



# STRATEGIC ACTION PLAN EXECUTIVE SUMMARY 2017-2020

COMMISSIONED BY THE AGENCY  
SUSAN M. PAYNE, STRATEGIC PLANNING CONSULTANT

POWERED BY

THE AGENCY  
BROOME COUNTY IDA / LDC

A strengthened economic development-workforce development partnership is essential for Broome County to develop new business and job opportunities in target industry sectors.

To create the **“INDUSTRIES OF THE FUTURE”** in Broome County a **“WORKFORCE OF THE FUTURE”** must be highly motivated, prepared and trained.

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SUSAN PAYNE, STRATEGIC PLANNING & ECONOMIC DEVELOPMENT CONSULTANT

## SPECIAL THANKS

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# THE CHALLENGE. THE OPPORTUNITY. THE VISION.

The Agency serves as the lead economic development organization in Broome County and governs the operations of the Broome County Industrial Development Agency (BCIDA) and the Broome County Local Development Corporation (BCLDC). In 2016, The Agency Board of Directors approved a four-year strategic plan for economic development through 2020. Among the strategic objectives was that the organization “Assume a Leadership Role in the Development and Implementation of a Workforce Development and Talent Attraction Initiative.” In the fall of 2016, The Agency commissioned Susan Payne to conduct a comprehensive data analysis and to facilitate the development of a workforce strategy and action plan.

The Broome Talent Task Force was created in 2017 and charged with developing a strategic plan to address both urgent and anticipated workforce issues.

The Task Force members included representatives from the employers, trade associations, local workforce development organizations, business development and advocacy organizations, civic organizations, economic development entities and education at all levels.

Its members were charged with gaining an in-depth understanding of the issues, establishing a vision for the county’s workforce in the next 10 years and developing a set of action steps to be undertaken in the next one to three years designed to retain, cultivate, grow and attract workforce talent.

The Task Force focused on six industry sectors with the greatest workforce demand including healthcare, education, engineering/design/production, transportation and materials moving, construction and the skilled trades, and information technology.

After extensive data analysis, focus group sessions, employer input and assessment of existing programs and services, the Task Force agreed it was urgent to develop a strategic action plan to change the course and create a workforce for the present and the future.

## TURNING A CHALLENGE INTO AN OPPORTUNITY

*“What does it take to turn a challenge into an opportunity? What does it take to fill the 4,000 job openings? We think it takes information, collaboration and a willingness to do things in a way we’ve never done before. The BC Talent Task Force is an unprecedented effort that brings together all of the major employment sectors driving our economy together with other stakeholder groups to create a comprehensive and collaborative action plan to attract and retain a strong workforce over the next decade.”*

PETER NEWMAN, TASK FORCE CO-CHAIR  
REGIONAL PRESIDENT / M&T BANK

ANTHONY PANICCIA, TASK FORCE CO-CHAIR  
PRESIDENT & CEO / DELTA ENGINEERS, ARCHITECTS & LAND SURVEYORS

KEVIN MCLAUGHLIN, EXECUTIVE DIRECTOR, THE AGENCY

## BROOME COUNTY AT THE CROSSROADS

Broome County stands at the threshold of its next economic era, facing weak labor supply conditions and growing challenges that have the potential for long-term impact.

- 4,859 VACANT POSITIONS
- 5,000 EMPLOYABLE PEOPLE WITHOUT JOBS
- 5.3% UNEMPLOYMENT RATE (JULY 2017); #50 AMONG 62 COUNTIES IN NYS
- LABOR FORCE PARTICIPATION RATE OF 58.7%; COMPARED TO 63.3% AT BOTH THE NATIONAL AND STATE LEVELS
- WORKFORCE HAS DECLINED FROM 122,300 IN 2006 TO 107,770 IN 2015 TO 96,246 IN 2017Q1
- DROP OF 8,156 IN PAST 5 YEARS AMONG PRIME WORKING AGE PERSONS
- MOST JOB OPENINGS IN 2010-2020 WILL BE REPLACEMENT OPENINGS DUE TO AGING
- POPULATION IS PROJECTED TO DECLINE TO 199,053 IN 2025 AND 192,835 BY 2040 DUE TO OUT-MIGRATION AND AN AGING POPULATION
- 30% OF THE WORKFORCE WILL NEED TO BE REPLACED IN THE NEXT 5-8 YEARS DUE TO AGING
- MOST INDUSTRY SECTORS ARE WITNESSING AN AGING WORKFORCE SUCH AS HEALTHCARE WHERE 25% OF EMPLOYEES ARE OVER THE AGE OF 55
- 17.2% OF BROOME COUNTY’S POPULATION LIVES IN POVERTY AS COMPARED TO THE NATIONAL RATE OF 13.5%
- NYS REGULATIONS ACT AS BARRIERS; RANGING FROM K-12 CURRICULUM TO ON-SITE WORK EXPERIENCE AND TRACTOR TRAILER DRIVER LICENSING

# THE CHALLENGE.

The weak labor supply conditions are a result of the converging effects of population losses including out-migration, an aging and shrinking labor force, and lessened demand for workers over time. Both recruitment to fill new jobs and replacement of the existing workforce are quickly becoming critical issues for many employers. The stakeholder partners must focus on this chronic problem if Broome County is to be successful in achieving a strong and sustainable economy.

**1** Population in the Binghamton MSA (Broome and Tioga counties) declined 2% between 2010-2015 to 246,020. Broome County's population declined from 212,160 in 1990 to 200,018 in 2015. Further decline to 199,053 in 2025 and 192,835 by 2040 are projected.

**2** The rate of unemployment was 7% in September 2015, as compared to 9.6% in the prior five years. In July 2017, the unemployment rate was at 5.3%. Although lower, this still translates into the Binghamton MSA having among the highest rates of unemployment in New York.

**3** Broome County is experiencing a higher rate of labor force shrinkage than other counties in the region. Broome and Chemung counties lost the most at 10% during the past 5 years; and Broome was the only large county in NYS to experience a net job loss in 2014-2015 with a decline of 1.2%.

**4** Over the past decade, Broome County has experienced a labor force decline from 122,300 in 2006 to 107,770 in 2015; and it now stands at 96,246 as of 2017Q1. This compares to 1990 when the labor force was 131,000.

**5** The number of prime working age persons dropped 8,156 (10.8%) between 2010 and 2015. The current count is 67,372; down from 75,528 in 2010.

**6** The work force is aging. Those ages 45-64 account for 26% of the population, and the senior population is at 17%. The issue of replacing the aging workforce is highlighted by the concentration of workers age 55+ in these sectors: Education with 30%; Healthcare Professional sector with 25%, Transportation and Material Handling with 25%, and Engineering with 30%.

**7** The cost of employee acquisition and retention is growing disproportionately. Much of this challenge is related to a high turn-over in several hourly jobs, ranging from manufacturing to healthcare, and the need for constant training of new workers.

**8** Due to the aging population and anticipated retirements over the next five years, the NYS Department of Labor projects that most job openings in 2010-2020 will be replacement openings and not new ones. The replacement of an estimated 30% of the workforce over the next 5-8 years will put added stress on the weak labor supply. Several companies are replacing retiring workers and simultaneously seeking workers to support expansion; and they are competing from a rapidly shrinking pool of qualified workers. The result in some cases is workers jumping from job to job to take advantage of a better wage or benefit package. This is most prevalent in healthcare and manufacturing.

**9** In 2017Q1, there were 4,850 job openings in Broome County, with the largest demand in the field of healthcare with 300 job openings. The county's school districts are struggling to fill school teacher positions, and the transportation and warehousing industry demand is ramping up quickly as the new Dick's Distribution Center is set to open in 2018 creating 500 new jobs. This places added pressure on an already tight labor market in these sectors.

**10** The immediate and long-term workforce development needs of select businesses in Broome County such as transportation, warehousing and distribution are being driven by regulatory changes. An increasing consumer demand, rapidly changing technology and a globally competitive market place require Broome County to address removal of the regulatory barriers to attract and retain a qualified workforce.

