

# Capital Region Workforce Development Board

Thursday, March 21, 2024 – Meeting Minutes

## Meeting Called to Order:

- Ian Glasgow, Board Vice Chair, called to order the Capital Region Workforce Development Board meeting at 3:40pm on March 21, 2024 at Rensselaer Polytechnic Institute – RPI Heffner Alumni House, Troy, NY
- Phillip Bruce welcomed all Board Members, staff, and guests to RPI.

## Roll Call:

### Board Attendance: *(Members in attendance indicated with an x)*

- |   |  |
|---|--|
| <input type="checkbox"/> Neenah Bland, ACAP                         | <input type="checkbox"/> Nicole Harrington, CDPHP                          |
| <input checked="" type="checkbox"/> Sharon Bonk, Golub Corporation  | <input type="checkbox"/> Brandy Hillard-Bouldin, Schenectady Co. DSS       |
| <input checked="" type="checkbox"/> Scott Brazie, ACCES-VR          | <input type="checkbox"/> Jim Hurley, Home Instead                          |
| <input checked="" type="checkbox"/> Phillip Bruce, RPI              | <input checked="" type="checkbox"/> Elise Martin, SCAP                     |
| <input type="checkbox"/> Claudia Butler, Amtrak                     | <input checked="" type="checkbox"/> Michael Markou, Capital Region BOCES   |
| <input checked="" type="checkbox"/> Graig Carbino, CapCom FCU       | <input type="checkbox"/> Michael Mastropietro, IBEW Local 236              |
| <input type="checkbox"/> Andrea Crisafulli                          | <input checked="" type="checkbox"/> Joseph McDonald, Maria College         |
| <input type="checkbox"/> Sonya Del Peral, Nine Pin Ciderworks       | <input checked="" type="checkbox"/> Katie Newcombe, CEG                    |
| <input checked="" type="checkbox"/> Lee Eck, IUPAT DC-9             | <input type="checkbox"/> Kesley Owens, GE Renewable-Vernova                |
| <input type="checkbox"/> Leola Edelin, Renaissance Hotel            | <input checked="" type="checkbox"/> Denise Padula, Alchar Printing Group   |
| <input checked="" type="checkbox"/> Fernandez-Palozzi, Denise, HVCC | <input checked="" type="checkbox"/> Sue Rosa, CEO                          |
| <input checked="" type="checkbox"/> Demetris Fullard, Infinite Care | <input type="checkbox"/> Patrisia Sheremeta, Greno Industries              |
| <input checked="" type="checkbox"/> William Gettman, Northern River | <input type="checkbox"/> Deanna Simon, NYSDOL                              |
| <input checked="" type="checkbox"/> Ian Glasgow, Next Advance       | <input checked="" type="checkbox"/> Sarah Wilson-Sparrow, SUNY Schenectady |
| <input checked="" type="checkbox"/> Matthew Grattan, Plug Power     |  |

### Board Staff Attendance: *(Members in attendance indicated with an x)*

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Brian Williams, Executive Director | <input checked="" type="checkbox"/> Amber Robbie- WIOA Fiscal Grant Recipient |
|--|---|

### Career Center Staff/CLEO Representative Attendance: *(Members in attendance indicated with an x)*

- |   |  |
|---|--|
| <input type="checkbox"/> Jennifer Bary – Schenectady County   | <input checked="" type="checkbox"/> Jonathan Jones- City of Albany |
| <input type="checkbox"/> Eckert, Jessica – Rensselaer County  | <input checked="" type="checkbox"/> Luc Rogers – Albany County     |
| <input type="checkbox"/> Bailey Gardiner – Schenectady County | <input type="checkbox"/> Raphael Tucker, City of Albany            |
| <input type="checkbox"/> Elizabeth Harris – City of Albany    |  |

### Guest Attendance: *(Members in attendance indicated with an x)*

- |  |  |
|--|--|
| <input type="checkbox"/> Nardone, Chris, Columbia-Greene WDB | <input type="checkbox"/> McLear, Christine, CEG    |
| <input type="checkbox"/> Cummings, Patrick, Questar III      | <input type="checkbox"/> Mabee, Victoria, NYSDOL   |
| <input type="checkbox"/> Fratoo, Danielle, NYSDOL            | <input type="checkbox"/> Members of the Public (0) |

# Capital Region Workforce Development Board

Thursday, March 21, 2024 – Meeting Minutes

## **Approval of Minutes:**

William Gettman made a motion to approve the board minutes from the December 14, 2023 meeting. It was seconded by Joe McDonald. All approved, none opposed; motion carried.

## **Industry Attraction & Growth Strategy Presentation**

Katie Newcombe, Chief Economic Development Officer at the Center for Economic Growth (CEG) and WDB Board Member presented on a recent regional targeted attraction and growth plan done by Newmark to develop a luster-driven strategy to promote growth in industries where the Capital Region currently excels, and for which the region could be highly competitive in the future. This presentation is attached to these minutes as an executive summary of the report. Key industries included semiconductor, digital gaming, clean energy, and life sciences. Ms. Newcombe stated that the research evaluators were very impressed with the current workforce development system in the Capital Region, though a recommendation is that a need for the navigation of the system is key for both job seekers and businesses to know where the specific programs are housed and connected. Another key recommendation that Board Members were interested in was that the region should be marketed externally as the “Albany, NY Region” or “Albany, NY’s Capital Region” to improve regional recognition in its title.

## **Virtual Career Center (VCC) Platform Presentation**

Victoria Mabee and Danielle Fratto from the New York State Department of Labor (NYSDOL) Business Services division presented on the new Virtual Career Center (VCC) Platform that NYSDOL has started to roll out. This technology uses artificial intelligence to make better connections between job seekers and the job postings that businesses post in the system. Ms. Mabee and Ms. Fratto did a live demonstration of the system, posting jobs and tweaking the postings with key words to show how changing the postings just slightly gave a much better match rate of job seekers in the talent bank. It was also demonstrated how to communicate with job seekers, reviewing top candidates, and how a business’ team of recruiters can track hiring processes. Ms. Bonk asked how to use it across multiple sites in NYS as well as multiple HR team members as the hiring process evolves. It was explained that this is a statewide system and can be used across multiple areas of a business. Ms. Bonk stated that she was communicating with her staff about the system during the presentation and is very interested in implementing. Ms. Mabee stated that her or another NYSDOL team member is very willing to work individually with any business that would like to utilize the system. A copy of the VCC Fact Sheet and VCC Business User Guide was distributed and attached to these minutes.

## **Youth & Emerging Worker Committee Update:**

*Presented by Michael Markou, Committee Chair*

Mr. Markou reported that the Committee has been focusing on the “Emerging Worker” portion of our charge to the workforce development system. At the last Committee meeting, Cassidy Layman from RISSE presented on employment readiness services for immigrants and refugee populations, emphasizing the need for skills-based interviewing and addressing barriers with employers. Mr. Markou stated that in addition to the emerging workers, the Committee will also be coordinating a “listening tour” to speak with youth and young adults on their needs, what they define as success, and how our workforce system can work directly with the individuals we will be serving in building programs. Partnering with schools and community-based organization will be key to this and a subcommittee is being organized to develop a survey and implementation of this listening tour, potentially using summer youth employment program participants.

# Capital Region Workforce Development Board

Thursday, March 21, 2024 – Meeting Minutes

## **Business Services Committee Update:**

As the WDB Regional Business Services Coordinator has left their position, Mr. Williams stated he will be presenting data on the business services activities during the Executive Director Report. Mr. Williams also stated that the WDB will be in process of hiring a new business services coordinator and is exploring who would serve as the employer of record for this position. It is anticipated that this will be happening over the next few months and more to be reported at the June WDB meeting.

