within a few percentage points of each other. However, large discrepancies exist between job interest and job availability in certain occupational areas. Most notably sales, administrative support, and production occupations were all area where students expressed little interest and workforce need projections were significant.

The WIB has also been involved in a cooperative effort to create a local Youth Employability Credential for high school students. The credential will outline youths' mastery of skills determined necessary by the local business community. Acceptable standards will also be set by business. This project links both the business community and the local school districts and allows for improved networking and between business, teachers and students.

Fulton, Montgomery, and Schoharie

The Fulton, Montgomery, and Schoharie Counties Workforce Investment Area lies 30 miles to the west of Albany and is bisected by the Mohawk River and the NYS Thruway creating a major east/west transportation system through the region. Fulton and Montgomery Counties have a long tradition of manufacturing, particularly in textiles and leather. Over the last 50 years however, manufacturing has declined dramatically as leather mills have closed their doors and textile mills have moved first to the southern states and then off shore. Although many new businesses have moved into the area during the latter part of the 20th century, they are smaller with fewer job opportunities. This lack of job opportunities has resulted in a declining and aging population base. But the same central location that made this area attractive to manufacturing has encouraged the recent growth of distribution centers. Schoharie County, referred to as the "Breadbasket of the (American) Revolution," continues to be rural and primarily agriculturally based, although it also has one large distribution center and a number of very successful, smaller manufacturers.

The Fulton, Montgomery and Schoharie Workforce Investment Area (FMS WIA) has a total population 136,363 people. Of these 66,741 (48.94%) are male and 69,622 (51.06%) are female. Whites constitute 92% of the population with the remainder being Hispanic, African American, Asian or other.

The current and emerging workforce in the FMS WIA is 43,522 males and 42,766 females.

Approximately 21% of the workforce does not possess a high school diploma while 39% have attained a high school diploma or equivalency. FMS has the lowest percentages of advanced degree holders of all of the workforce areas.

The FMS Workforce Investment Area has the highest unemployment rate for males (7.18%) in the region and the second highest rate for females (5.38%).

Within the employed civilian male population over 16, the top five industries for employment, in order of people employed, are manufacturing; construction; retail trade; public administration and healthcare and social assistance. The profile is somewhat different for the female population, with health care and social assistance; educational services; retail trade; manufacturing and public administration being most important.

The top five occupations for males are management, professional and related occupations, production occupations, transportation and material moving occupations, service occupations, and construction and extraction occupations. For females, they are management, professional and related occupations, office and administrative support, service occupations, sales and related occupations, and production occupations.

The median household income in the FMS Workforce Investment Area is \$33,920. This is the lowest median household income of the four WIBS within the region. It also has the highest percentage of household with an income of less than \$24,999. The population determined to be below the poverty level is 12.10%. This figure also reflects the highest percentage (8.70%) of elderly (over 65) with income below the poverty level.

In the FMS Workforce Investment Area 63% of the workforce works in their county of residence while 36% commute to work outside the County and 0.79% commute to work outside the State.

The fact that the FMS area has a higher proportion of production, construction, operators, maintenance, and materials handling jobs than the state as a whole reflects the impact of manufacturing and transportation and warehousing facilities on the local job market. There are two Wal-Mart Distribution Centers in the region. A Target Distribution Center is projected to begin hiring in January 2005 will also affect these numbers in the near future.

Fulton County has a number of industrial parks that support its production and distribution market. Fulton County is home to companies such as Benjamin Moore Paints, Electro-Metrics, Pioneer Window Manufacturing, SWANY America, Top-Flite Golf Company, Wal-Mart Distribution Center, Euphrates Cheese Co., Epimed International, Exel, Vopak Chemicals, Falk Industries.

In April of 2004, the Fulton, Montgomery, and Schoharie Workforce Investment Board completed a series of focus groups designed to identify some key workforce development issues. In conjunction with the NYS Department of Labor, they also conducted a survey of local employers. Some conclusions found in those reports are appropriate for inclusion here. Readers are referred to the full reports for a more in depth discussion.

Key findings are:

- The availability of qualified workers will be one of the most significant factors influencing economic growth in the area during the next decade. Areas that are able to provide the quality workforce that businesses require are more apt to prosper than those areas that cannot provide that quality workforce.

- Although employment levels since 2000 have declined in the three-county area, there were numerous industries that posted job gains from 2000 to 2003. Transportation and warehousing positions rose by over 900 due in part to the distribution centers in the region. Employment in this growing industry should continue to expand due to the expected opening of the Target Distribution Center in Montgomery County early in 2005.
- Despite an economy that is now less vibrant than it was several years earlier, employers appear to be experiencing a tight labor market as evidenced by an estimated 1,523 vacancies at the time of the survey. Employers cited skills deficiencies as the primary reason that these jobs went unfilled.
- Using information from this survey, it appears that approximately 80% of all job openings are currently not being filled because the applicants lack job-specific skills required to be successful in those jobs. The WIB's Business Services Committee is currently reviewing these findings and developing a plan to help meet employers' needs.
- It is estimated that firms in the 3-county region plan to hire approximately 2,500 workers in the next year. About two-thirds of these jobs will be in service and blue collar occupations, reflecting the higher-than-average concentration of these occupations in the local economy. Only 9 percent of the expected hires will be in the professional, technical and managerial category, although this sector comprises 26 percent of the current workforce.
- For the most part, employers in the region are not looking for higher-level formal schooling as a minimum education/training requirement. Only 18 percent of current job openings require an associate's degree or higher. Most job openings can be filled by job-seekers that either have a mastery of basic skills, a high school education, experience in a related occupation or experience through an apprenticeship program or on-the-job training.
- The vast majority (95 percent) of companies who trained their current workers did so in-house.
- There is relatively little in-commutation from counties outside the region. Eighty-seven percent of the workers were residents of the three-county FMS area. Montgomery and Schoharie Counties are part of the six-county Albany-Schenectady-Troy standard metropolitan area (SMA). Census 2000 data show that there are many more residents of these two counties that commute outside their home counties to work than there are people commuting into the counties to work.
- Fourteen percent of the employers in Fulton, Montgomery, and Schoharie Counties anticipate that the Tech Valley initiative will have a positive impact on their business. The reason for this low number needs further investigation. It may simply be that the respondents to the survey were not knowledgeable about the broader definition of Tech Valley to understand the possibilities of spin-off or supporting industries.

In Fulton, Montgomery, and Schoharie Counties, the growth of distribution centers needs to be supplemented by the attraction of additional industries to provide for a diverse economic base, thus avoiding a single industry economy such as that which characterized the region historically with textile mills.