**11** The forecast for a reduced demand for workers in target industries is based on historic job losses, and does not consider potential for expansion of existing businesses or an aggressive business recruitment campaign; or recent business development such as the Dick's Distribution Center project. It will be important for the newly formed workforce model to be data-driven and closely monitor workforce demand and make adjustment in communication programs and education/training programs.

**12** Middle to upper management and workers in professional positions are more stable; however, it is more difficult to replace them due to retirement or being recruited from a company outside of the area. Employers are concerned about replacing top management because there is not a local pool to recruit from, and successfully securing a top-notch person from outside the area is challenging.

**13** The county has the benefit of a wide range of workforce development programs and services available through agencies such as Broome-Tioga Workforce NY; however, gaining access and maximizing the benefits of these services is hindered by the current location, limited technology to support activities such as submission of on-line applications, and lack of state-of-the-art training facilities and communication tools that are in alignment with today's social media communication channels and tools for interactive learning.

**14** An inventory of education and training programs reveals that the number and quality of programs, particularly those offered by SUNY Broome and BOCES, are extensive and targeted at employer needs. The gap is in equipment, faculty and clinical sites for healthcare education, particularly nursing. In addition, BOCES has the potential to play a key role in introducing persons age 16-24 to careers with added equipment offering simulation and interactive experiences.

## TOP RECRUITMENT ISSUES IDENTIFIED BY BROOME COUNTY EMPLOYERS

- SHRINKING POOL OF SKILLED WORKFORCE AT ALL LEVELS
- HIGH LEVEL OF COMPETITION FOR SKILLED WORKERS
- LACK OF TECHNICAL SKILLS AMONG EXISTING POPULATION
- DEMAND FOR HIGHER SALARIES, DUE TO THE HIGH RATE OF COMPETITION FOR SKILLED WORKERS
- INADEQUATE SUPPORT OF PUBLIC TRANSPORTATION
- INADEQUATE/APPROPRIATE SINGLE FAMILY AND MARKET RATE RENTAL HOUSING TO ATTRACT NEW EMPLOYEES

# THE OPPORTUNITY.

**1** There is potential to grow the county's economic base. The employer base is stable and some companies are interested in expanding, but they are constrained by lack of a qualified workforce.

**2** Over the next 10 years, employment in Broome County is projected to contract by 5,332 jobs based on statistical modeling; however, this does not take into consideration new business development activity that is expected to create a minimum of 500 new jobs in the next 12 months.

**3** There are existing gaps in Broome County's workforce and the demand will continue to grow in all the target industries as they attempt to merely maintain current levels of production and services. This is most critical in the healthcare industry, where there is a combination of an increasing number of jobs combined with retention and aging out issues.

**4** The average worker in Broome County earned annual wages of \$42,181 as of 2017Q1. Average annual wages per worker increased 4.5% in the county during the previous year. For comparison purposes, annual average wages were \$53,246 in the nation. However, it is important to note that Broome County wages are competitive with similar jobs throughout the country in the selected target industry sectors.

**5** Broome County has several assets that have the potential to be attractive to prospective workers such as outdoor recreation, sports teams, easy access and close proximity to major metropolitan areas such as New York City and Philadelphia, quality schools, healthcare, family oriented communities and a reasonable cost of living.

**6** There has been a growing focus on workforce development among leading organizations dedicated to business development including The Agency, Chamber of Commerce and GBEP; and this strategic initiative can maintain its momentum with their support.

**7** The county has extensive education, training and employment support services provided by organizations such as Broome-Tioga Workforce NY, SUNY Broome, BOCES and Binghamton University. An investment in cutting edge facilities and equipment can have a significant impact on the ability to expand the existing education programs to meet demand. Simultaneously, taking steps to increase access and heighten the visibility and value of the vast array of workforce development programs and support services have the potential to move people into the workforce.

**8** The coming together of employers, education, economic development and business advocacy organizations to form the BC Talent Task Force and prepare a strategic plan in response to this workforce crisis is unprecedented. There is the energy, commitment and a level of collaboration essential to change the current conditions.

## TOP RECRUITMENT ISSUES IDENTIFIED BY BROOME COUNTY EMPLOYERS

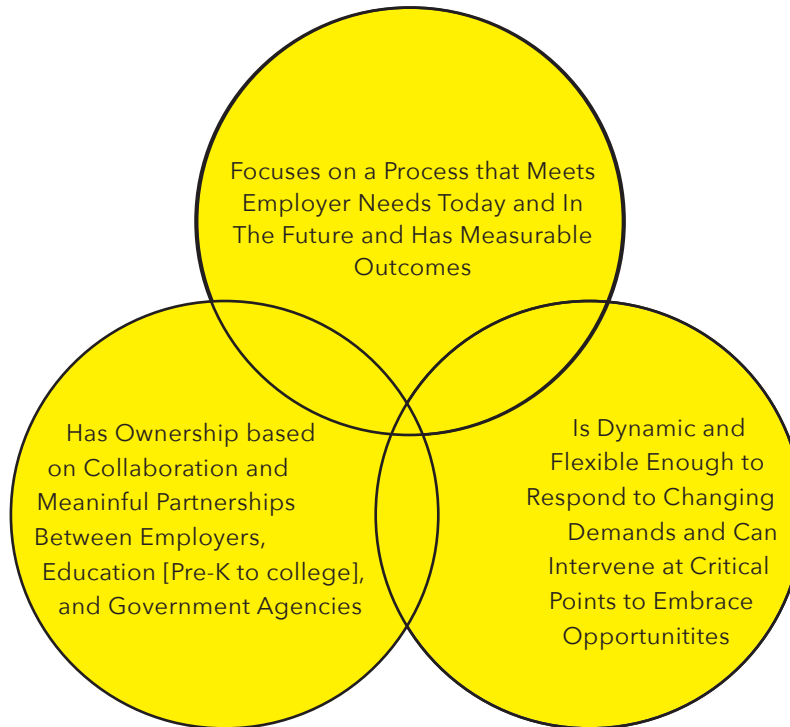
- SHRINKING POOL OF SKILLED WORKFORCE AT ALL LEVELS
- HIGH LEVEL OF COMPETITION FOR SKILLED WORKERS
- LACK OF TECHNICAL SKILLS AMONG EXISTING POPULATION
- DEMAND FOR HIGHER SALARIES, DUE TO THE HIGH RATE OF COMPETITION FOR SKILLED WORKERS
- INADEQUATE PUBLIC TRANSPORTATION (KIRKWOOD)
- INADEQUATE/APPROPRIATE SINGLE FAMILY AND MARKET RATE RENTAL HOUSING TO ATTRACT NEW EMPLOYEES

# THE VISION.

A strengthened economic development-workforce development partnership is essential for Broome County to develop new business and job opportunities in target industry sectors. To enhance business development in Broome County, a “workforce of the future” must exist. A public-private sector partnership should be created that offers an effective approach to address the labor shortage and need to improve workforce skills in a manner that both increases the potential growth among businesses and provides a source of qualified labor to support that growth.

Broome County needs to adopt a comprehensive approach to workforce development that includes retaining and strengthening the existing workforce, attracting talent, and growing its own workforce beginning in the K-12 pipeline, retention of high school and college graduates.

The stakeholders should collaborate to “develop and own” a workforce development strategy that is an integrated, holistic and outcome-driven system.



## A VISION FOR THE FUTURE

**THE TASK FORCE ADOPTED AN UNDERSTANDING OF THE ISSUES AND SET A VISION TO GUIDE ITS STRATEGIC PLANNING.**

*“A strengthened economic development-workforce development partnership is essential for Broome County to develop new business and job opportunities in target industry sectors. To create the “industries of the future” in Broome County a “workforce of the future” must be highly motivated, prepared and trained must exist.”*

# THE STRATEGIC PLANNING PROCESS

## TASK FORCE FOCUS

The Task Force focused on six industry sectors with the greatest workforce demand.