## **Executive Director's Report:**

*Presented by Brian Williams*

- \$131,975 NYS funding through Albany County for case management and employment services for Veterans and their eligible persons
- Application for USDOL grant with NYSDOL for Capital Region to be pilot for young adult Employment Transition Model (ETM) – hope to hear this week- looking very good
- Layoffs – 725 + 400 Quad Graphics – Rapid Response by Career Centers
- Industry Roundtables:
  - Banking with SUNY Schenectady (Feb)
  - Manufacturing, Healthcare, Business with HVCC (March)
  - Coming up: Human Services (April)
- Presentation to SWIB and NYS Legislature Interagency Team
- Advocacy at NYS Legislature and US Capitol
- AI in the Workforce Event with Columbia Greene WDB, 120 attendees
- Police Officer Pre-Apprenticeship with SUNY Schenectady
- Questar III/Troy HS career services for graduating seniors
- ReEntry
  - DOCCS Straight Out of the Gate update – new coordination
  - Albany County and Rensselaer County initiatives

## **Business & Information Sharing**

*None*

## **Next Meeting:**

- Thursday, June 20, 2024 at 3:30pm at location TBD

## **Meeting Adjournment:**

Motion to adjourn was made by Phillip Bruce. Seconded by Matt Grattan. All approved, none opposed. Meeting was adjourned at 5:04 pm.

GLOBAL CORPORATE SERVICES

# Center for Economic Growth: Targeted Attraction & Growth Plan

September 27, 2023

Prepared for:



# Project Team and Background



Photo Source: Pexels

## Project Team – Newmark Experts



**Robert Hess**  
Vice Chairman



**Kim Moore**  
Executive Managing Director



**Brian Peterson**  
Managing Director



**Alan Reeves**  
Sr. Managing Director



**Gillian Apps**  
Sr. Analyst



**Emma Nippe**  
Associate



**Jamari Brown**  
Director



**Bhargava Kotapalli**  
Consulting Analyst

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CENTER FOR ECONOMIC GROWTH | TARGETED ATTRACTION & GROWTH PLAN

# Executive Summary

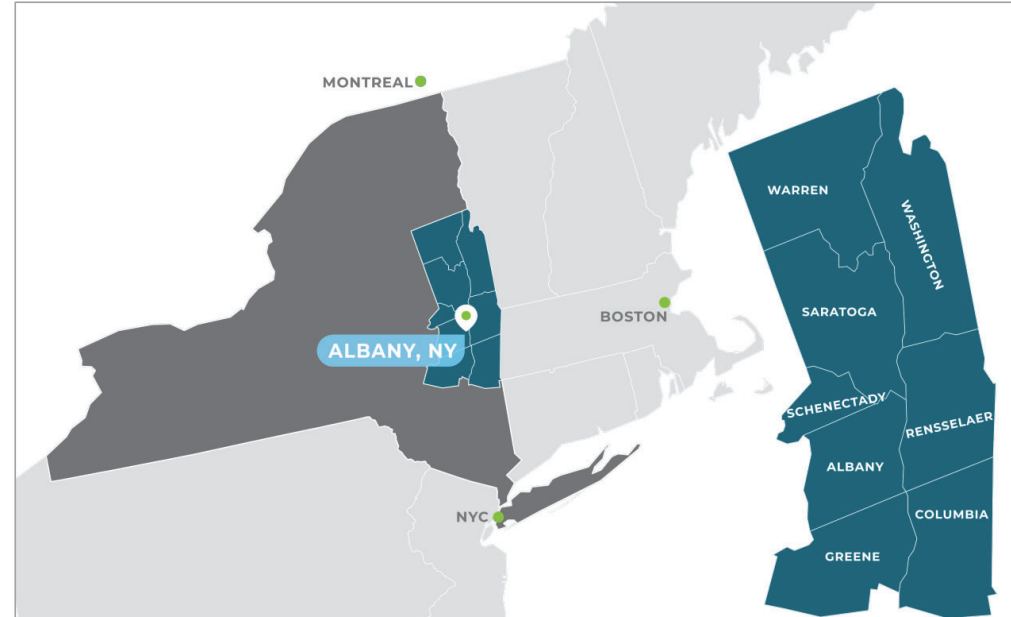


*Photo Source: Center for Economic Growth*

## Executive Summary | Project Goals

The Center for Economic Growth (CEG) retained Newmark to develop a cluster-driven strategy to promote growth in industries where the Capital Region currently excels, and for industries in which the region could be highly competitive in the future. Key elements of this strategy include:

- Assessment of existing economic conditions, demographics, and market trends in the Capital Region;
- Analysis of CEG's current industry clusters and the region's competitive positioning from a site selector perspective;
- Identification of strengths, weaknesses, opportunities, and threats to each cluster;
- Identification of competitor regions against whom CEG can compare and benchmark; and
- Development of strategies and implementation actions to support investment and the creation of new jobs in the region.

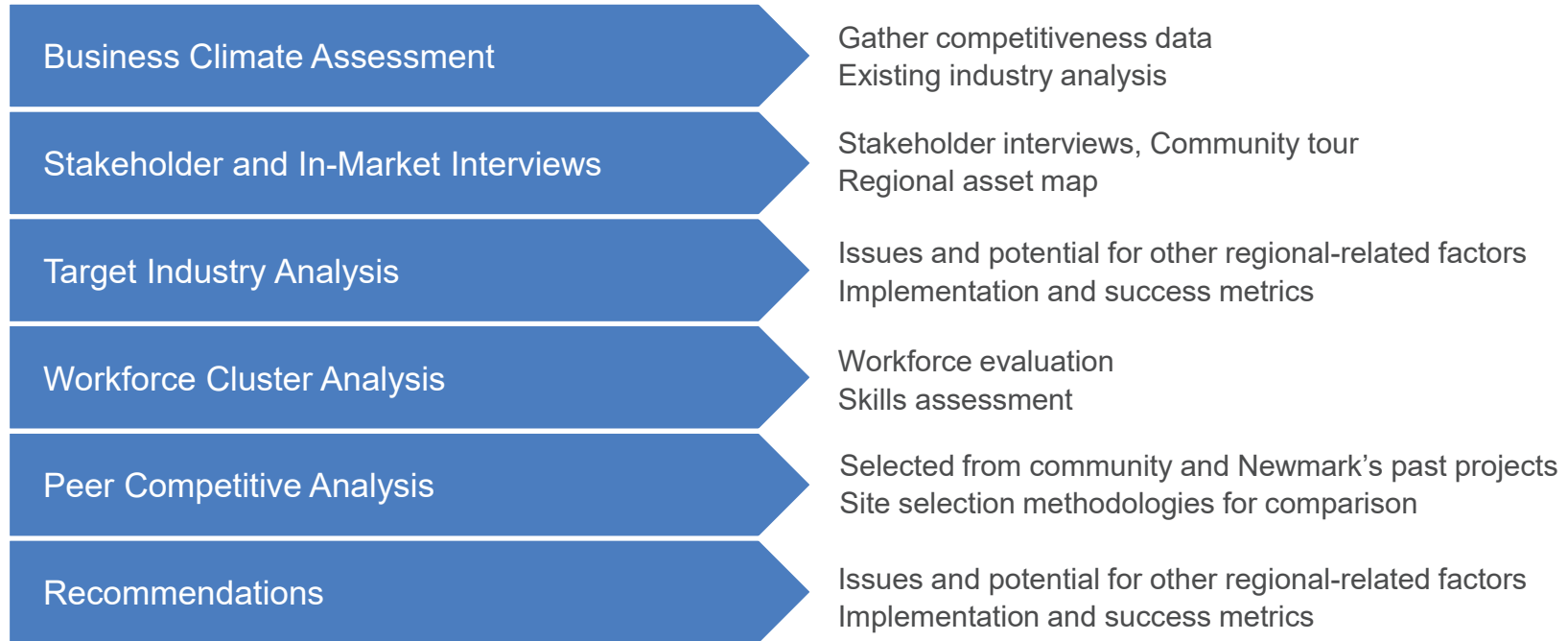


Map Credit: Center for Economic Growth



## Executive Summary | Project Approach

Newmark followed a multi-step process to identify the industries that the Capital Region is well positioned to attract and grow. The initial discovery process included desktop research, a community tour, and community interviews and roundtables, which were critical to truthing the data.