Recent Activities:

- The WIB is discussing collaborations with Fulton Montgomery Community College (FMCC) and SUNY Cobleskill to develop career-ladders for technical careers such as bio-tech (Cobleskill) and spatial and geographic information systems (FMCC). A business breakfast co-hosted by FMCC and the FMS WDB was held for health care providers on uses of “GIS” in their industry.
- Capital Region Vo-Tec (BOCES) which includes Schoharie County has organized a community task force to redesign the form and function of Vo-Tech in Schoharie County. The carefully selected team includes representatives from workforce, business, education, agriculture, economic development, community agencies and county elected officials. This diverse group of decision makers will review Vo-Tec’s image and programs in Schoharie County and craft a plan to better meets the technological needs of Schoharie County’s emerging workers. Goals of the team are: supporting the Schoharie County Economic Development Plan, providing a “blue print” to guide the development of a workforce education and training center for Schoharie County, supporting incumbent workforce education and training, guiding the development of the emerging workforce of the region; providing a direction to the Capital Regional BOCES Career and Technical education Division strategic planning efforts. Through the use of a facilitator, the task force should have a report to present by the end of January 2005.
- Developed a process for prioritization of local demand occupations that is used by WIA staff when working with customers seeking training or retraining for our local workforce.

Saratoga, Warren and Washington

The Saratoga, Warren/Washington Workforce Investment Area (SWW WIA) is comprised of the counties of Saratoga, Warren, and Washington. The region has traditionally been a major tourist destination with the attractions of Saratoga Springs, Lake George, and the rural nature of Washington County. During the past decade there has been a major increase in year round tourism and hospitality. The SWW WIA has also experienced significant growth in both wholesale and retail business. Both Saratoga and Warren counties have seen the opening and expansion of major retail centers during the past decade.

All three counties are poised to directly benefit from the opening and development of the Luther Forest chip fabrication complex- an initiative that is expected to provide thousands of new technologically skilled positions over the next decade as well as foster the influx of support and collateral industries. While the region has undergone a significant loss of manufacturing jobs, many directly related to the paper and logging industries, it remains home to those companies that have survived and it still maintains a significant manufacturing base. Many new industries continue to find the area attractive and firms such as Quadgraphics, Angio Dynamics, Boston Scientific, and Bard have major operations within the area. While traditionally a region where tourism was a significant economic component, the SWW WIA has experienced an economic balancing as other industry sectors have located in the region and replaced some of the more traditional industries such as logging and paper manufacturing.

However, the tourism and hospitality industry continues to remain a significant workforce factor. In the SWW WIA, the tremendous growth of the tourism and hospitality industry and its traditionally lower wage scale has created a growing disparity between regional economic prosperity and the ability of the workforce necessary to these industries to live in the area. Housing and other costs continue to rise, impacting the ability to attract and retain workers. This is clearly an issue that will require the development of partnerships between economic development personnel, workforce development leaders, and business groups.

As the tourism industry has expanded nationwide, it has also grown into a regional economic asset. Tourists buy local products, patronize neighborhood establishments, create tax revenues, and support area amenities. Accordingly, tourism is frequently cited as a vital component of regional economic development strategies. While the upstate New York economy is most often associated with manufacturing, tourism is becoming an engine of growth in parts of the region.

**BUFFALO BRANCH, FEDERAL RESERVE
BANK OF NEW YORK Spring 2004**

However given the traditionally lower wages and the seasonal fluctuations, tourism cannot replace the significant loss of manufacturing jobs in the region and particularly the SWW WIA.

The area has a total population of 324,980. Of these 160,684 (49.44%) are male and 164,296 (50.56%) are female. Of these 94% are white with the remaining minority population, the lowest of all of the regions workforce areas.

The current and emerging workforce in the SWW WIA is 109,259 males and 108,101 females.

For the population over 25, approximately 14% of the workforce did not have a high school diploma and 32% have attained a high school diploma or equivalency. Individuals holding a college degree are comparable to the Capital Region WIA and are among the highest in the State.

The SWW WIA has the lowest unemployment rate in the region with 4.95% for males and 3.72% for females.

Within the employed civilian male population over 16, the top five industries for employment are manufacturing; retail trade; construction; public administration and professional, scientific, and technical services. For the female population, the profile is somewhat different with health care and social assistance; retail trade; manufacturing; finance and insurance and arts, entertainment and recreation.

The top five occupational levels for males are management, professional and related occupations, service occupations, sales and related occupations, production occupations and transportation and material moving occupations. For females, they are management, professional and related occupations, office and administrative support, service occupations, sales and related occupations, and production occupations.

The SWW WIA has the highest median income of \$44, 835 and the lowest percentage of households (24%) with incomes less than \$24,999. The population determined to be below the poverty level is 6%. This figure also reflects the lowest percentage (6%) of elderly (over 65) with income below the poverty level.

Fifty-four percent of the workers worked in the County of residence while 46% worked outside the county. These figures represent the highest workforce migration levels of any of the workforce areas.

In its survey of business leaders, the Workforce Investment Board found a strong consensus that one of the most critical needs was for training in both soft skills and increased technical skills. Both the SWW WIA and the Capital Region WIA will be the locus of primary level nanotechnology and biotechnology development over the next ten years and this will directly influence current industry workforce skill needs. This growth will also attract additional firms at the secondary and tertiary levels that will present significant challenges for additional labor supply of sufficient scope to meet the demand.

Recent Activities:

- Upon completion of regional skills survey, a soft skills training pilot was initiated. One hundred twenty two (122) participants (representing 7 companies) were involved in the pilot program. An evaluation of results is underway to develop a program available to all businesses.
- Initiated development of Career Ladder Model approach to meeting business needs in conjunction with Adirondack Community College. The current project is focused specifically on the medical device industry but the project is being developed in such a way as to be replicable for other industries requiring a level of technology skills from the workforce.
- Supported Business to School Consortium Study through participation in implementation task force. This Consortium which has been established almost entirely from the initiative and funding of the private sector promises to be a unique regional resource to implement focused strategies for business involvement in the emerging workforce.
- Initiated discussions to establish a Business Center of Excellence at Adirondack Community College. The mission of such a center will be to offer a broad range of workforce training options to employers and employees, to identify emerging workforce trends and develop strategies to respond, and finally, to function as a resource center for a wide range of public and private workforce initiatives.
- Launched a new website to respond to business needs and provide job seeker resources.