**HEALTHCARE  
EDUCATION  
ENGINEERING / DESIGN / PRODUCTION  
TRANSPORTATION AND MATERIAL MOVING  
INFORMATION TECHNOLOGY  
CONSTRUCTION AND SKILLED TRADES**

## WHAT WILL IT TAKE?

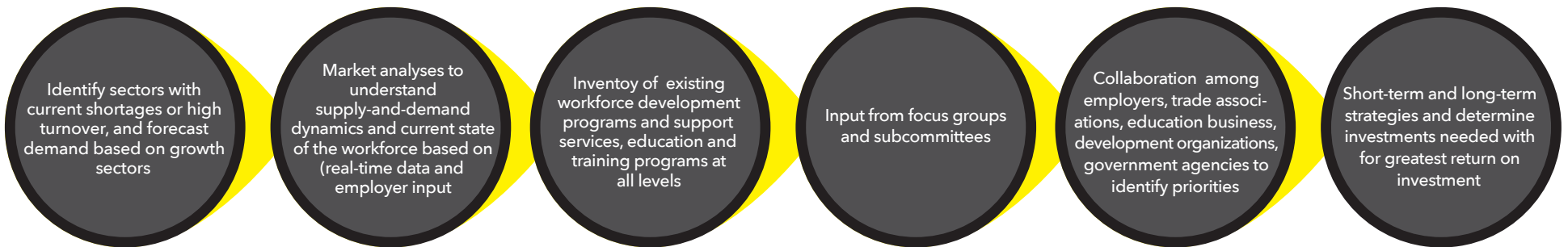
- THE BUSINESS COMMUNITY MUST TAKE A LEADERSHIP ROLE AND WORK IN CLOSE PARTNERSHIP WITH AGENCIES AND ORGANIZATIONS RANGING FROM WORKFORCE DEVELOPMENT, EDUCATION, ECONOMIC DEVELOPMENT AGENCIES AND THE NON-PROFIT SECTOR.
- THE PRIME WORK FORCE BASE MUST BE STABILIZED AND GROW
- THE FALSE PERCEPTION REGARDING LACK OF JOBS MUST BE DISMISSED
- IMMEDIATE EMPLOYER WORKFORCE NEEDS MUST BE ADDRESSED TO RETAIN AND GROW KEY INDUSTRY SECTORS, OR RISK FURTHER DECLINE OF THE ECONOMIC BASE AND ESSENTIAL SERVICES
- WORKFORCE DEVELOPMENT PROGRAMS, SERVICES AND INFORMATION SHOULD BE PROVIDED IN EASILY ACCESSIBLE LOCATIONS AND PROVIDE UNEMPLOYED WORKERS WITH INFORMATION AND SERVICES USING CUTTING EDGE TECHNOLOGY AND EFFECTIVE COMMUNICATION CHANNELS
- AN INVESTMENT MUST BE MADE IN STATE-OF-THE ART EQUIPMENT AND FACILITIES AT SUNY BROOME AND BROOME-TIOGA BOCES
- A WORKFORCE PIPELINE FOR THE NEXT 20 YEARS MUST BE DEVELOPED
- THE COUNTY MUST OFFER A QUALITY OF LIFE THAT IS ATTRACTIVE TO THOSE SEEKING EMPLOYMENT AND CAREERS
- AN IMPROVED INTERNAL AND EXTERNAL IMAGE AS A GOOD PLACE TO LIVE AND WORK MUST BE ACHIEVED



# PLANNING APPROACH

The Task Force agreed on the importance of developing a strategy based on collaboration and partnerships that would result in an integrated and outcome-driven workforce model focused on strengthening the existing workforce, retention and attraction of new talent to Broome County. The group further agreed to pursue a planning approach was based on the following principles.

- **SUCCESSFUL WORKFORCE AND ECONOMIC DEVELOPMENT EFFORTS DEVELOP LONG-TERM STRATEGIES AND MAKE INVESTMENT DECISIONS BASED ON HARD DATA.**
- **THE BEST WORKFORCE-DEVELOPMENT SOLUTIONS HAPPEN WHEN LEADING EMPLOYERS COME TOGETHER TO ADDRESS THE TALENT PROBLEM.**
- **EDUCATION COMBINED WITH EXPERIENCE BOTH INSIDE AND OUTSIDE A CLASSROOM FORM THE FOUNDATION OF A STRONG WORKFORCE, AND THE ACCUMULATION OF PERSONAL KNOWLEDGE AND JOB SKILLS IS A LIFELONG LEARNING PROCESS BEGINNING IN ELEMENTARY SCHOOL**
- **WORKFORCE DEVELOPMENT MUST INCORPORATE COLLABORATION, CROSS-SECTORAL PARTNERSHIPS AND CONTINUING EDUCATION OPPORTUNITIES.**
- **A WORKFORCE-DEVELOPMENT SYSTEM MUST BE STRATEGIC AND OUTCOME DRIVEN, AND RESULTS IN QUALIFIED PEOPLE FILLING JOBS.**



Fifteen focus group sessions involving more than 130 participants provided the Task Force with insight and important information about the challenges and opportunities. In addition, three subcommittees were formed including training and education, regulatory and K-12. These groups provided insight to important questions about issues, barriers and opportunities.

- **WHAT STRUCTURES AND PROGRAMS ARE ALREADY IN PLACE THAT CAN BE ENHANCED TO GET THE UNEMPLOYED WORKFORCE ACTIVELY ENGAGED TO FILL THE CURRENT POSITIONS?**
- **HOW AND WHAT DO WE NEED TO INVEST IN PEOPLE WHO ARE UNEMPLOYED AND WANT TO WORK?**
- **HOW CAN THE YOUNG WORKFORCE (AGES 16-35) BE RETAINED?**
- **WHAT ARE THE BARRIERS AND OPPORTUNITIES RELATED TO TALENT ATTRACTION?**
- **WHAT ARE BEST PRACTICES FROM ACROSS THE COUNTRY THAT CAN BE APPLIED?**
- **HOW CAN WE PREPARE THE WORKFORCE FOR THE FUTURE?**

# CONDITIONS FOR SUCCESS

Building a highly qualified workforce requires equal focus on the following conditions.

**1** Resolving the workforce crisis will take commitment and leadership to continue collaboration, making investments and undertaking meaningful evaluation of progress toward objectives.

**2** There has never been a concerted effort to build a functional and collaborative relationship among the many different partners to address this issue. There is opportunity to build on the strength of the Task Force and this new approach to addressing county-wide issues. It will require a fundamental rethinking of how the business community, education, government, and a wide range of agencies and organizations work together.

**3** The success of this ambitious strategy will require an alignment of goals and funding priorities between organizations and across jurisdictions, as well as a reinvention of the way government, businesses and community organizations fund workforce development.

**4** There needs to be a continued focus on addressing urgent and immediate need for workers to fill job vacancies in the target industries and retain a quality workforce, while simultaneously being data-driven to understand the anticipated workforce shortages in target industries in the future.

**5** Working closely with the school districts to create a Career Path Program for Grades 8-12 is not for the future ... the hard work must begin immediately.

**6** The population base must grow, and the area must offer a quality of life that is attractive to those seeking employment and careers. A multipronged approach should be taken to address issues such as housing and revitalization of the urban cores; while simultaneously a county-wide promotion program needs to be executed that promotes the area as a desirable place to live and work.

**7** A workforce systems model and organizational structure must be formed and maintained that is stakeholder driven and in alignment with business and economic development initiatives.

**8** Adequate financial resources for the strategy are necessary to provide multi-year investments and operating support for key initiatives.

***BROOME COUNTY'S  
WORKFORCE SHOULD BE  
CONSIDERED A "RENEWABLE  
RESOURCE."  
A HIGHLY SKILLED  
WORKFORCE IS "ECONOMIC  
DEVELOPMENT CAPITAL."***

# THE STRATEGY: OBJECTIVES AND STRATEGIC PRIORITIES

## WHAT ARE THE OVERALL OBJECTIVES AND EXPECTATIONS?

- IMPROVE THE SKILL LEVEL OF THE EXISTING WORKFORCE
- MOVE THE UNEMPLOYED INTO THE WORKFORCE
- REVERSE THE OUT-MIGRATION TREND AND RETAIN THE EXISTING WORKFORCE
- ATTRACT NEW TALENT
- CREATE A PIPELINE OF NEW WORKERS TO REPLACE RETIREES AND BUILD GROW THE WORKFORCE BASE

## STRATEGIC PRIORITIES

**STRATEGY 1.** Address urgent and immediate need for workers to fill job vacancies in the target industries and retain a quality workforce.