## Executive Summary | Study Foundations & Methodology



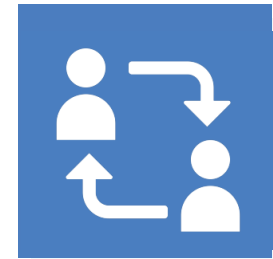
**Industry & Occupation  
Data**



**Demographic & Education  
Data**



**In-Person Market Visits**



**Peer Community  
Comparison**



**Employer Interviews**



**Roundtable Discussions**



**Workforce Development  
Provider & Other  
Stakeholder Interviews**



**Site Selection  
Perspective**

## Executive Summary

### *Capitalize on the opportunity!*

- ✓ The urgency of now – **the competition isn't waiting!**
- ✓ Economic Development is a **fast moving** and **very competitive** ballgame.
- ✓ Competitive communities are stepping up their game with new programs, marketing strategies, incentives, site readiness funds, improved infrastructure, and robust workforce development programs.
- ✓ **CEG has a strong reputation** among their large industry stakeholders and among state and local government economic development agencies. These stakeholders are open to seeing **CEG expand its role** in economic development.
- ✓ **New clusters** are emerging across the region. CEG and the community must act now to foster this growth while also supporting existing clusters.
- ✓ Some of these clusters have significant space and power requirements. The region must **address the shortage of sites and buildings** with adequate infrastructure to remain competitive.
- ✓ Outsiders have a **limited understanding of Albany's value proposition**. The region has much to offer.

# Executive Summary | Stakeholder Engagement

The Newmark team engaged with **over 100 stakeholders throughout the project**, utilizing different avenues, including virtual and in-person interviews and roundtable discussions.

100+

Stakeholders Engaged

8

Counties

6

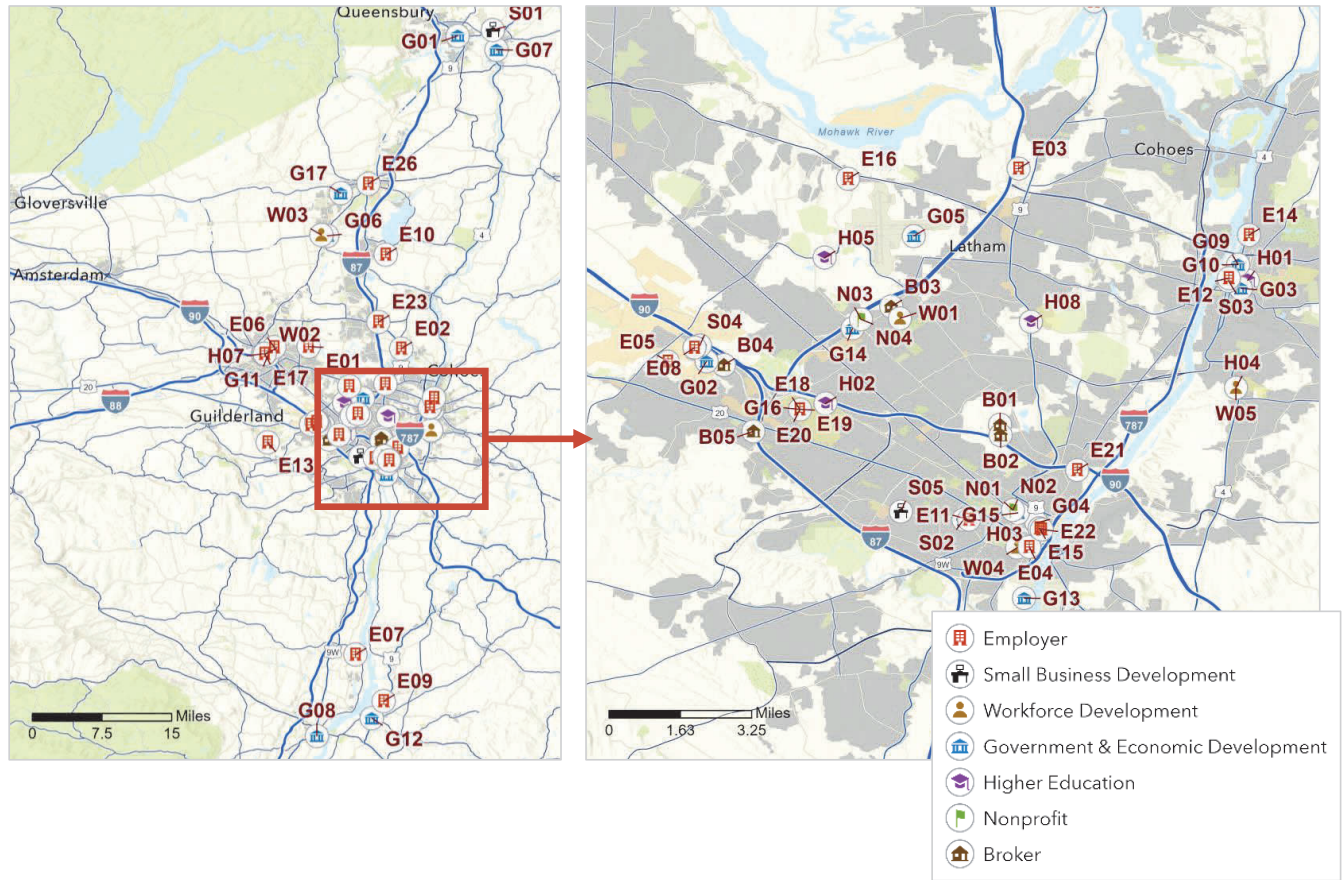
Roundtables

40

Interviews

13

Days in Market



# Executive Summary | Assessment – Top Strengths

Top 10 Selling Points → **Lead with these!**



**Higher Education**



**Geographic Location**



**Housing Affordability**



**Port Access**



**Industry Cluster Assets**



**Engaged Political Leadership**



**CEG Team Market Knowledge**



**Workforce Development**



**Quality of Life**



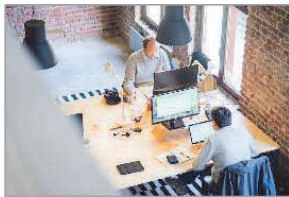
**Highly Educated Workforce**

# Executive Summary | Assessment – Top Challenges

Report recommendations address these challenges



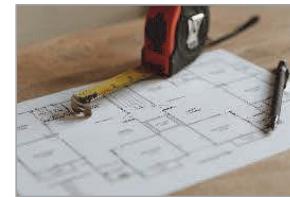
**Tax Environment**



**Startup Ecosystem**



**Regional Message**



**Site Readiness**



**Development Process**



**Talent Retention/  
Brain Drain**



**Corporate Engagement**



**Limited Direct Flights/Schedules**



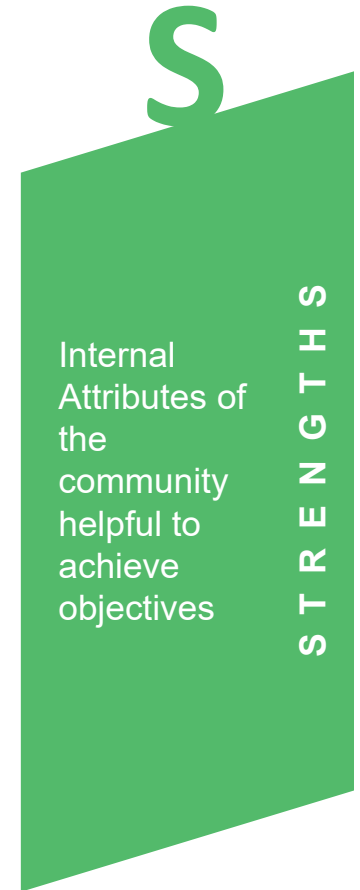
**Workforce Shortages**



**Risk Averse Community**

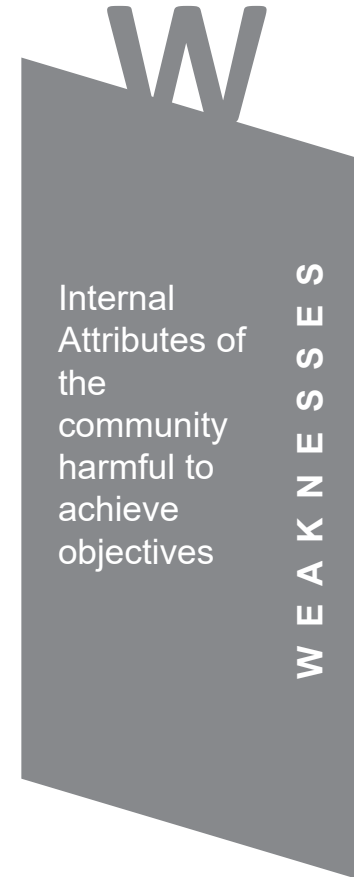
## SWOT Analysis | Capital Region Strengths