Conclusion:

Each of the Workforce Investment Boards has been involve in major activities to determine both business and workforce needs. They have conducted major scanning efforts and brought together many of the major stakeholders to develop programs both that address key issues. It is clear that the dynamics of the workplace within the greater capital region will continue to move at an extremely fast pace. We shall continue to see the transition of older traditional manufacturing industries, although not perhaps at the pace seen in the past. More importantly we shall see the growth of entirely new industries not even conceptualized a few years ago.

The challenge as we move to the future will be not only to continue to be responsive to those workers and businesses that are impacted by changing market forces but even more critically to set in place a system of workforce development that is characterized by accessibility, cutting edge training opportunities and targeted to business needs in a way that is responsive rather than reactive.

Finally, while there will certainly continue to be workforce needs that are specific to the character of each workforce area, there will continue to be more that benefits from a regional approach and consolidates resources and efforts to develop a well trained, accessible and highly motivated workforce.

Section 5 -- Moving to the Future

An overview of the Greater Capital Region's labor market reveals both promising developments and potential challenges. Both total and private sector job counts increased fairly steadily from 1990 to 2002. After dropping slightly in 2002, the number of private sector jobs bounced back to a record high in 2003. Though held back by a large number of retirements in State government in early 2003, continued growth in the private sector pushed total jobs to a record high in 2004. Not all industries shared in this growth. Significant additions occurred in such industries as health care and professional, scientific and technical services. Manufacturing, however, suffered significant losses due to increased productivity, global competition and outsourcing. This resulted in a structural mismatch between the types of workers needed and the unemployed. Despite this mismatch, the region's unemployment rate (an indicator of labor supply) remains well below that of the nation.

As we move forward, labor supply issues will come to the forefront as the limiting factor on job creation. How we respond now to grow and invest in our current and future workforce will directly impact our region's ability to enjoy continued economic success.

Workforce development must move from an "unemployment need model" to a "strategic workforce investment model". The future in workforce development is to be found in the analysis and modeling of future growth, establishing career ladders, advancing various levels of training opportunities and creating an environment where lifelong learning is the rule rather than the exception.

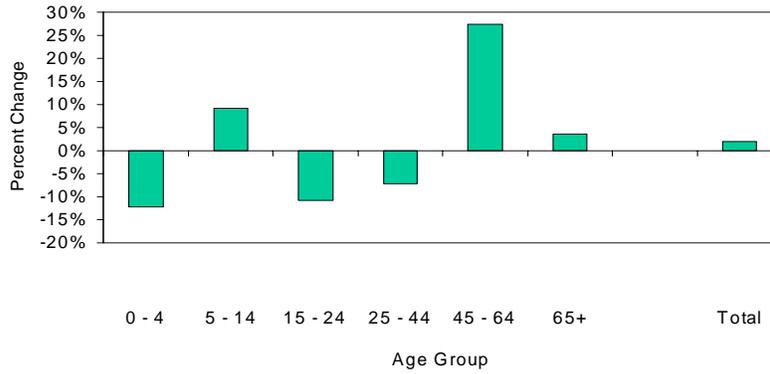
Workforce development is becoming less of a rescue mission and more of an investment program.
Gunderson

It is also our belief that because many of our workforce issues are regional, the individual workforce boards cannot be constrained by artificial boundaries. While each area has some distinct differences in terms of demographics, industry dynamics, historic and geographic characteristics, we are part of a regional economy.

A review of the following charts will indicate a number of the key factors that will come into play as we move forward in addressing emerging workforce issues.

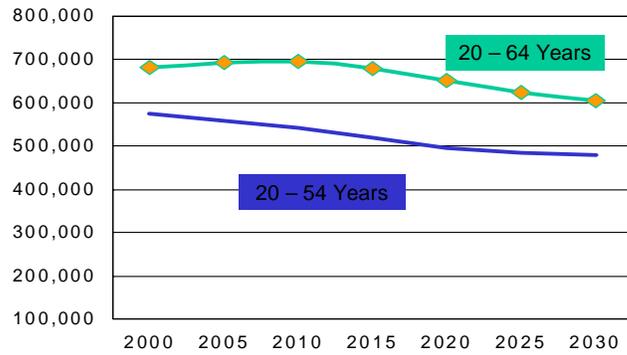
Demographics

Change in Population by Age
Greater Capital Region (11 Counties)
1990 - 2000



NYS Department of Labor 1

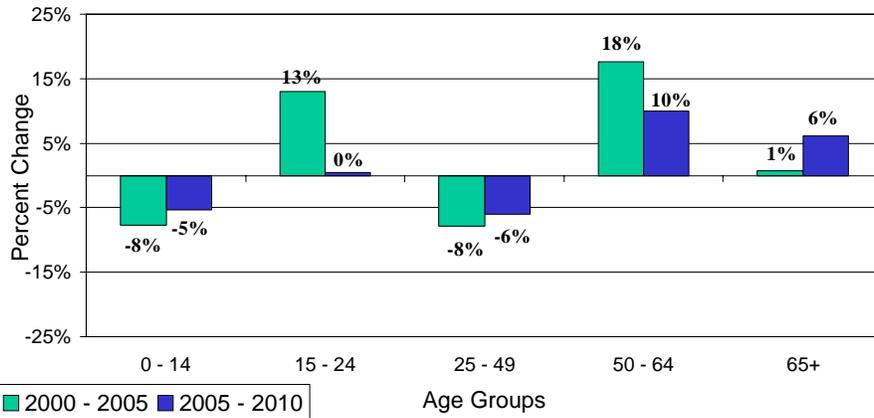
Working Age Population
Greater Capital Region
2000 - 2030