**STRATEGY 2.** Address Workforce Shortages in Target Industries over the Next 1-3 Years

**STRATEGY 3.** Create a Comprehensive and Integrated Career Path Program for Grades 8-12

**STRATEGY 4.** Create an Integrated Workforce Systems Model and Organizational Structure that is Stakeholder Driven and in Alignment with Business and Economic Development Initiatives

*Broome County will continue to lose its competitive edge without a strong workforce development strategy to be the foundation for an aggressive business retention and recruitment effort.*

### STRATEGY 1

**ADDRESS URGENT AND IMMEDIATE NEED FOR WORKERS TO FILL JOB VACANCIES IN THE TARGET INDUSTRIES AND RETAIN A QUALITY WORKFORCE**

Objectives:

- Increase awareness of and accessibility to workforce programs and services
- Develop shared marketing strategies under the umbrella of the Good Life Campaign
- Strategically coordinate programs among workforce partners to provide clear pathways to secure services, gain skills training and education, and pursue a career
- Advocate for change in NYS policies that create barriers such as curriculum development, age restrictions for tractor-trailer drivers, and more.

### STRATEGY 2

**ADDRESS WORKFORCE SHORTAGES IN TARGET INDUSTRIES OVER THE NEXT 1-3 YEARS**

Objectives:

- Enhance programs and increase enrollment in critical career clusters by targeting resources in capital equipment, faculty and other education and training program needs; particularly in nursing education and tractor trailer training
- Make workforce resources and services easily accessible and exciting using cutting edge technology
- Reduce out-migration, particularly among members of the prime workforce ages of 18-34
- Motivate former natives to return to Broome County to pursue a career
- Increase employer success in efforts to attract talent to the county

### STRATEGY 3

**CREATE A CAREER PATH PROGRAM FOR GRADES 8-12**

Objectives:

- Engage interested students directly into career paths beginning in grade 8
- Create opportunities for exposure to career opportunities
- Establish work and life mentoring relationships
- Recognize that workers with a high school diploma, strong work ethic and commitment to constantly upgrading their skills are just as valuable as those with a college degree
- Promote Broome County as a place to live and work
- Involve parents, while also providing them with information about job opportunities

### STRATEGY 4

**CREATE A WORKFORCE SYSTEMS MODEL AND ORGANIZATIONAL STRUCTURE THAT IS STAKEHOLDER DRIVEN AND IN ALIGNMENT WITH BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES**

Objectives:

- Create a workforce system that is responsive to the changing needs of Broome County's economy; and is relevant, valuable and easy to access by the business community and individuals
- Coordinate and align partner services and strategies so they remain focused
- Develop a common brand to be used across workforce programs that is recognizable to all businesses, workers, residents and those considering employment in Broome County
- Use real-time data and employer input to maintain a constant understanding of the Supply-side and Demand-side of the workforce issues
- Routinely monitor progress against objectives and make changes to the strategic plan as needed
- Measure and report on the effectiveness of the workforce development system

# METRICS AND PERFORMANCE MEASURES

## METRICS

### QUANTITATIVE CHANGES OVER THE NEXT THREE YEARS

- NUMBER OF PERSONS SECURING CDL LICENSING INCREASES BY 50%
- SUCCESS IS ACHIEVED IN CHANGING NYS REGULATIONS THAT ARE BARRIERS TO EDUCATION PROGRAMS, AS WELL AS CDL LICENSING AND NEW CURRICULUM
- NUMBER OF EMPLOYERS INVOLVED IN BC TALENT IMPLEMENTATION ACTION ACTIVITIES TOTALS A MINIMUM OF 100
- ANNUAL NUMBER OF UNEMPLOYED IS REDUCED BY 15%
- NUMBER OF VACANT JOBS IS REDUCED BY 15%
- 5,000 PEOPLE ARE ACTIVELY ENGAGED IN THE BROOME COUNTY ... IT'S A GOOD LIFE PROGRAM SOCIAL MEDIA TOOLS

### QUANTITATIVE CHANGES OVER THE NEXT FIVE YEARS

- OUTMIGRATION IS REDUCED BY 25%
- ANNUAL NUMBER OF UNEMPLOYED IS REDUCED BY 25%
- ANNUAL JOB FAIR PARTICIPATION INCREASES BY 25%
- NUMBER OF GRADUATES MAJORING IN HEALTHCARE PROFESSIONS FROM SUNY BROOME AND BOCES INCREASES BY 20%
- NUMBER OF VACANT JOB POSTINGS IS REDUCED BY 30%
- NUMBER OF PARTICIPANTS IN APPRENTICESHIPS AND INTERNSHIPS IS INCREASED BY 25%
- NUMBER OF HIGH SCHOOL PARTICIPANTS IN LEARN-AND-EARN, ON-SITE WORK PROGRAMS AND INTERNSHIPS IS INCREASED BY 20%
- 10,000 PEOPLE ARE ACTIVELY ENGAGED IN THE BROOME COUNTY ... IT'S A GOOD LIFE PROGRAM SOCIAL MEDIA TOOLS

## PERFORMANCE MEASURES

### STRATEGY 1 ADDRESS URGENT AND IMMEDIATE NEED FOR WORKERS TO FILL JOB VACANCIES IN THE TARGET INDUSTRIES AND RETAIN A QUALITY WORKFORCE

- Good Life Campaign is expanded and a wide-range of social media and on-line communication tools are created and operational
- Central clearinghouse of jobs, internships and apprenticeships is created
- Broome-Tioga Workforce application forms are available for submission via an on-line portal
- Funding for apprenticeships and training programs is secured
- Traditional "job fair" model is replaced with contemporary models that are interactive and utilize boot camp tactics
- Involvement with social, civic and Veteran organizations is increased to reach underemployed and unemployed

### STRATEGY 2 ADDRESS WORKFORCE SHORTAGES IN TARGET INDUSTRIES OVER THE NEXT 1-3 YEARS

- A Regional Workforce Services and Career Simulation Center is established
- A "comeback" campaign is launched
- Home-buying program is launched
- Employer recruitment programs are linked to the Good Life Campaign

### STRATEGY 3 CREATE A COMPREHENSIVE AND INTEGRATED CAREER PATH PROGRAM FOR GRADES 8-12

- New and updated curriculum is introduced with a focus on career development and increased alignment with workforce demand
- School administrators, counselors and teachers at all levels become knowledgeable about workforce issues, demand fields and resources
- A sophisticated career path website is developed for use by teachers, parents and children
- Experiential learning outside the classroom is increased via mentors, learn-and-earn and on-site work programs, and internships
- Regulatory barriers related to curriculum development and off-site work experiences are overcome

# THE ACTION PLAN

**STRATEGY 1.** Address urgent and immediate need for workers to fill job vacancies in the target industries and retain a quality workforce

## 1.1 CREATE DYNAMIC COMMUNICATION CHANNELS USING CUTTING EDGE TECHNOLOGY AND SOCIAL MEDIA TO PROVIDE UP-TO-DATE INFORMATION AND LINKS TO JOBS OPENINGS AND CAREER PATHS

- Create a centralized website portal under the Good Life banner with links to Broome-Tioga Workforce; a new clearinghouse for job openings, apprenticeships and internships; information about boot camps and job fairs; asset map and transportation and wrap-around services. Include videos of a “day in the life” with workers in target job categories, workplace simulations and interactive tools. Link to new career path modules and other information being developed by the Chamber under Strategy #3.
- Create a central clearinghouse of jobs as part of the Good Life Campaign website, and utilize an existing social media tools such as SocialGrad.com
- Actively promote Broome-Tioga Workforce programs and services, programs, boot camps, etc. via social media and digital platforms i.e., Facebook Twitter, Instagram, LinkedIn, etc.
- Utilize existing organizations and their communication channels to reach Veterans, women, and persons re-entering the workforce; i.e., Vet Center, young professionals, Urban League, etc.
- Utilize the school districts and their communication channels to communicate with parents, administrators, teachers and school counselors at the individual school level