- World class higher education institutions.
- Presence of many recognizable “name brand” businesses.
- Leadership at most institutions have “bought in” to economic development perspective.
- Affordable housing.
- Easy access to outdoor amenities and major urban areas within three hours.
- Strong workforce development pipeline with respected institutions.
- Highly educated workforce.
- Low poverty rate.
- Historic downtown areas.
- Abundant supply of water.
- Little to no natural disaster risk.
- Community college and BOCES system highly regarded by local employers.



## SWOT Analysis | Capital Region Weaknesses

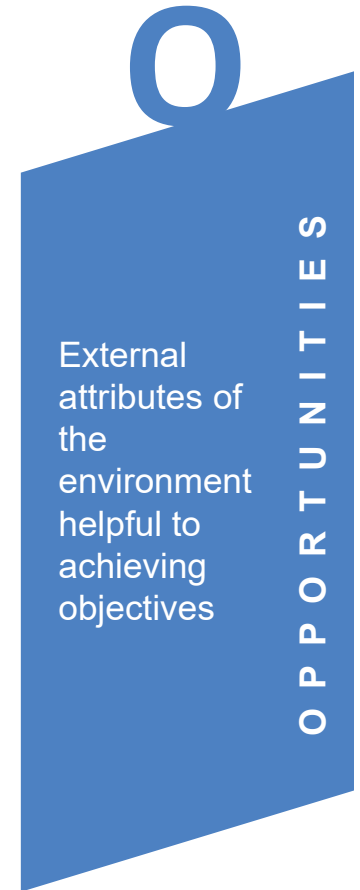
- Brain drain.
- Slow development process.
- Limited inventory of sites and buildings.
- Risk averse business culture.
- Underdeveloped small business and entrepreneurial ecosystems.
- Lack of C-Suite talent and challenges recruiting talent to the region.
- Limited corporate engagement from some businesses.
- Provincial attitudes.
- Limited funding sources for startup companies.





## SWOT Analysis | Capital Region Opportunities

- Ecosystem elements in each target industry are readily apparent and provide a strong foundation to build on.
- Opportunities to leverage R1 institutions in economic development efforts, including Rensselaer Polytechnic Institute's new leadership.
- Local target industries generally aligned with state initiatives, potential to leverage state and local resources in attraction and growth efforts.
- Strong desire amongst community leaders to build out an entrepreneurial ecosystem.
- Consensus among leaders about where the region excels and falls behind should lead to increased buy-in from stakeholders in addressing challenges.
- Extensive R&D assets that can support the development of new and existing industries.



## SWOT Analysis | Capital Region Threats

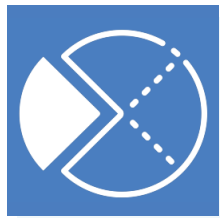
- Little sense of urgency among business leaders.
- Slow development timeline and few sites available.
- Poor perception of New York as a state to do business.
- Aging population, potential for population decline.
- Limited outsider understanding of Capital Region value proposition.
- Winter weather can be a deterrent for businesses and workers evaluating the region.
- Significant competition from other communities for the same target industries.



## Executive Summary | Target Industry Selection



**Establishment  
Count**



**Industry  
Concentration**



**Key  
Occupation  
Wages**



**Total  
Employment**

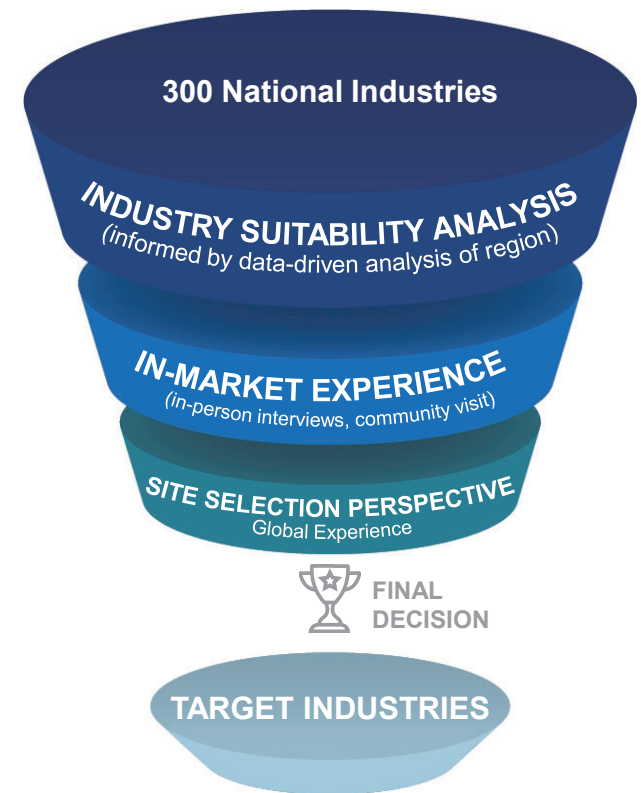


**Key  
Occupation  
Employment**



**National  
Growth  
Prospects**

### A Process of Elimination



## Target Industries – Section Overview

Taking into account the competitive advantages of the Capital Region, Newmark identified a list of target industries for the region to focus its business development and recruitment efforts.

The results of the analysis are supported by multiple data-driven processes, as well as Newmark’s site selector perspective of the region and conversations with stakeholders. The analysis takes into account industry location requirements (labor, costs, infrastructure, market access, etc.) that align with the strengths of the region. Each target industry has business needs that can be met by the Capital Region’s business case.

### **Key Questions & Objectives:**

- What industries match the value proposition of the Capital Region?
- What emerging industries should be investigated as a good fit for the region?
- Are their opportunities in the supply chain that could create a recruitment opportunity for the region?
- Which industries are declining and what skills do those employees have that could be crosswalked to serve a new target industry?

### **Target Industry Criteria:**

- Labor Skills and Wages
- Operating Costs
- Infrastructure
- Market Access
- Historic Demand and Project Experience
- Demographic and Socioeconomic Data
- Education and Training Opportunities
- Site Availability and Quality
- SWOT Analysis
- Incentives

## Target Industries | Target Selection Criteria

Newmark identified target industries for the Capital Region using a multi-criteria decision analysis (MCDA) model. The model was applied to **over 300 national industries** and the **top 25** in which the Capital Region performed best were selected for qualitative assessment and evaluation through the in-market site visits.

The short list industries and the performance of the Capital Region across these industries is shown on the following slides.

Site Selector Perspective: The recommended target industries are representative of sectors that Newmark has deep experience in and/or are seeing (as of recent) in the marketplace in terms of multi-state searches. Our recommendations of these target industries consider what we know these industries evaluate and look for in terms of a competitive quantitative and qualitative critical location factors.

### Key Industry Selection Metrics Included:



Establishment count



Industry concentration



Total employment



Key occupation employment



Key occupation wages



National growth prospects

## Executive Summary | Target Industries | Primary Targets

Primary target industries represent broad opportunities to nurture existing businesses and attract new businesses based on fundamental assets, existing workforce and supply-chain strengths.