The oldest baby-boomers will be 58 in 2004

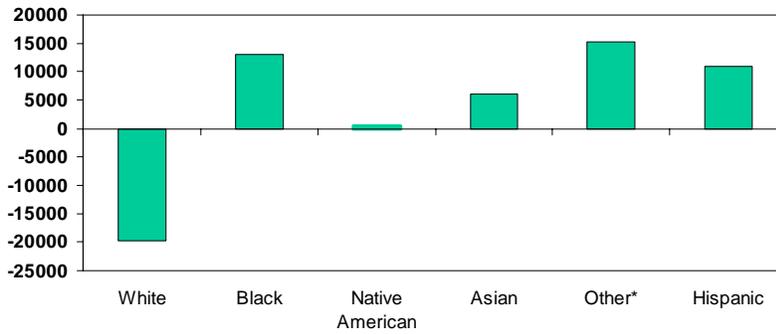
NYS Department of Labor 2

Change in Population by Age Greater Capital Region 2000 to 2010



NYS Department of Labor 3

Population Change Race and Hispanic Origin Greater Capital Region



Census data includes institutionalized people

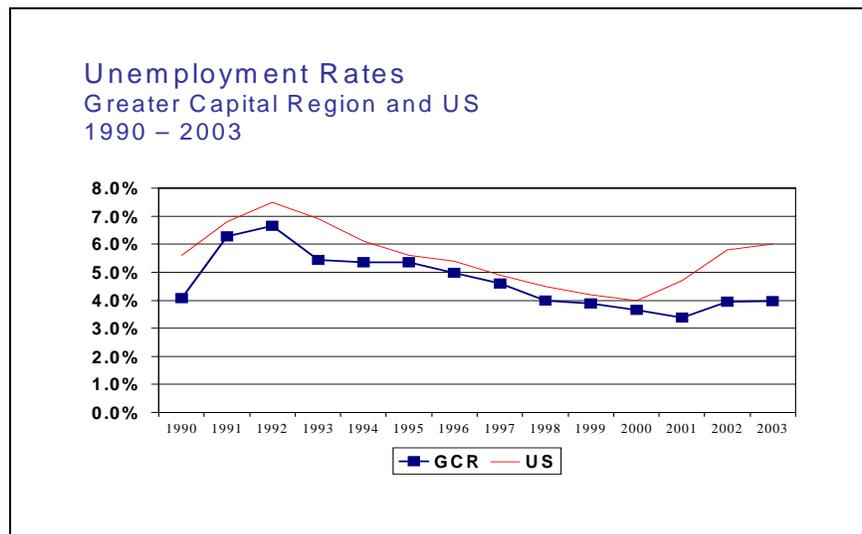
*Growth due, in part, to a change in methodology.

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These charts, combined with the data in Volume 2, reveal a number of key issues regarding the future regional workforce profile:

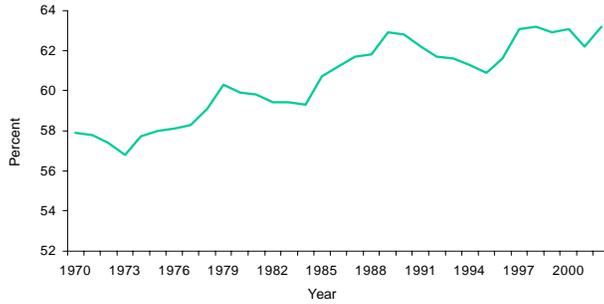
- The actual number of available employees will be smaller as we move into the future.
- The existing regional workforce will continue to see large numbers of aging baby boom workers moving towards the traditional retirement age.
- As older skilled and management level workers move out of the workforce pipeline, there will be significantly less management or supervisory personnel available to move into those vacated positions.
- The racial composition will change significantly, with a decline in the white labor force and a rise in minority populations, thus increasing the diversity of the workforce.
- There will continue to be an increase in the female labor force participation rate, although at a less radical pace than in the past.

Workforce Participation and Employment



NYS Department of Labor 5

**Civilian Labor Force Participation Rate
New York State
1970 - 2002**



When the working age population falls, increased participation can pick up the slack to provide workers for jobs.

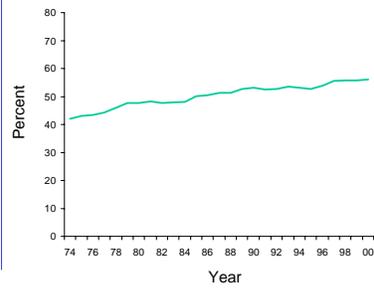
NYS Department of Labor 6

**Civilian Labor Force Participation Rates of Women
New York State**

Labor Force Participation Rates of Women by Age Category

	1974	1984	1994	2000
Age 16 years +	42.0	48.0	53.2	56.1
Age 16-19	43.5	40.7	38.2	42.2
Age 20-24	59.5	63.6	62.5	67.7
Age 25-34	n.a.	62.9	67.6	72.5
Age 35-44	n.a.	63.7	71.0	74.5
Age 45-54	n.a.	62.8	71.7	73.3
Age 55-64	n.a.	42.5	46.0	49.5
Age 65 +	7.0	6.7	8.2	8.4

Labor Force Participation Rates of Women Age 16 and Over



*Participation of women is climbing.
Also, note how participation falls after age 54.*

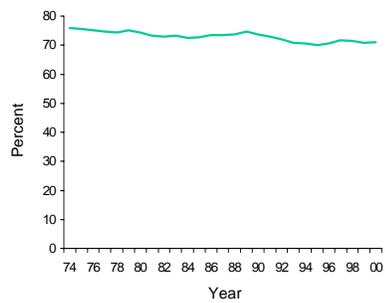
NYS Department of Labor 7

Civilian Labor Force Participation Rates of Men New York State

Labor Force Participation Rates
of Men by Age Category

	1974	1984	1994	2000
Age 16 years +	75.9	72.4	70.5	71.0
Age 16-19	47.8	43.3	40.8	43.2
Age 20-24	76.8	78.6	74.1	74.9
Age 25-34	n.a.	92.4	89.2	90.3
Age 35-44	n.a.	93.7	91.6	89.8
Age 45-54	n.a.	90.3	86.7	86.2
Age 55-64	n.a.	68.9	63.5	64.2
Age 65 +	22.0	14.9	15.9	16.9

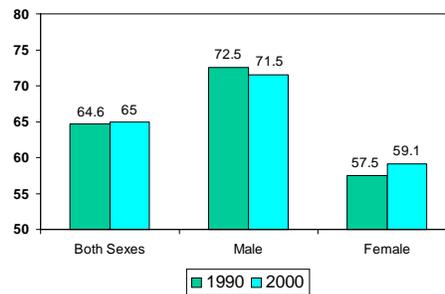
Labor Force Participation Rates
of Men Age 16 and Over



The participation of men has declined in the last 25 years.