## 1.2 LEVERAGE, EXPAND AND AGGRESSIVELY PROMOTE EXISTING WORKFORCE SUPPORT PROGRAMS AVAILABLE THROUGH BROOME-TIOGA WORKFORCE AND NYS DOL TO MOVE UNEMPLOYED AND UNDEREMPLOYED INTO WORKFORCE

- Deliver Broome-Tioga Workforce support services and training utilizing on-line information and application forms, videos and mobile apps
- Campaign for infusion of substantial funding for both union and non-union apprenticeships via NYS DOL
- Aggressively pursue training grants via NYS DOL (i.e., warehousing)
- Collaborate with various Veterans services and organization to move employable Veterans into the workforce pipeline

## 1.3 BRING THE JOB FAIR CONCEPT INTO THE 21ST CENTURY

- Conduct “Family Night ... Jobs and Careers in Broome County” target and parents and youth in targeted neighborhood hubs or community schools throughout the county
- Conduct non-traditional job fairs “Careers that Don’t Require a College Degree” and/or “Ready for a Career Change” with simulations, presentations by real workers, etc. (focus on jobs in transportation, production, healthcare, skilled trades).
- Replace traditional job fairs with 1-2 day career “boot camps” for jobs in target industries. The boot camp must be practical, including in-person simulations, interaction with current employees, information about education requirements and apprenticeships, and “serious games” customized to the workplace, where people can play virtually
- Develop programming in collaboration with recommended initiatives in the Greater Binghamton ESPRI plan, and efforts such as the NAACP 1-day intensive job readiness conference

## 1.4 LAUNCH AN AGGRESSIVE MESSAGING AND LOCAL RECRUITMENT CAMPAIGN UNDER THE GOOD LIFE CAMPAIGN FOCUSED ON THE “THERE ARE JOBS” THEME

- Maintain the sense of urgency by conducting routine information sessions with business and community leaders via the Chamber of Commerce and The Agency, superintendents and school boards, civic organizations, not-for-profit community and municipalities
- Counter the “no jobs” assumption ... utilize new on-line information (Strategy 1.1). Target the 18-36 year old population.
- Link Good Life Campaign to existing corporate recruitment efforts
- Work with SUNY Broome, BOCES and other 2+2 programs in surrounding counties to conduct messaging program and facilitate direct contact with students and recent graduates
- Target students and career centers at colleges and universities (BU and other SUNY campuses, SUNY Broome, Cornell, Clarkson, etc.) with a messaging campaign promoting career opportunities in Broome County; also include direct link to Good Life webpage for job, internships and apprenticeships clearinghouse.
- Target female and Veteran populations
- Promote image of jobs in transportation (tractor-trailer driver), production and skilled tradesmen as “Totally Cool Jobs”
- Focus on messaging in demand jobs in healthcare and professional positions in engineering
- Undertake aggressive joint recruitment program among skilled trade unions, Southern Tier Home Builders Association and warehouse and distribution employers. Link with existing promotions such as “Hire Our Heros Campaign” and promotions by trade unions and Southern Tier Home Builders & Remodelers Association using social media. Consider promotion themes such as “It’s not a man’s world;” with a sub-focus to attract females

## 1.5 TAKE ACTION TO OVERCOME BARRIERS TO HIRING IN TARGET INDUSTRIES

- Develop creative and competitive hiring packages; i.e., free training for CDL drivers, earn-and-learn training, housing or home buying incentives
- Campaign against NYS regulatory restrictions (21 yr. age restriction for CDL drivers)
- Address transportation issues that serve as barriers to getting to interviews, job fairs, training and the job
- Advocate for an increase investment in anti-drug efforts of government and community service agencies

# THE ACTION PLAN

## STRATEGY 2. Address workforce shortages in target industries over the next 1-3 years

### 2.1 INVEST IN EDUCATION PROGRAMS AND TRAINING FACILITIES TO ACCOMMODATE DEMAND IN TARGET INDUSTRIES

- Invest in capital improvements to expand healthcare training facilities at SUNY Broome and BOCES
- Support efforts of SUNY Broome and BOCES to address need for additional clinical sites
- Develop tractor-trailer simulator program with BOCES; target 19-20 year olds and coordinate with Broome-Tioga Workforce Elite Program
- Expand Elite Youth Program (16-24 yrs. facing employment barriers). Note: This paid training and job placement program is in collaboration with B-T Workforce, BOCES and CCE and currently focuses on CNA, building trades and teacher aides
- Expand TANIFF summer employment program to include exposure to job opportunities and career paths

### 2.2 MAKE WORKFORCE RESOURCES AND SERVICES EASILY ACCESSIBLE AND EXCITING USING CUTTING EDGE TECHNOLOGY

- Establish a Regional Workforce Services and Career Simulation Center in the Greater Binghamton area to increase accessibility and create a dynamic/interactive setting. Consider repurposing a large and highly visible vacant commercial space that offers easy access from major traffic corridors, convenient public transportation, parking, etc.

### 2.3 FOCUS ON RETENTION OF 18 – 36 YEAR OLDS

- Expand the Good Life Campaign (Strategy 1.4) to focus on retention of 18-30 age group, involving a range of digital platforms, including online and mobile; continue “There ARE Jobs in Broome County” campaign focused on this age group
- Promote the Excelsior Scholarship Program in collaboration with SUNY Broome and BU
- Proactively support initiatives related to the revitalization of commercial districts and neighborhoods
  - Leverage NYS funding sources to improve neighborhoods downtown areas via Greater Binghamton Fund
  - Establish a home buying incentive program utilizing tools such as the Broome County Land Bank and Greater Binghamton Fund; consider a first-time home buyer assistance programs to retain both residents and BU students

### 2.4 LAUNCH A CAMPAIGN UNDER THE GOOD LIFE CAMPAIGN TO ATTRACT “COMEBACKS”

- Promote Broome County's unique assets to attract and motivate natives living outside the county. Examples: Dick's Open, Spiedie Fest and LUMA
- Use other social media tools such as LinkedIn to communicate with former residents
- Develop a home buying program in collaboration with the BC Land Bank and Transform Greater Binghamton Fund, and develop a targeted messaging campaign in collaboration with the Greater Binghamton Association of Realtors

### 2.5 SUPPORT TALENT ATTRACTION ACTIVITIES OF EMPLOYERS

- include a tab or link to the asset mapping under the Good Life campaign banner
- Improve downtown and neighborhoods
- Provide home buying incentives

# THE ACTION PLAN

## STRATEGY 3. Create a Comprehensive and Integrated Career Path Program for Grades 8-12

### 3.1 PROGRAMMING AND CURRICULUM

- Routinely inform administrators, teacher and counselors about their role in the workforce development continuum and resources available
  - Superintendent Opening Day Message
  - Annual Symposium of school districts to discuss state of the workforce, best practices and share current initiatives with business community
  - Annual symposium of school counselors to inform them of “state of the workforce,” demand in career categories and available resources
  - Establish “Career Counseling Programs” with trained support staff
- Curriculum
  - Take a collaborative approach among superintendents, employers, the trades, SUNY Broome and BOCES to develop curriculum. Recommendations include a Career Education seminar for middle school and 12th grader students, entrepreneurial and mentor-based curriculum, embedding job and career simulation in curriculum, and routinely engage students in conversation about what would attract them to jobs
  - Expand and replicate PTECH
  - Purposefully expand STEM education to be in alignment with workforce demand

### 3.2 CREATE MULTIPLE TOUCH POINTS FOR DIRECT EXPOSURE TO CAREER OPPORTUNITIES AND TRANSITIONS TO TRANSITION TO JOBS OR EDUCATION