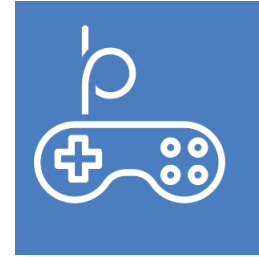
### CLEAN ENERGY

Leverage existing talent and port resources to attract manufacturers and R&D



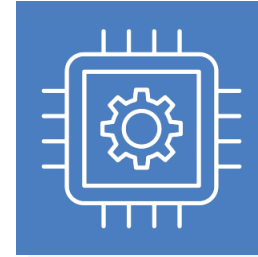
### LIFE SCIENCE

Build out ecosystem through startup development



### DIGITAL GAMING

Leverage existing and emerging studios to grow new companies



### SEMICONDUCTORS

Pursue supply chain opportunities, leverage R&D for attraction, and continue to build out ecosystem

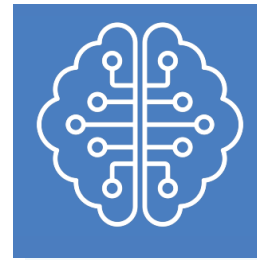
## Executive Summary | Target Industries | Enable Competitive Assets for Future Deployment

In addition to identifying a list of primary target industries, the Newmark team identified additional notable assets that could emerge into their own industries or provide significant support to target industry development now and into the future. Leaders in the region should explore opportunities in these fields and support their development.



### CLIMATE TECHNOLOGY

Explore commercialization options for climate technology research

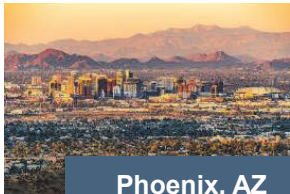


### ARTIFICIAL INTELLIGENCE

Explore opportunities to leverage AI research at U Albany and RPI; Potential focus areas include “big data” analytics, medical research, public health

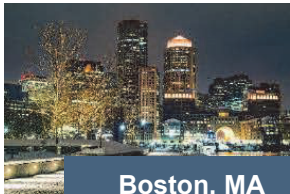
# Executive Summary | Capital Region Peer Communities

## Semiconductors



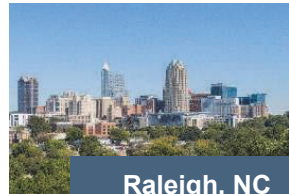
### Phoenix, AZ

National leader in semiconductor manufacturing. Intel, NXP, TSMC. Home to recent fab expansions.



### Boston, MA

Semiconductor community supporting local Life Science industry. Lacks major fab but has significant industry labor pool.



### Raleigh, NC

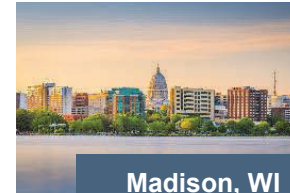
Semiconductor community home to several large fabless companies. Strong University R&D presence.

## Digital Gaming



### Dallas, TX

Robust, mature Digital Gaming community producing highly recognized gaming titles. Strong university presence.



### Madison, WI

Emerging Digital Gaming community focused around independent studios anchored by a small number of larger publishers.



### Montreal, QC

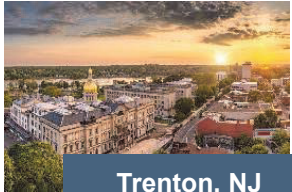
Globally-recognized Digital Gaming community supported by generous tax incentives. Home to over 200 studios.



# Executive Summary | Capital Region Peer Communities



## Clean Energy



### Trenton, NJ

Wind and solar manufacturing community with aggressive state support for transition to off-shore wind.



### Rochester, NY

Established Clean Energy manufacturing community with expertise in solar, wind, and EV batteries.



### VA Beach, VA

Leading offshore wind manufacturing community. Strong state support for OSW.

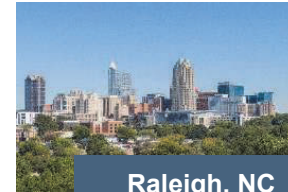


## Life Science



### Providence, RI

Emerging life science community with strong state support. Engaging in efforts to build out ecosystem.



### Raleigh, NC

Largest life science cluster in the nation. Strong support from multiple research universities.



### Worcester, MA

Emerging life science market benefiting from lower cost of living and proximity to Boston. Several recent wins.

## Executive Summary | Peer Cities Comparison

The Newmark team compared the Capital Region to each of the peer communities according to dozens of metrics, covering workforce, quality of life, and fundamental economic indicators.



### Digital Gaming

#### Leading

- ✓ Housing Costs
- ✓ Computer & Math Wages

#### Lagging

- x Median Age
- x Labor Force Participation
- x Unemployment Rate



### Clean Energy

#### Leading

- ✓ Labor Force Participation
- ✓ Production Wages

#### Lagging

- x Median Age
- x Production Wages



### Semiconductors

#### Leading

- ✓ Housing Costs
- ✓ Computer & Math Wages

#### Lagging

- x Median Age
- x Production Wages
- x Unemployment Rate



### Life Science

#### Leading

- ✓ Housing Costs

#### Lagging

- x Production Wages
- x Unemployment Rate
- x Labor Force Participation

## Executive Summary | Maintain and Grow Key Existing Industries

The Capital Region is home to several industries that are long-term economic pillars for the region. These include Public Administration, Higher Education, Health Care, Semiconductors, and Life Science. CEG and its partners should continue to provide support to them as needed.



### PUBLIC ADMINISTRATION

61,141 JOBS  
2.5 LQ



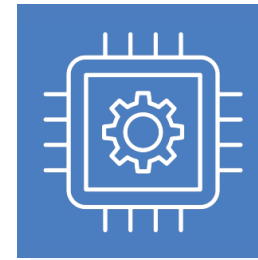
### HEALTH CARE

77,421 JOBS  
1.1 LQ



### HIGHER EDUCATION

17,957 JOBS  
1.5 LQ



### SEMICONDUCTORS

9,535 JOBS  
3.0 LQ



### LIFE SCIENCE

11,818 JOBS  
2.8 LQ

Source: JobsEQ

# Executive Summary | Recommendations – Implementation Plan and Success Metrics

Target Industry	Key Recommendation Areas
Semiconductors	Recruitment, Retention & Expansion, Workforce, Marketing, Site Readiness
Digital Gaming	Small Business & Entrepreneurship, Business Retention & Expansion
Clean Energy	Recruitment, Retention & Expansion, Site Readiness, Marketing
Life Science	Small Business & Entrepreneurship, Retention & Expansion



## Executive Summary | Top 10 Recommendations (1 of 3)



**Recommendation:** Leverage R1 universities and private sector research to maximize target industry and job growth

**Responsible Parties:** CEG | **Supporting Entities:** Higher Education, Public and Private R&D



**Recommendation:** The region has a strong presence of existing businesses in target industries. Retention is critical to future growth. CEG must play a more active role in business retention and expansion. Partner with local/county EDOs to implement a targeted BRE program with key employers in leading industry clusters.

**Responsible Parties:** CEG | **Supporting Entities:** Private Companies, Local/County EDOs



**Recommendation:** Identify sites that are priority candidates for shovel ready development and work with local/county government and/or EDOs to bring sites to shovel ready status. As a mechanism to facilitate, CEG should explore options like Public Private Partnerships, establishing an LDC, or pursuing State of Federal grants to move sites forward.

**Responsible Parties:** CEG, Developers, Property Owners, County/Local EDOs, Utility Partners | **Supporting Entities:** NYESD, EDA

## Executive Summary | Top 10 Recommendations (2 of 3)



**Recommendation:** Build a more robust entrepreneurial ecosystem with leaders in target industries (inside and outside the region) to drive improvements to the visibility and effectiveness of the ecosystem.

**Responsible Parties:** CEG, Innovate 518 | **Supporting Entities:** Small Business Resources/Service Providers, Higher Education, Startups, SBDC, Chambers



**Recommendation:** Build on strong leadership and existing momentum at Albany International Airport by partnering with airport and major employers to collect flight demand data and aid in a flight recruitment strategy.

**Responsible Parties:** CEG, Albany International Airport | **Supporting Entities:** Private Companies, Capital Region Chamber



**Recommendation:** The region should be marketed externally as the Albany New York Region or Albany/NY's Capital Region. The Center for Economic Growth should adopt a new name that improves regional recognition in its title.