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Labor Force Participation Greater Capital Region 1990 and 2000

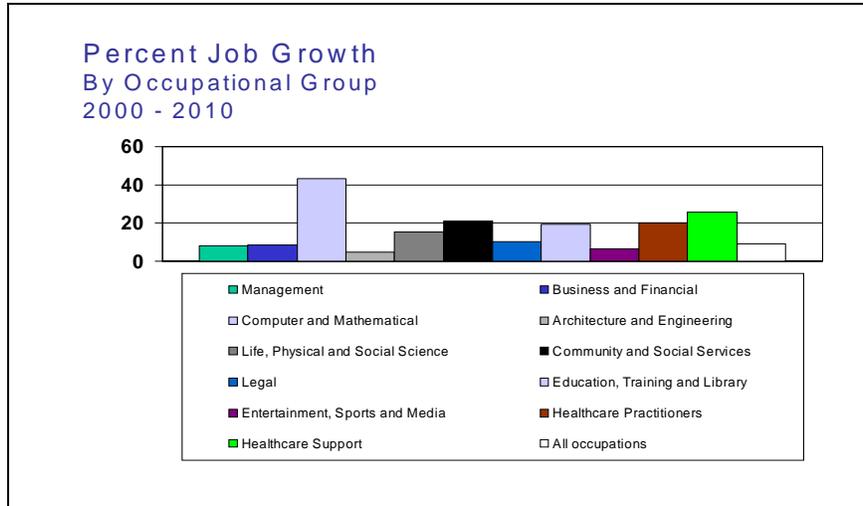


NYS Department of Labor 9

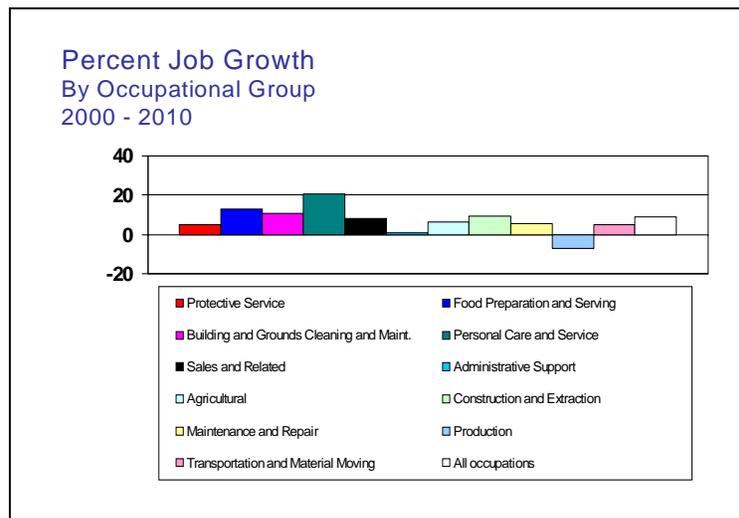
Unemployment continues to be below the national average and it is a trend that is likely to continue as job growth continues to demand a greater participation in the workforce.. The implications for workforce development are:

- Existing industries will find their labor pool shrinking as more and more workers transition into the emerging technology sectors.
- There will be a greater need to make the costly investments necessary to successfully prepare the chronically unemployed and underemployed for active participation in the labor market.
- In order to meet the needs of the emerging technology sectors, additional efforts will be required to encourage women to participate in these non-traditional fields.

Job Growth



NYS Department of Labor 10



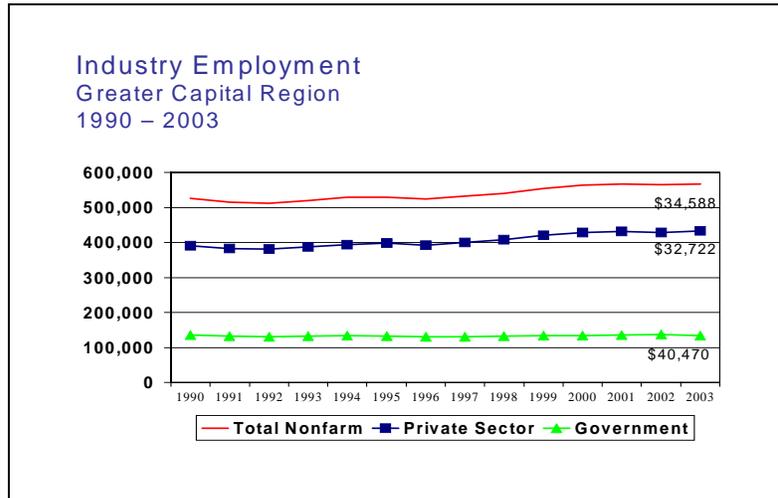
NYS Department of Labor 11

As we continue to proceed into the next decade, the workforce development system has some very clear targets of growth. The key will be to develop programs that provide the training opportunities necessary for both the incumbent and emerging workforce. The preceding charts provide a blueprint for workforce development initiatives. Some key points are:

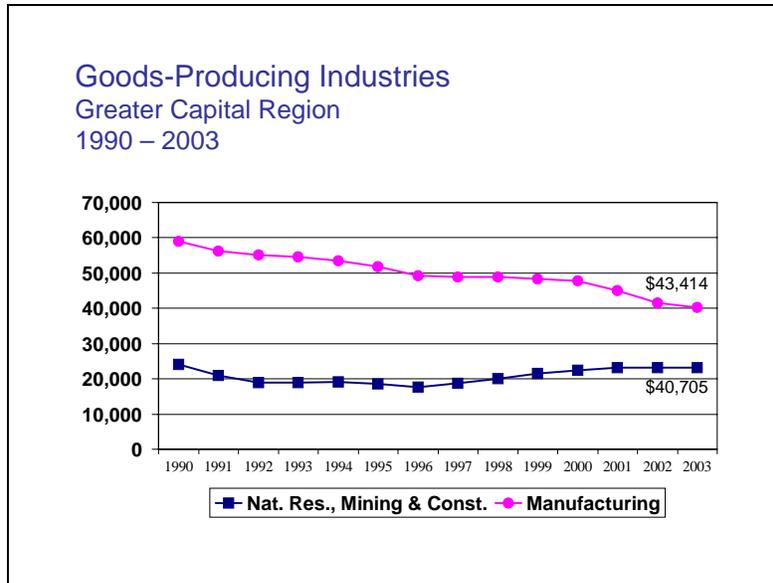
- The significant growth in technology is clearly evident in computer sciences, healthcare, financial management and business.
- The small increase in administrative support services and the large increase in personal care services will require increased attention from workforce development programs. These jobs are traditionally held by women and are at the lower end of the wage scale.

- The decline in production jobs will continue, but those jobs that remain will require additional and more advanced skills than the current workforce may possess.