- Establish job search and career planning services and tools that are easily accessible and will motivate parents and students to explore career paths
  - Create a career path website (types of jobs, wages, education/certification, attributes and skills) with links to training, job apps, support services
  - Create virtual platforms to share info about jobs, personal attributes and career paths (see Strategy #1)
- Increase experiential learning outside the classroom
  - Develop additional Learn-and-Earn and on-site work programs using the New Visions model
  - Expand opportunities for youth apprenticeships programs
  - Expand the summer jobs program using the Windsor School District model
  - Conduct summer career/job boot camps in conjunction with Broome-Tioga Workforce. Convert Manufacturing Day into boot camp format, and replicate for Healthcare, Transportation /Distribution and Skilled Trades.
  - Undertake messaging and job shadowing programs targeted at grades 7-12. Include career opportunities that lead to a good quality of life and do not require a college degree; specifically, the skilled trades, transportation and materials handling, production and healthcare

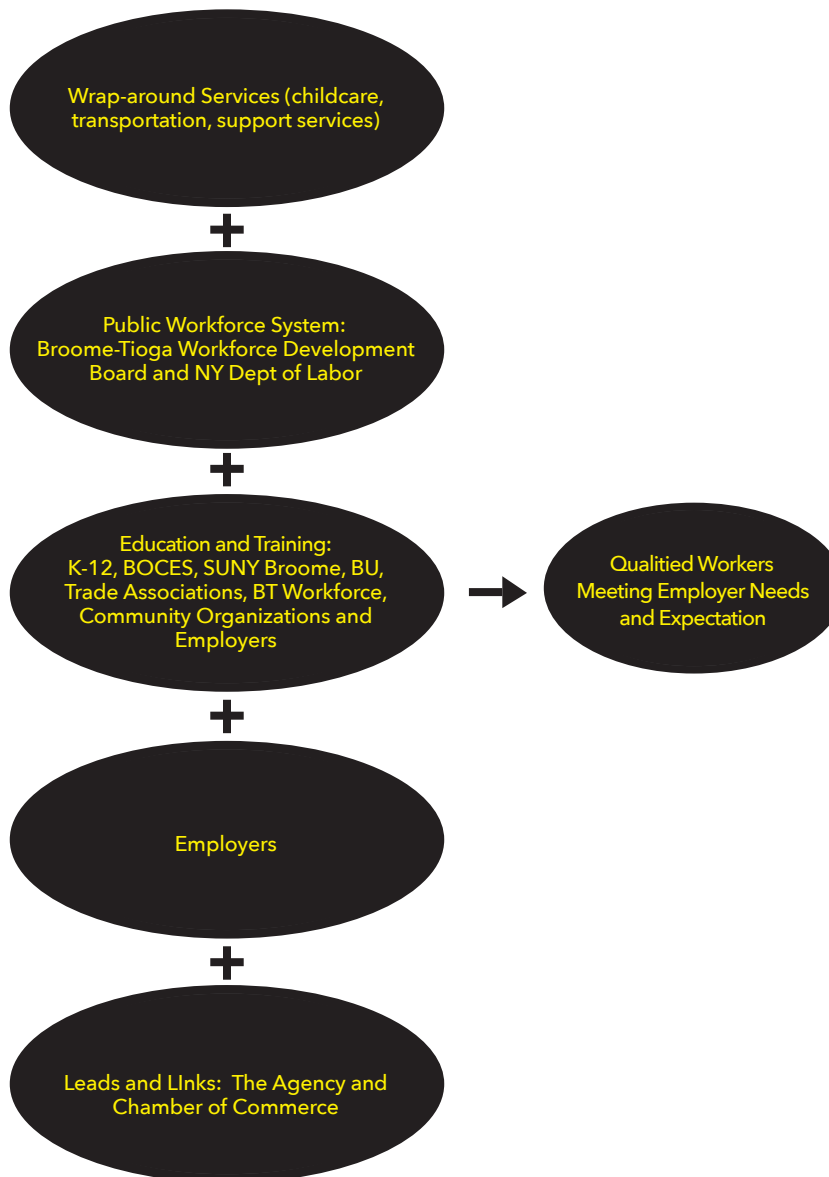
### 3.3 UNDERTAKE A MULTI-PRONGED MESSAGING SYSTEM AND CAREER PATH COUNSELING

- Capture stories of recent graduates in both college and non-college career paths for use in the Good Life Campaign and in social media.
- Develop a HS student driven program to build pride in Broome County
- Promote Excelsior Scholarship Program
- Advocate for change in NYS regulations: curriculum, on-site apprenticeships
- Expand participation of life role models and mentors from the business community, and BU and SUNY Broome students

# THE ACTION PLAN

**STRATEGY 4.** Create an Integrated Workforce Systems Model and Organizational Structure that is Stakeholder Driven and in Alignment with Business and Economic Development Initiatives

**4.1** AN INTEGRATED WORKFORCE SYSTEMS MODEL MUST INCLUDE SEVERAL AGENCIES AND ORGANIZATIONS WORKING TOGETHER TO EFFECTIVELY IMPACT THE CURRENT AND FUTURE DEMAND FOR QUALIFIED WORKERS