**Responsible Parties:** CEG | **Supporting Entities:** Private Companies, Local/County EDOs



**Recommendation:** Work with National Grid and NYSEG to identify the most promising sites for high-power users and identify pathways to development.

**Responsible Parties:** CEG, National Grid/NYSEG | **Supporting Entities:** Developers, Property Owners, Local/County EDOs, Utility Partners

## Executive Summary | Top 10 Recommendations (3 of 3)



**Recommendation:** Engage key industry stakeholders to drive the development of incubator or accelerator programs in each target industry.

**Responsible Parties:** CEG, Higher Education | **Supporting Entities:** State/Local Government, Private Businesses



**Recommendation:** Develop a unified value proposition for the Capital Region for business relocating to or expanding in the region.

**Responsible Parties:** CEG | **Supporting Entities:** Private Companies, Local/County EDOs, Higher Education



**Recommendation:** Work with colleges to identify ways to get college students off campus and into the community.

**Responsible Parties:** CEG, Capital Region Chamber | **Supporting Entities:** Higher Education, Tourism

CENTER FOR ECONOMIC GROWTH | TARGETED ATTRACTION & GROWTH PLAN

# Target Industry Profiles

## Example



Photo Credit: Center for Economic Growth



CENTER FOR ECONOMIC GROWTH | TARGETED ATTRACTION & GROWTH PLAN

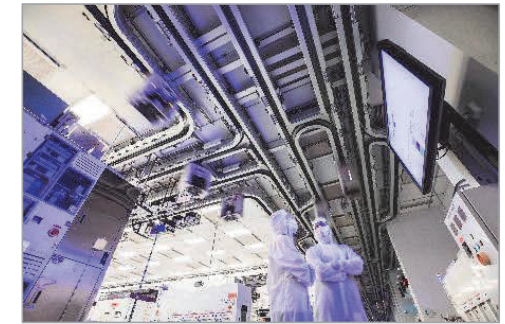
# Life Science



*Photo Credit: Center for Economic Growth*

## Target Industry Profile | Life Science

The Capital Region should focus on research and development, diagnostic testing, and biological manufacturing to grow its Life Science industry.



Source: Microsoft Office Stock Images

### Overview and Characteristics

This industry group comprises establishments primarily engaged in conducting research and experimental development in the Life Science, medical laboratories primarily engaged in providing analytic or diagnostic services, including body fluid analysis, and manufacturing establishments primarily engaged in manufacturing vaccines, toxoids, blood fractions, and culture media of plant or animal origin.

Representative Industry	NAICS	Jobs	5-Yr Job Forecast (% Ann GR)	Location Quotient	Average Wage	U.S. Wage
Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	541715	6,619	+0.2%	3.74	\$125,954	\$152,998
Biological Product (except Diagnostic) Manufacturing	325414	3,814	+0.1%	26.22	\$200,849	\$118,783
Research and Development in Biotechnology (except Nanobiotechnology)	541714	559	+0.5%	0.60	\$114,232	\$199,914
Medical Laboratories	621511	431	+0.04%	0.54	\$68,916	\$77,810
Testing Laboratories and Services	541380	395	-0.8%	0.66	\$70,203	\$90,161
<b>Cluster Total</b>		<b>11,818</b>	<b>+0.2%</b>	<b>2.79</b>	<b>\$145,629</b>	<b>\$139,184</b>

Source: JobsEQ

# Target Industry Profile | Life Science | Business Case

## Labor Pool



**126,259**  
Existing Regional Jobs  
including Translatable Skills

## Labor Cost



**\$70.01**  
Capital Region  
VS.

Providence MSA	\$47.54
Worcester MSA	\$58.70
Raleigh CSA	\$61.97
NY Average	\$69.31
U.S. Average	\$66.92

## Economic Contribution



In 2021, the Life Science industry produced \$3.4 billion in GDP for the Capital Region.



**4.7%**  
Industry Share of local GDP /  
1.1% in the nation



**+11.2%**  
Avg Annual % Change  
Last 10 Yrs. / +6.3% in the  
nation

## Growth Potential



Annual Employment  
Growth Projections  
(5 Year)

0.2%	Capital Region
0.2%	New York
1.0%	U.S.

## Target Industry Profile | Life Science | Talking Points

### PROS

- ✓ Presence of two high-profile pharmaceuticals manufacturing firms in the region, including Regeneron, Curia, and one device manufacturer (AngioDynamics).
- ✓ Proximity to Boston metropolitan area. Much more affordable.
- ✓ Proximity to other life science metros like New York City, Long Island, Boston could provide opportunities for research partnerships or relocations.
- ✓ Strong talent pipeline from RPI, University at Albany, Albany College of Pharmacy and Health Sciences.
- ✓ Presence of institutions conducting cutting-edge medical research.
- ✓ Regional knowledge of Boston Life Science market may present opportunity to recruit companies to the Capital Region.
- ✓ Region has a growing pool of technology talent that could support future industry growth.
- ✓ Potential to leverage co-location with new consolidated Wadsworth laboratory.
- ✓ Existing lab space in the region.

### CONS

- ✗ No organized ecosystem at the moment. Lack of incubator or accelerator programs.
- ✗ Limited success stories beyond a few well-known companies.
- ✗ Larger industry businesses appear to be operating in silos.
- ✗ High wages in the CEG Region will limit its ability to compete outside of the Northeast. The region's focus should be on local growth and development.

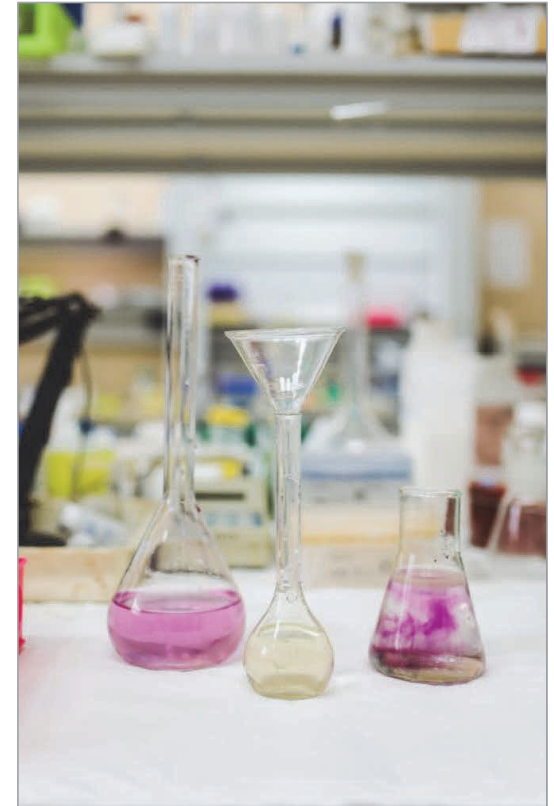


Photo Credit: Photo by Polina Tankilevitch, Pexels.com  
NEWMARK 26

GLOBAL CORPORATE SERVICES

# Center for Economic Growth: Targeted Attraction & Growth Plan

September 27, 2023

Prepared for:



**WE ARE YOUR DOL**



Department  
of Labor



# NYS VIRTUAL CAREER CENTER

A Resource for Businesses

## WHAT IS THE VIRTUAL CAREER CENTER?

The New York State Virtual Career Center is a new job posting and talent sourcing platform using advanced artificial intelligence (AI) to connect businesses to candidates. This new and improved platform gives businesses and jobseekers the ability to communicate throughout the hiring process. Recruiting candidates is fast, easy and no cost!

## THE ONLINE PLATFORM

The New York State Department of Labor is excited to introduce this branded digital environment, that allows you to find top talent while facilitating a better job hunt experience for potential candidates.