Industry Profile

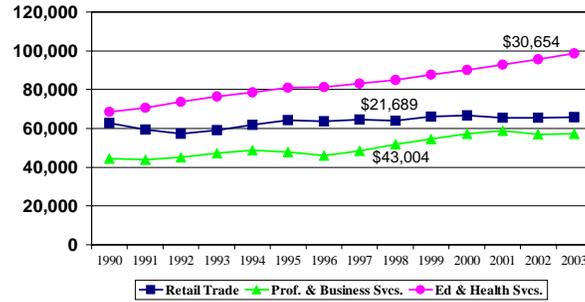


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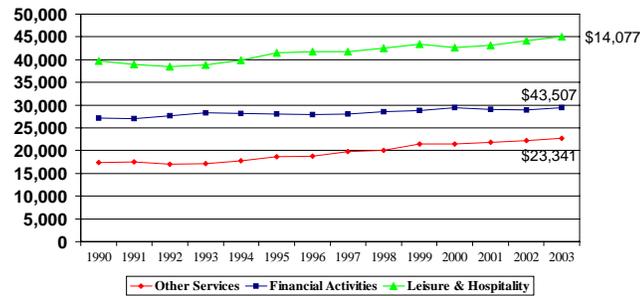
NYS Department of Labor 13

Service-Providing Industries
Greater Capital Region
1990 – 2003



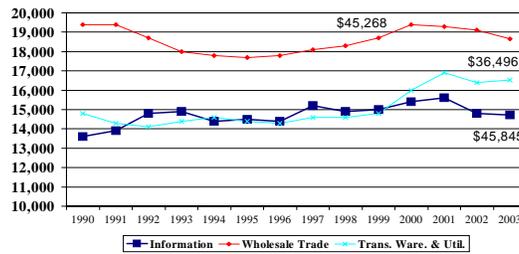
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Service-Providing Industries
Greater Capital Region
1990 – 2003



NYS Department of Labor 15

Service-Providing Industries
Greater Capital Region
1990 – 2003



NYS Department of Labor 16

Industry trends mirror projected job growth. The region can anticipate a continued decline of traditional manufacturing and agricultural jobs. There should be an increase in higher level technology jobs and entry level service industry positions.

Occupational Demand

Occupational Demand Capital Region		
Title	Job Growth 2000 – 2010	Median Wage
All Occupations	50,688	\$30,150
Management	2,209	72,820
Legal	630	64,760
Architecture and engineering	474	54,330
Computer and Mathematical	5,042	52,700

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Occupational Demand Capital Region		
Title	Job Growth 2000 – 2010	Median Wage
All Occupations	50,688	\$30,150
Business and Financial Operations	1,996	47,340
Life, Physical and Social Science	1,040	46,400
Protective Service	868	45,250
Healthcare Practitioners and Technicians	5,561	41,370

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Occupational Demand
Capital Region

Title	Job Growth 2000 - 2010	Median Wage
All Occupations	50,688	\$30,150
Education, Training and Library	7,965	40,960
Community and Social Services	2,027	37,160
Construction and Extraction	2,224	36,400

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Occupational Demand
Capital Region

Title	Job Growth 2000 - 2010	Median Wage
All Occupations	50,688	\$30,150
Production	-2,369	27,420
Office and Administrative Support	720	27,240
Transportation and Material Moving	1,549	25,970
Healthcare Support	4,326	21,110

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Occupational Demand
Capital Region

Title	Job Growth 2000 - 2010	Median Wage
All Occupations	50,688	\$30,150
Installation, Maintenance and Repair	1,221	34,800
Arts, Design, Entertainment, Sports and Media	924	31,230
Above Average Wage Groups	32,181	45,340

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Occupational Demand
Capital Region

Title	Job Growth 2000 – 2010	Median Wage
All Occupations	50,688	\$30,150
Building and Grounds Cleaning and Maintenance	2,107	20,080
Sales and Related	4,542	19,100
Personal Care and Service	3,198	18,120

NYS Department of Labor 22

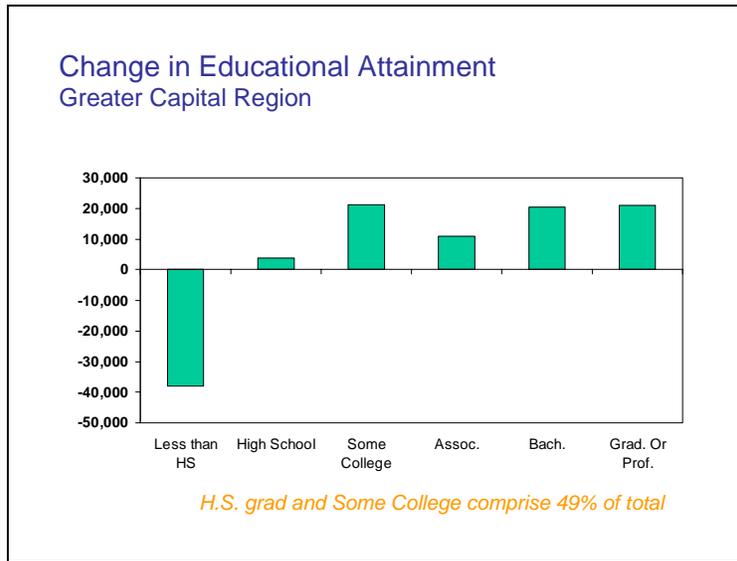
Occupational Demand
Capital Region

Title	Job Growth 2000 – 2010	Median Wage
All Occupations	50,688	\$30,150
Farming, Fishing and Forestry	344	17,700
Food Preparation and Serving	4,090	15,390
Below Average Wage Groups	18,507	18,493

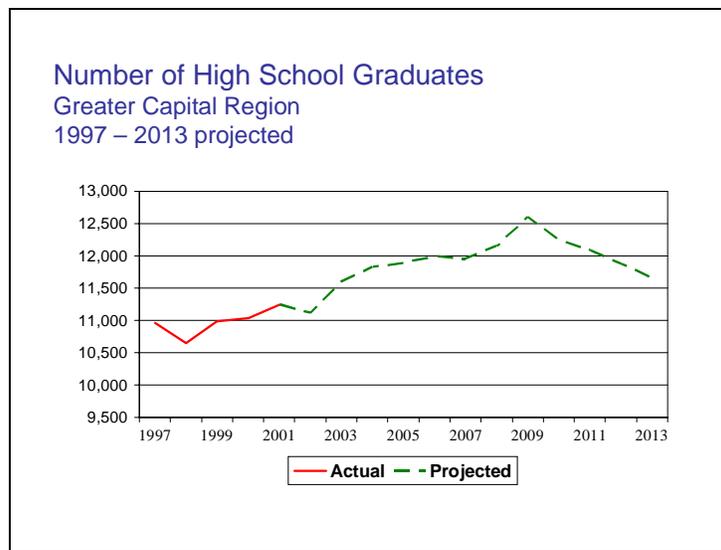
NYS Department of Labor 23

Higher wage and higher skilled jobs are growing at almost twice the rate of lower skilled/lower paying jobs. Clearly, the workforce development agenda will be to prepare workers to fill these higher skilled jobs. The system must also provide career ladder options for those individuals with limited skills so that they too can move into jobs with advancement opportunities.