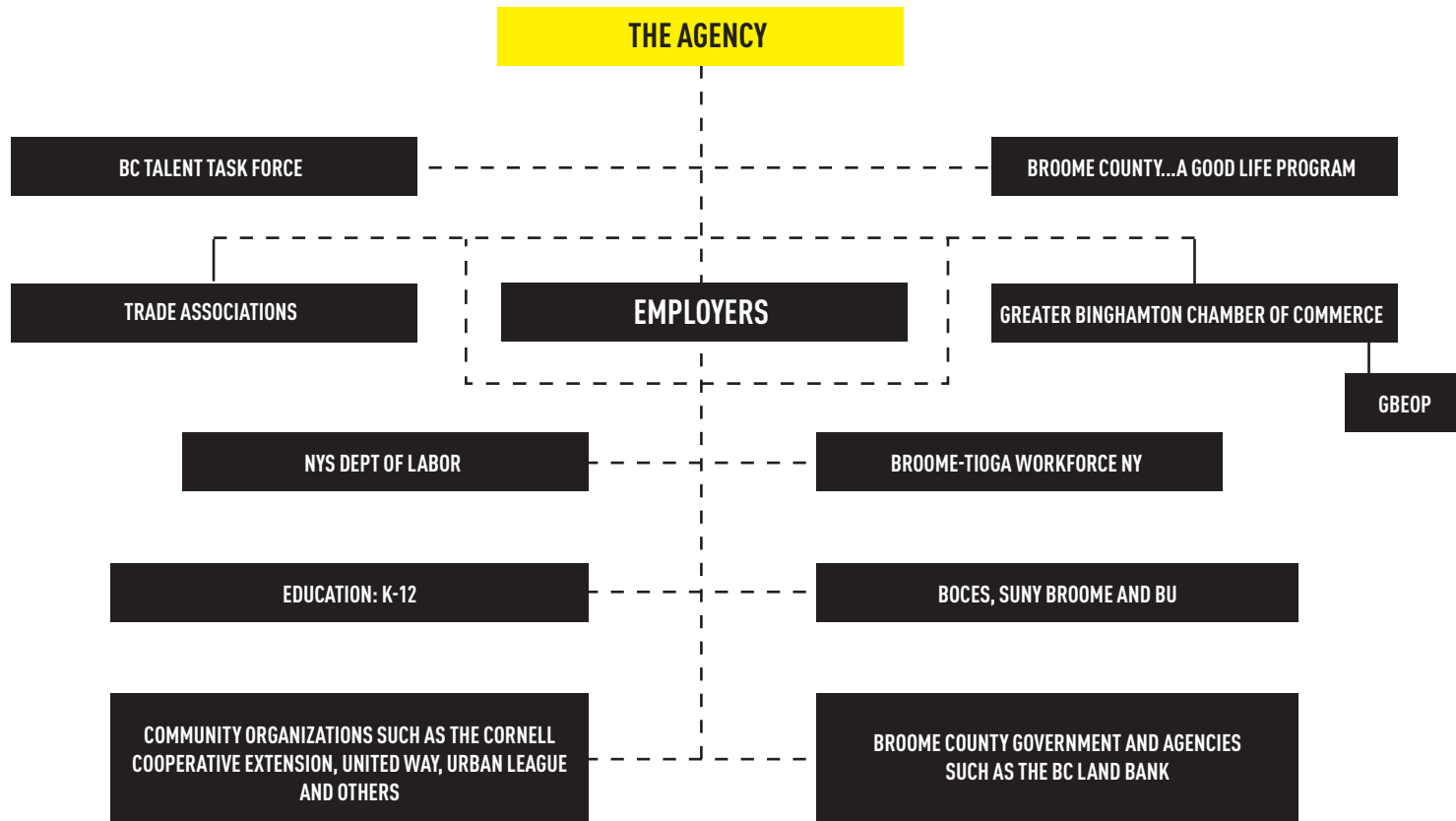




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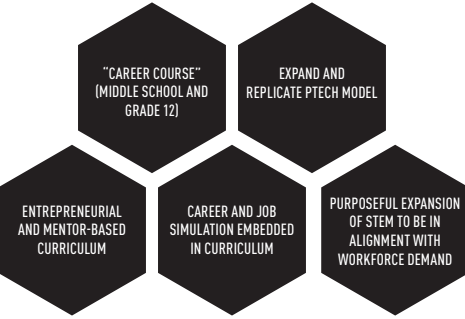


**A CENTRAL ORGANIZATIONAL STRUCTURE IS RECOMMENDED TO OWN, DRIVE AND COORDINATE THE OVERALL STRATEGIC PLAN**

Successful execution of this strategic plan will require the full buy-in and participation of employers, the economic development agency, business support and advocacy organizations, education, workforce development agencies, community and support service organizations, and government agencies. A lead organization should be responsible for seeking financial support, maintaining the overall messaging initiative, coordinating the various initiatives and action items with the responsible organizations, monitoring performance against objectives, tracking and understanding real-time data to understand both the supply and demand side of the workforce needs, and constantly updating the plan.



# K-12 PIPELINE STRATEGY

The K-12 Pipeline Strategy requires further detail of its role and the partners involved in the execution of the related action items

CURRICULUM AND PROGRAMMING	DIRECT EXPOSURE TO CAREER OPPORTUNITIES	MESSAGING AND CAREER PATH COUNSELING
<p><b>INFORM ADMINISTRATORS, COUNSELORS, AND TEACHERS</b></p> 	<p><b>JOB SEARCH AND CAREER PLANNING SERVICES AND TOOLS TEACHERS, STUDENTS AND PARENTS</b></p> 	<p><b>MESSAGING</b></p> 
<p><b>CURRICULUM AND PROGRAMMING</b></p>  <p><b>LEAD</b> SUPERINTENDENTS WORKING HAND-IN-HAND WITH BUSINESS LEADERS  <b>NAVIGATOR</b> GBEOP  <b>PARTNERS</b> THE AGENCY, EMPLOYERS, BOCES</p>	<p><b>EXPERIENTIAL LEARNING OUTSIDE THE CLASSROOM</b></p>  <p><b>LEAD &amp; NAVIGATOR</b> GBEOP, BOCES, BROOME TIOGA WORKFORCE  <b>PARTNERS</b> SUPERINTENDENTS AND SCHOOL COUNSELORS, EMPLOYERS, SUNY BROOME APPLIED LEARNING CENTER, SCHOOLS, TRADES, EMPLOYERS, BINGHAMTON UNIVERSITY, SUNY BROOME</p>	<p><b>ROLE MODELS</b></p>  <p><b>LEAD</b> SUPERINTENDENTS WORKING HAND-IN-HAND WITH BUSINESS LEADERS  <b>NAVIGATOR</b> THE AGENCY, THE GREATER BINGHAMTON CHAMBER OF COMMERCE  <b>PARTNERS</b> SUPERINTENDENTS AND SCHOOL COUNSELORS, EMPLOYERS, SUNY BROOME APPLIED LEARNING CENTER, SCHOOLS, TRADES, EMPLOYERS, BINGHAMTON UNIVERSITY, SUNY BROOME</p>

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

**STRATEGY 1**

**ADDRESS URGENT AND IMMEDIATE NEED FOR WORKERS TO FILL JOB VACANCIES IN THE TARGET INDUSTRIES AND RETAIN A QUALITY WORKFORCE**

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
1.1	Create dynamic communication channels using cutting edge technology and social media to provide up-to-date information and links to jobs openings and career paths	Create a centralized website portal under the Good Life banner with links to Broome-Tioga Workforce; a new clearinghouse for job openings, apprenticeships and internships; information about boot camps and job fairs; asset map and transportation and wrap-around services. Include videos of a “day in the life” with workers in target job categories, workplace simulations and interactive tools. Link to new career path modules and other information being developed by the Chamber under Strategy #3.	Good Life Campaign  Chamber of Commerce, B-T Workforce. Utilize existing website templates and link to new websites being developed by the Chamber
		Create a central clearing house of jobs as part of the Good Life Campaign website, and utilize an existing social media tools such as SocialGrad.com	Good Life Campaign  B-T Workforce, Business sector
		Promote Broome-Tioga Workforce programs and services, programs, boot camps, etc. via social media and digital platforms i.e., Facebook Twitter, Instagram, Linked IN, etc.	Good Life Campaign  B-T Workforce
		Utilize existing organizations and their communication channels to reach Veterans, women, and persons re-entering the workforce; i.e., Vet Center, young professionals, Urban League, etc.	The Agency, Chamber of Commerce,  B-T Workforce, community organizations
		Utilize the school districts and their communication channels to communicate with parents, administrators, teachers and school counselors at the individual school level	The Agency, Chamber of Commerce, Superintendents
STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
1.2	Leverage, expand and promote existing workforce support programs available through Broome-Tioga Workforce and NYS DOL to move unemployed and underemployed into workforce	Deliver Broome-Tioga Workforce support services and training utilizing on-line information and application forms, videos and mobile apps	BT-Workforce
		Campaign for infusion of substantial funding for both union and non-union apprenticeships via NYS DOL	Business community, Trade unions  B-T Workforce
		Aggressively pursue training grants via NYS DOL (i.e., warehousing)	NYS DOL and  B-T Workforce  Major employers
		Collaborate with various Veterans services and organization to move employable Veterans into the workforce pipeline	Business community, BT-Workforce  Veteran organizations

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS	
1.3	Bring the Job Fair Concept into the 21st century	Conduct "Family Night ... Jobs and Careers in Broome County" targeting parents and youth in neighborhood hubs or community schools throughout the county	GBEOP	School districts, employers, B-T Workforce
	Conduct non-traditional job fairs "Careers that Don't Require a College Degree" and/or "Ready for a Career Change" with simulations, presentations by real workers, etc. (focus on jobs in transportation, production, healthcare, skilled trades).	B-T Workforce	Employers, Trades, Chamber of Commerce	
	Replace traditional job fairs with 1-2 day career "boot camps" for jobs in target industries. Must be practical, including in-person simulations, interaction with current employees, information about education requirements and apprenticeships, and "serious games" customized to the workplace, where people can play virtually	B-T Workforce, business community, trade unions	SUNY Broome, BOCES	
	Develop programming in collaboration with recommended initiatives in the Greater Binghamton ESPRI plan, and efforts such as the NAACP 1-day intensive job readiness conference	B-T Workforce	United Way, Urban League, NAACP, etc.	