## HOW IT WORKS

- Create an account! – Enter basic details about you and your business and submit your registration.
- Post a job! – Once your account has been approved, you can login to create and post your openings!
- Start connecting with talent! – Connect with a ranked list of candidates to find top talent!
- Receive a ranked list of candidates matching your job powered by artificial intelligence (AI) to target the best candidates to meet your business needs
  - Communicate with candidates directly through the platform throughout the hiring process

## BENEFITS

- Review top candidates matching your job details and calibration of skills identified in your job posting.
- Communicate with candidates and work with them throughout the hiring process
- Share the platform with your colleagues
- Have multiple recruiters for your company added to your account and be able to post their own jobs!
- Save time by automatically sourcing candidates
- Save money – no cost to your business!

## TECHNICAL SUPPORT

NYS DOL staff will reach out directly if any registration issues arise while reviewing your account.

## CONTACT

For more information or if you need assistance with your account, contact our VCC Business Support Team at [VCCBusiness@labor.ny.gov](mailto:VCCBusiness@labor.ny.gov)

## REGISTER

To create an account on the Virtual Career Center for Businesses, please visit the following link:  
<https://dol.ny.gov/virtual-career-center-0>

**WE ARE YOUR DOL**



***Virtual Career Center***

**Virtual Career Center for Business  
User Guide**

## *Virtual Career Center for Business*

Any business within the state of New York can request to register with the Virtual Career Center (VCC). Using the VCC, hiring companies can post positions to the state's public exchange, gain access to candidate visibility and AI Matching to source leads, and take advantage of tools such as the candidate pipeline and scheduling. Overall, the VCC allows NYS businesses to seamlessly source, contact, and advance candidates with a broad range of use cases, all while adhering to state labor and compliance law.

**Lets get started!**



# REGISTRATION



# Business Registration [Link: https://dol.ny.gov/virtual-career-center-0](https://dol.ny.gov/virtual-career-center-0)

## VIRTUAL CAREER CENTER FOR BUSINESSES

### HOW IT WORKS

A streamlined 3 step process to post jobs and discover New York's top talent!

#### 1. Create account



Enter basic details about you and your company and submit your registration request. Accounts are reviewed within 3 business days.

#### 2. Post your job



Login to create and post your job openings.

#### 3. Start connecting with talent



Connect with a ranked list of candidates to find top talent.

[CREATE AN ACCOUNT](#)

Click here to get started!

# Business Registration

WE ARE YOUR DOL | FOR BUSINESS  
Virtual Career Center

## Create an Business Account

1 Account Info > 2 Business Info

Start by filling out your contact information for the account.

This is your own login information. You can add other colleagues into your account later.

We highly recommend using your corporate email for this purpose.

First Name \*

  
  
Last Name \*  
  
Phone Number \*  
  
Email \*  

**i** We highly recommend using your corporate email for this purpose.

Password \*

Save & Continue

# Business Registration

## Create an Business Account

1 Account Info > 2 Business Info

Business Name \*

Address \*

City State

**The following info will help us verify your business quickly**

Please provide at least one of SEIN (State Identification Number)/FEIN (Federal Employer Identification Number)\*

SEIN State Employer Identificatio

Industry \*

Number of Employees

Be sure this is a New York State address for your business.

An FEIN is 9 digits and an SEIN is 7 digits. If the number you input is not the correct number of digits, it will not be accepted.

We use these to help us locate an Unemployment Insurance account in our system. All businesses utilizing the VCC are required to have active UI.

Please describe your Business

Business Website

Business LinkedIn

Are you a Federal Contractor?

Yes  No

**i** Federal Contractor covered by the Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) and the jobs for the Veterans Act.

Are you a Staffing Agency?

Yes  No

Commercial and Government Entity (CAGE) Code

**i** If Applicable

By clicking Create my Account, you agree to the User Agreement, Privacy Policy, and Cookie Policy.

Back Create My Account

The more of this information that you fill out, the easier it is for us to verify your account for approval!

# Business Registration

Business Registration - Request Received Inbox x



New York State Virtual Career Center <VCCBusiness@labor.ny.gov>

Once you submit your registration, you will receive this email confirmation that your account is being reviewed.

It may take up to 3 business days for your account to be reviewed.

If there are any issues we find with your account registration, we will reach out to you directly via email to resolve it.




# Business Registration

Congratulations! Your company is verified! [Inbox x](#)

nc New York State Virtual Career Center <VCCBusiness@labor.ny.gov>  
to





When your account is approved, you will receive this email notification.

**WE ARE YOUR DOL**  
Department of Labor  
**Virtual Career Center**



Congratulations!  
Your account has been approved!

You can now

-  **Post a Job**  
Create a position and get a list of great matches for it from New York Virtual Career Center
-  **Add colleagues to your account**  
Make the most of platform by hiring with your team
-  **Streamline your review of quality candidates**  
Refer to your dashboard to efficiently review a running list of candidates who are a match for your roles
-  **Centralize all your communications**  
Communicate with candidates, extend offers, and receive acceptances directly through the platform

[Create a Position](#)

Click here to access your account and start posting jobs!

# POSITIONS



*Virtual Career Center*

# Positions Home Page

The screenshot shows the 'Positions Home Page' interface. At the top, there is a search bar for candidates or positions, a 'Career Exchange' link, and a user profile for 'Matthew'. The main heading is 'Positions', with tabs for 'My Positions' and 'All Positions'. A 'Create Position' button is in the top right. Below the heading is a search bar for positions, location, job ID, recruiter, or hiring manager, along with 'Filters', 'Select Saved Filters', and 'Save Filters' options. A table lists six positions with columns for Position, Days Open, Candidates, Applicant, Contacted, All Offers, and Offer Accepted. The first position, 'Studio Dancer', has a yellow flag icon. The second, 'Retail Sales Associate', has a 'Priority' badge. The third, 'Software Developer', has a bookmark icon. The fourth, 'Software Test Engineer', also has a bookmark icon.

Position	Days Open	Candidates	Applicant	Contacted	All Offers	Offer Accepted
<b>Studio Dancer (844768577670450)</b> Albany, NY • Hiring manager not specified • Matthew TestMP28 • Open	85	0	0	0	0	0
<b>Retail Sales Associate (844768577662039)</b> Albany, NY • Hiring manager not specified • Matthew TestMP28 • Open <b>Priority</b>	85	0	0	1	0	0
<b>Software Developer (844768577671830)</b> New York, NY • Hiring manager not specified • Matthew TestMP28 • Open	84	6	0	0	0	0
<b>Software Test Engineer (844768577671829)</b> New York, NY • Hiring manager not specified • Matthew TestMP28 • Open	84	0	0	0	0	0

Search the VCC talent pool using skills or keywords

"My Positions" shows all positions that list you as the Hiring Manager or Recruiter. "All Positions" shows all non-NLX positions your company has on the VCC

Select from several filtering options. Frequently used filtering criteria can be saved

Yellow flags call out positions that contain a keyword within the job description that has been flagged for position suppression

Bookmark positions to bring them to the top of your "All Positions" view and the "My Positions" view

Select "Mark as Priority" to call out important positions to your company and VCC candidates



# Position Pipeline

Software Developer (844768577671830)  
New York, NY • Hiring manager not specified • Matthew TestMP28 • Open

Overview Candidates (4) Applicants (0) Contacted (0) Offer (0)

Position Details

Job ID 844768577671830	Recruiter Matthew TestMP28	Hiring Manager	Position Location New York, NY
---------------------------	-------------------------------	----------------	-----------------------------------

Download Report

Overview of core position details

Candidate matches to this position

View match scores and profiles of those who have applied

Candidates who have been contacted about this position

Candidates that have received an offer

Note: Candidates will be automatically moved into the appropriate stages, except...

- A. The “Offer” stage. Using the “Advance Stage” pipeline actions (see next page), manually move candidates who are extended an offer to the “Offer” stage to ensure proper reporting to New York State’s business services team.
- B. Off-platform “Contacted” candidates. When candidates are contacted using the platform email tool (best practice), there will be an automatic stage advancement. When candidates are contacted using off platform methods, users should manually move candidates to the “Contacted” stage using the “Advance State” pipeline actions.