Education



NYS Department of Labor 24



NYS Department of Labor 25

A major challenge facing workforce development is the need to foster additional business and school partnerships, and to promote programs that provide convenient access to lifelong learning opportunities. Soft Skills training programs, the Career Portal, the E-learning program and the development of career ladder curricula are all a response to these changes. There is a growing recognition by employers, workforce professionals, and employees that because of the rapid development and advancement of the knowledge base, lifelong learning has become a requirement - not an option.

Section 6 -- The Next Steps

As we move to the future, those concerned with workforce development face a significant number of challenges and opportunities. The key to economic health, quality of life and regional advancement is directly related to the quality of the workforce. Our approach to future workforce development cannot depend on traditional models. We know where we are. We have a clear perspective on where we need to go. It is our hope that these recommendations will foster the partnerships and collaborative efforts that will enable us to get there.

Recommendations

The four Workforce Investment Boards should develop a regional task force to coordinate and evaluate integration of workforce development and economic development efforts in the Greater Capital Region. Activities should include:

1. Establishing a resource coordinating council that will identify and publish a comprehensive regional list of program resources. The focus of this resource manual will be school, business, community groups, regional planning and economic development agencies.
2. Examining the feasibility of participating in a demonstration program that will offer alternatives to traditional unemployment insurance requirements.
3. Developing a Task Force on Workforce Funding to examine and make recommendations on more effective funding strategies for regional workforce development. Establish new program models that will help dislocated workers forced into underemployment continue their education and/or their search for more appropriate employment opportunities.
4. Establishing, through public and private funding "Business Centers of Excellence" in conjunction with local community colleges to develop regional training centers for increased incubator training and skill acquisition programs that address the needs of existing and emerging industries.
5. Convening a meeting with business leaders to specifically address strategies to retain the participation and skills of the older workforce through changes in current business practices.
6. Exploring new strategies to increase minority participation in high growth, high wage industries. This may include outreach programs, increased core skills training, and/or industry recognized certificate programs.
7. Identifying strategies to increase participation rates and opportunities for discouraged workers who have left the workforce.
8. Establishing more formalized joint strategic planning efforts between the Workforce Investment Boards and the economic development agencies.
9. Conducting a detailed study on the impact of emerging industries on the current workforce. Identify potential workforce supply issues and develop methods to address those issues.

10. Increasing the availability of Soft Skills Training Programs on a regional basis. Programs should be targeted to workers who will benefit from increased socialization and communication skills, effective work ethic behaviors and other skills required by business leaders.
11. Coordinating a regional Business and School Summit to facilitate business leaders and senior educational personnel identifying the workforce needs of the next decade. Develop a strategy paper for the critical areas to be addressed at each educational level.
12. Convening a meeting of technology and nanotechnology leaders with the community colleges and BOCES leaders to draft a work plan to develop certificate programs that will be essential for industry workers in these fields.
13. Facilitating additional efforts to assist businesses, industries and educational institutions with the process of career mapping and establishing career ladders.
14. Establishing addition business and school partnerships to identify and implement new programs that will increase local business and school cooperation and expand student skills for workforce participation.
15. Continuation of efforts to educate community planning agencies and local government officials on the importance of workforce development for the economic health of our region. Highlight the increasing impact quality of life issues will have on the ability of businesses to attract workers, as the size of the available labor pool decreases.

Section 7 – Appendices

Appendix A - Workforce Investment Boards

CAPITAL REGION

MEMBERSHIP

NAME

ORGANIZATION

Gary Nicklaus (Chair)

Michael Beaver
Cliff Bouchard
Paul Chodkowski
Steven Dewey
Gordon Furlani
Cheryl Gnade
James Grates
Catherine Halakan
John Hayden
Frederick Killeen
Shelly Lupe
Barbara McCandless
Grover Rose
Jim Sullivan
William Sumner
Martin Wawrla
Gabriel Basil
John Beaudoin
John Bulgaro
Karen Gordon
Mary Anne Gronau
John Kucij
James McCaffrey
Jeanette Raynor
Fran Ricci
Debbie Schimpf
David Segalla
Edward Shannon
Steve Snow
Robert Van Amburgh
Rose Walker Cook
Walter Wheeler

Career Connections, LLC
General Electric
Mohawk Paper Mills, Inc.
St. Clare's Hospital
All Lifts, Inc.
CB Richard Ellis
Unified Technologies, Inc.
Albany Molecular Research
Albany Medical Center
St. Gobain Performance Plastic
Killeen and Bradt, LLC
Wade-Lupe
Northeast Health
All Type Professional Door
Fleet Bank
Arcadia Supply
ProTech Systems
Schenectady County Comm. College
Rensselaer County Dept. of Social Services
Teamsters Local 294
Comm. On Econ. Opp.
Rensselaer County Employment & Training
Hudson Valley Community College
Albany Workforce Department
Albany ES Office, NYSDOL
Schenectady Job Training Agency
Schenectady Community Action Program
VESID
Albany County Department of Social Services
Albany County Dept. for Aging
Albany Adult Learning Center
Glenmont Job Corps Center
Troy Area Labor Council

Chief Elected Officials

Gerald D. Jennings
Michael G. Breslin
Kathleen M. Jimino
Susan E. Savage

Albany City Mayor
Albany County Executive
Rensselaer County Executive
Schenectady County Legislature, Chair

Executive Director

Dan Gentile

WIB Director

COLUMBIA & GREENE COUNTIES

MEMBERSHIP

NAME

ORGANIZATION

Anthony Zibella, Chair

Gail Aadland
Kit Ali
Rikki Beal
John Betts
Bruce Bohnsack
Russ Coloton
John Craft
Jim Cullie
Thomas Deere
Paul Dellio
Karen Diffley
Pam Dusharm
Barbara Eacott
Tom Every
Aaron Flach
Diane Franzman
Jim Galvin
Laurie Goff
Susan Hollister
David Leavitt
David Lester
Joyce Lissandrello
Cindy MacKay
Ralph Marino, Jr.
Jim Molloy
Jessica Nabozny
Irene J. Norsworthy
Florence Ohle
Hilton Perez
Barbara Roemer
Dawn Saul
David Segalla
Lynn Strunk
Mary Alane Wiltse
Sarah Witham
Terry McGee-Ward