# Viewing Candidate Matches

**Software Developer (844768577671830)**  
New York, NY • Hiring manager not specified • Matthew TestMP28 • Open

Overview **Candidates (4)** Applicants (0) Contacted (0) Offer (0)

Calibrate this position (see next page)

Advance Candidate to Contacted or Offer stage

Contact candidates with canned email templates (can be modified as needed)

Archive candidate from the pipeline

Saved - or "favorited" - Candidates (select the star next to their name)

Select from filtering options. Remove automatic filters to see more matches (auto filters based on calibration)

Hover over a match score to understand why this candidate is a match

Candidate	Match	Location	Highest Education
<input checked="" type="checkbox"/> <input checked="" type="star"/> <b>Matthew Poon</b> Software Developer, Google	●●●●●●	New York, NY, USA	☑
<input type="checkbox"/> <input type="star"/> <b>Paul Wilson</b> Software Engineer, Google	●●●●●●	New York	☑
<input type="checkbox"/> <input type="star"/> <b>John</b> Python Developer, DoorDash	●●●●●●	Smithtown, New York, United States	☑
<input type="checkbox"/> <input type="star"/> <b>Pooja Ganti</b> Product Manager, EIGHTFOLD.AI	●●●●●●		☑

**6 years**  
Relevant Experience

**N/A**  
Relevant Skills

**Ideal Candidate**

**Title Relevance**  
Python Developer ●●●●●●

**Experience Relevance**  
6 years, Masters degree ●●●●●●

Recalibrate Position

# CALIBRATION



# Calibration

## Benefits of position calibration

Calibration is your way of refining the VCC's AI matching output. By providing ideal skills, experiences, and other criteria, you are ensuring that our platform can connect you with the best talent for your open positions!

Outline requirements and other position details for this position

The screenshot displays the 'Calibration' interface for a 'Software Developer' position. The top navigation bar includes a search bar and 'Career Exchange' and 'More' options. The main content area is divided into three sections: 'Who do you want to hire?', 'Who is your ideal candidate?', and 'Refine your Requirements'. The 'Who do you want to hire?' section shows the position 'Software Developer (844768577671830)' and the location 'New York, NY'. The 'Who is your ideal candidate?' section has a button to add an ideal candidate. The 'Refine your Requirements' section includes 'Skills/Keywords' and 'Experience' filters. On the right side, there is a 'View Candidates' button, a 'Share With Hiring Manager' button, and a 'Calibration Completeness' indicator at 40%. Below this, it shows '4 Candidates' and '1 Likely to Respond'. The 'Calibration Assistant' section provides a search bar and lists similar positions like 'Software Test Engineer' and 'Lead QA Engineer'. The 'SAMPLE CANDIDATES' section lists three candidates: Paul Wilson (Software Engineer, Google), John (Python Developer, Doordash), and Pooja Ganti (Product Manager, Eightfold.Ai), each with a rating of 5 stars and an 'Add as Ideal' button.

Tools to ensure your calibrations are completed effectively and efficiently

# Calibration, cont.

**Who do you want to hire?**

Position: Software Developer (844768577671830) 🔍

Job Location(s) ①: New York, NY × +

---

**Who is your ideal candidate?**

Candidates you have hired before, given offer to, or would hire in the future.

Ideal Candidate +

---

**Refine your Requirements**

Skills/Keywords

Skills ①: +

Experience ⑤

Job Titles ①: Software Developer × Software Engineer ×  
Senior Software Developer × Developer × +

Companies ①: +

Industries ①: +

Preferred Seniority Level ①

<input type="checkbox"/> CXO	<input type="checkbox"/> Vice President
<input type="checkbox"/> Director	<input type="checkbox"/> Manager
<input type="checkbox"/> Senior	<input type="checkbox"/> Mid-Level
<input checked="" type="checkbox"/> Entry	<input type="checkbox"/> Intern

Preferred Years of Experience

Total Years  Years Relevant to this Position

0 ————— 0 - 30 ————— 30+

Confirm/edit position location

Known candidates that match your hiring criteria

Top skills that you're looking for in candidates (3-8 skills is ideal)

Can add by name (Candidate on VCC) or by LinkedIn profile URL (not on VCC)

There may be some initial requirements that are inferred, or "auto calibrated", based on your job description

Note: A strong job description will produce a more accurate auto calibration, but it's still recommended to review/edit calibrations as needed

Details about previous career experiences that you're looking for in candidates

# Calibration, cont.

Additional options to further refine candidate matches

Education

Schools

Degrees  Doctorate  Masters  
 Bachelors  Certificate

Graduation Year  to

Advanced Options

Location Preferences  Relocation Allowed  Remote Allowed

Full time / Part time  Full time  Part time

Exclude short tenures  Do not exclude  Less than 6 months  
 Less than 1 year  Less than 2 years

Average tenure of the most recent 3 positions.

Settings  Allow as a reference calibration in Calibration Assistant

Additional Requirements

Number of openings

Minimum Salary

Maximum Salary

Salary Unit  Hourly  Daily  
 Weekly  Monthly  
 Yearly  Other  
 Sal + Comm  Per Diem  
 Contract  Commission

Job Duration  Regular  Seasonal  
 Short Term  Temporary

Education Required  Associates Degree  Bachelor's Degree  
 Doctoral Degree  GED  
 High School Diploma  Less than High School  
 Master Degree  Some College  
 Vocational Degree

Details about education that you're looking for in candidates

Required info about the selected position

# Calibration Completion Tools

To ensure your calibrations are completed effectively and efficiently!

Calibration Completeness 40%

- ✓ Add job location(s).
- ✓ Add at least 3 ideal candidates.
- ✓ Add at least 3 preferred skills.
- ✓ Add at least 3 alternate job titles.
- ✓ Range of experience.

Tracks minimum expectation for a complete calibration

## Calibration Assistant

Select and copy from calibration templates

Copy calibration from similar positions



Software Developer (844768577671830)  
New York, NY • Eightfold • Open

[View](#)

Lead QA Engineer (844459344940077)  
USA • Eightfold • Sourcing Pipeline

[View](#)

### SAMPLE CANDIDATES



Geoffrey Staz  
Senior Trainer, Master Instructor,  
Equinox Holdings

[+ Add as Ideal](#)



Carrie Watson  
Training Specialist (Fema Funded  
Crisis Counseling Program),...

[+ Add as Ideal](#)



### RELATED TITLES

[+ QA Engineer](#)

[+ Engineer IT](#)

[✓ Test Engineer](#)

[See More](#)

Search for a position that you've already calibrated and copy that criteria into this calibration

Note: you must check the "Allow as a reference calibration..." option under *Advanced Options* to utilize this tool

Suggestions for Ideal Candidates

Suggestions for experiences, skills, etc.

# MANAGE USERS





# Admin Console

## Managing your users

**Manage Users**

Internal Users External Users

Search users 2 users found Download Users + Add User

Name	Email	Status	
Matthew Poon	mposrcm+test028@gmail.com	Active (Exchange Company Admin)	⋮
Brooke Kowalski	recruiter+test+001@gmail.com	Invited (Talent Exchange Recruiter) Added By mposrcm+test028@gmail.com	

Reset Password  
Disable Account  
Delete Account  
Change Permissions  
Resend Invite  
Change name

**Add User**

First Name Last Name

Email  
Email address @ eightfoldemployer-9b3b0ee585.com

Password  
Password requires 8 or more characters with atleast one number & one symbol  
Password (Optional)

Confirm Password (Optional)

**Role**

- Hiring Manager:** Hiring manager role. Can create position and review and contact matching candidates from Eightfold Talent Exchange.
- Exchange Company Admin:** Exchange Admin role for hiring companies
- Talent Exchange Recruiter:** Can create position, review and contact matching candidates from Eightfold Talent Exchange.

Cancel Save

Take action on user accounts as needed

Note: Only Exchange Company Admins will have access to the Admin Console (managing users)

Add new users with name and email (recommend leaving Password blank to allow users to create their own password) and then selecting their role(s)

When you "Save" the new user will receive an email that will prompt them to create a password

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***Virtual Career Center***

Questions or need assistance?

Contact us at:

[VCCBusiness@labor.ny.gov](mailto:VCCBusiness@labor.ny.gov)