Lisa Marie Beauty Salon
United Stationers Suply Co.
Columbia Cty. Office for the Aging
HAVE, Inc.
Betts-Redinger Associates
Germantown Telephone Co.
Hunter Mountain Ski
Chatco
Thistle Dew Management Consultants
Northeast Vietnam Veterans
Questar III
The Executive Connection
Ginsberg's
Greene Cty. DSS
Catskill Housing Authority
Flach Development Realty
Col-Greene Healthcare Consortium, Inc.
Columbia-Hudson Partnership
Stiefel Laboratories, Inc.
Hudson River Bank & Trust
Col-Greene -Questar III
Taconic Farms, Inc.
US Paper Counters
Col. County Dept. of Social Services
Hunter-Tannersville School
Dynabil Industries
Columbia County Youth Bureau
Dept. of Planning & Economic Dev.
Community Action of Greene County
Dept. of Employment Services
Starlight Restaurant/Whipowhirl Gift Shop
Brockway-Smith Co.
VESID
Century 21 Lynn Strunk Realty
Columbia-Greene Community College
Witham Electric
Greene County Youth Bureau

Chief Elected Officials

Gerald R. Simons
Frank Stabile, Jr.

Columbia County Board of Supervisors
Greene County Legislature

Executive Director

Betty Ann Falkner

WIB Director

FULTON-MONTGOMERY-SCHOHARIE

MEMBERSHIP

NAME

ORGANIZATION

Roger Cohn, Chair

Barbara Almy
Pat Baia
Kerry Brunner
James Callery
Arthur Graulich
Douglas Landon
Leo McAllister
Thomas Pasquarelli
Howard Samuels
Tim Singley
Beth Stevens
Terry Suits
Loretto Thum
Paul Brady
Michael Decker
Robert Hoefs
Philip Hubbard
Karen Kelly
Elaine Mongin
Dr. Anne C. Myers
Robert Palmatier
Caroline Pangburn
Barbara Rivenburgh
Frank Ruggiero
John Tracy
Jody Zakrevsky

Kenneth Fake Insurance Agency
Firemark Insurance Agency
P. Baia & Associates
Walmart Distribution
Partners Pub
Argus Acres
Law Offices of Douglas F. Landon
FSC Securities Corp.
Lou's Electric, Inc.
Fownes Bros. & Co., Inc.
Ingersoll-Rand, Hussmann Corp.
St. Mary's Hospital
Sprout Brooks Antiques
Central National Bank
Schoharie County Department of Social Services
Liberty Enterprises
NYS Department of Labor
Fulton-Montgomery Community College
Centro Civico
HFM BOCES
SUNY Cobleskill
IBEW
Schoharie County Dept. of Social Services
Schoharie County Community Action Program
Gloversville Econ. Dev. Zone Board
VESID - Utica D.O.
Schoharie County Planning Department

Chief Elected Officials

Dominick Staglian, Chairman
Earl Van Wormer III, Chairman
Michael Gendron, Chairman

Montgomery County Board of Supervisors
Schoharie County Board of Supervisors
Fulton County Board of Supervisors

Executive Director

Gail B. Breen

WIB Director

SARATOGA-WARREN-WASHINGTON

MEMBERSHIP

NAME

ORGANIZATION

Marcy Dreimiller, Chair

Sherry Aiken
Joseph W. Dalton, Jr.
Laurie DeLong
John Dickinson
Frances Dunsmore
John Gunther
John Herrick
Eddie Hicks
Karen Howe
Desiree Kelleigh
Judy Kelly
Rebecca McGinnis
Dennis Moon
Peg Murphy
Rebecca Smith
Mike Tierney
Lynn Ackershoek
Louis Buck
James Corey
Len Fosbrook
Mark Galough
Kenneth A. Green
Doug Leavens
Stanley Maziejka
P. Jinx Monahan
Claire Murphy
Robert Phelps
Joanna Prouty
William Resse
Anthony Scavone
David Segalla
Phil Tucker
Michael Suprenant
Phil Kahn
Peter Benoit

Glens Falls Hospital
St. Gobain Performance Plastics
JWD Consulting Services
Ball Manufacturing
Ideal Dairy Farms
GL&V
Fiddler's Elbow
Assoc. for Retarded Citizens
Prestige Services
The Great Escape
Good Times Restaurant
Electric Boat
Target Distribution Center
A.E.S. Engineered Systems
Espey Mfg. Co.
Heritage Creations
Boston Scientific
Warren-Hamilton Community Action Agency
Adirondack Community College
NYS Department of Labor
Warren County Economic Development Corp.
Washington County Local Development Corporation
Saratoga Econ. Dev. Corp.
WSWHE BOCES
Fort Edward Union Free School
Washington County EOC/Employment and Training
Office for the Aging
Warren County Dept. of Social Services
Washington County DSS
Warren County Employment and Training
Saratoga County Employment and Training
NYS VESID
International Union of Painters and Allied Trade
Int. Union of Bricklayers and Allied Craftworkers- loc#2
CWI
GF Cement

Chief Elected Officials

Andrew Williamson, Chairman
William H. Thomas, Chairman
Fred Acunto, Chairman

Washington County Board of Supervisors
Warren County Board of Supervisors
Saratoga County Board of Supervisors

Executive Director

Robert Hummel

WIB Director

Appendix B – Additional Resources

1. The Jobs Revolution: Changing How America Works, Gunderson et al., 2004 Chicago, Copywriters Incorporated
2. CAPITAL REGION WORKFORCE DEVELOPMENT SURVEY, The New York State Department of Labor, Hudson Valley Community College, Schenectady County Community College, October 2001
3. NANOTECHNOLOGY WORKFORCE PIPELINE CHALLENGES: A Current Assessment and The Future Outlook, Brian H. Pandya, The Pennsylvania State University, Report to The American Society Mechanical Engineers to fulfill the research requirements of the Washington Internships for Students of Engineering for the summer 2001 program.
4. Focus Group Analysis, Fulton, Montgomery, and Schoharie Counties Workforce Solutions System, April 2004, Center for Workforce Learning.
5. Scanning The Needs Of Local Business and The Future Plans Of Local Youth, Columbia-Greene Workforce Investment Board, 2004
6. The Regional Economy of Upstate New York, Tourism's Role in the Upstate New York Economy, Spring 2004 Buffalo Branch, Federal Reserve Bank of New York.
7. The Regional Economy of Upstate New York, Restructuring in the Manufacturing Workforce: New York and the Nation, Winter 2004, Buffalo Branch, Federal Reserve Bank of New York.
8. The Regional Economy of Upstate New York, The Changing Composition of Upstate New York's Workforce, Fall 2003, Buffalo Branch, Federal Reserve Bank of New York.