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
1.4	Launch an Aggressive Messaging and Local Recruitment Campaign under the Good Life Campaign Focused on the "There Are Jobs" theme	Maintain the sense of urgency by conducting routine information sessions with business and community leaders via the Chamber of Commerce and The Agency, superintendents and school boards, civic organizations, not-for-profit community and municipalities	The Agency, The Greater Binghamton Chamber of Commerce  School superintendents, Task Force members
		Counter the "no jobs" assumption ... utilize new on-line information (Strategy 1.1). Target the 18-36 year old population, including both local residents, and SUNY Broome and BU students	Good Life Campaign, B-T Workforce, BU, SUNY Broome
		Link Good Life Campaign to employer recruitment efforts	Business Community, Good Life Campaign  Chamber of Commerce
		Work with SUNY Broome, BOCES and other 2+2 programs in surrounding counties to conduct messaging program and facilitate direct contact with students and recent graduates	Good Life Campaign  BOCES and colleges
		Target students and career centers at colleges and universities (BU and other SUNY campuses, SUNY Broome, Cornell, Clarkson, etc.) with a messaging campaign promoting career opportunities in Broome County; include link to Good Life webpage for jobs, internships and apprenticeships	Business community, The Agency, BU Fleishman Center, SUNY Broome
		Target female and Veteran populations	Business community, Chamber, B-T Workforce  Good Life Campaign
		Promote image of jobs in transportation (tractor-trailer driver), production, skilled tradesmen as "Totally Cool Jobs"	Business community, trades  GBEOP, Chamber, Good Life Campaign
		Focus on messaging in demand jobs in healthcare and professional positions in engineering	Business community  Chamber, GBEOP, Good Life Campaign
		Undertake joint recruitment program among skilled trade unions, Southern Tier Home Builders Association and warehouse and distribution employers. Link with existing promotions.	Construction and skilled trades organizations  Chamber, GBEOP Good Life Campaign

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
1.5	Take Action to Overcome Barriers to Hiring in Target Industries	Business community	The Agency
	Campaign against NYS regulatory restrictions (21 yr. age restriction for CDL drivers)	Chamber of Commerce, business community	BOCES
	Address transportation issues that serve as barriers to getting to interviews, job fairs, training and the job Advocate for increased anti-drug efforts of government and community service agencies	Broome County, B-T Workforce Broome County, B-T Workforce, Chamber of Commerce	United Way (ESPRI), Chamber of Commerce, The Agency Business leaders, community and civic organizations

**STRATEGY 2** STRATEGY 2. ADDRESS WORKFORCE SHORTAGES IN TARGET INDUSTRIES OVER THE NEXT 1-3 YEARS

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
2.1	Invest in Education Programs and Training Facilities to Accommodate Demand in Target Industries	SUNY Broome and BOCES	Healthcare providers
	Support efforts of SUNY Broome and BOCES to address need for additional clinical sites for healthcare training	SUNY Broome and BOCES	Healthcare providers
	Develop tractor-trailer simulator program with BOCES; target 19-20 year olds and coordinate with Broome-Tioga Workforce Elite Program	BOCES, employers	B-T Workforce
	Expand Elite Youth Program (16-24 yrs. facing employment barriers). Note: Program currently focuses on CNA, building trades and teacher aides	BOCES, B-T Workforce	CCE
	Expand TANIIF summer employment program to include exposure to job opportunities and career paths	BOCES	Employers

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
2.2	Make Workforce Resources and Services Easily Accessible and Exciting Using Cutting Edge Technology	B-T Workforce and Broome County	The Agency, Chamber of Commerce, GBEP, SUNY Broome, BOCES

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
2.3 Focus on Retention of 18 - 36 Year Olds	Expand the Good Life Campaign (Strategy 1.4) to focus on retention of 18-30 age group, involving a range of digital platforms, including online and mobile; continue "There ARE Jobs in Broome County" campaign	Good Life Campaign	
	Promote Excelsior Scholarship Program in collaboration with SUNY Broome and BU Undertake initiatives to retain BU students post- graduation such as summer externships with housing assistance	Good Life Campaign, SUNY Broome, BU, schools BU, Business community	
	Increase direct exposure of Broome County job opportunities to BU students	BU Fleishman Center, business community	
	Proactively support initiatives related to the revitalization of commercial districts and neighborhoods including:  -Leverage Greater Binghamton Fund -Establish a home buying incentive program	The Agency, City of Binghamton, Town of Union economic development	Greater Binghamton Fund, BC Land Bank, First Ward Action, BU
STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
2.4 Launch a Campaign Under the Good Life Campaign to Attract "Comebacks"	Promote Broome County's unique assets to attract interest and motivate natives living outside the county	Chamber CVB, Good Life Campaign	Dick's Open, Spiedie Fest, LUMA, etc.
	Use other social media tools such as LinkedIn to communicate with former residents	Good Life Campaign	Chamber of Commerce, events
	Develop a home buying program in collaboration with the BC Land Bank and Transform Greater Binghamton Fund, and develop a targeted messaging campaign in collaboration with the Greater Binghamton Association of Realtors	The Agency	Greater Binghamton Fund, Land Bank, municipalities, Greater Binghamton Assoc. of Realtors
STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
2.5 Support Talent Attraction Activities of Employers	Include a tab or link to the asset mapping under the Good Life campaign banner	Good Life Campaign, Chamber of Commerce	
	Improve downtown and neighborhoods	The Agency	Greater Binghamton Fund, municipalities
	Provide home buying incentives	The Agency	BC Land Bank, Greater Binghamton Fund, municipalities





# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
3.2	Create multiple touch points for direct exposure to career opportunities and transitions to transition to jobs or education	GBEOP, B-T Workforce	Good Life Campaign Superintendents, Business leaders, Trades, BOCES, SUNY Broome
	Establish job search and career planning services that are easily accessible and will motivate students to explore career paths and inform parents about job opportunities.		
	Regional Workforce Development and Career Simulation Center (see Strategy #2)		
	Create a career path website with links to training, job application, support services		
	Create virtual platforms to share info about jobs, personal attributes and career paths (see Strategy #1)		
	Increase experiential learning outside the classroom		
	Develop additional Learn-and-Earn and on-site work programs using the New Visions model		
	Expand opportunities for youth apprenticeships		
	Expand the summer jobs program using the Windsor School District model		
Develop summer career/boot camps in conjunction with B-T Workforce. Convert Manufacturing Day into boot camp; replicate for Healthcare, Transportation and Trades.			
Messaging and job shadowing programs focused on grades 7-12 about jobs and career opportunities that lead to good quality of life but do not require a college degree			

STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
3.3	Undertake a Multi-pronged Messaging System and Career Path Counseling	GBEOP Good Life Campaign,	Superintendents
	Capture stories of recent HS graduates in both college and non-college career paths for the Good Life campaign		
	Develop a HS student driven program to build pride in Broome County	Good Life Campaign	Superintendents, GBEOP
	Promote Excelsior Scholarship Program	Superintendents	GBEOP
	Advocate for change in NYS regulations: curriculum, on-site apprenticeships	Chamber of Commerce	Superintendents, GBEOP
Expand participation of life role models and mentors from the business community, and BU and SUNY Broome students		Business community, GBEOP	Superintendents, United Way

# BROOME WORKFORCE STRATEGIC ACTION PLAN

## ROLES AND RESPONSIBILITIES

STRATEGY 4 CREATE AN INTEGRATED WORKFORCE SYSTEMS MODEL AND ORGANIZATIONAL STRUCTURE THAT IS STAKEHOLDER DRIVEN AND IN ALIGNMENT WITH BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES				
	STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
4.1	An integrated workforce systems model must include several agencies and organizations working together to effectively impact the current and future demand for qualified workers.		All stakeholders	
	STRATEGY	ACTION ITEM	LEAD AGENCY	PARTNERS
4.2	A central organizational structure is recommended to own, drive and coordinate the overall strategic plan.		The Agency	All stakeholders

# IMPLEMENTATION TIMELINE

**STRATEGY 1 ADDRESS URGENT AND IMMEDIATE NEED FOR WORKERS TO FILL JOB VACANCIES IN THE TARGET INDUSTRIES AND RETAIN A QUALITY WORKFORCE**

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
1.1	Create 21st century communication channels using cutting edge technology and social media to provide up-to-date information and links to jobs openings and career paths			
	Create a centralized website portal under the Good Life banner with links to Broome-Tioga Workforce; a new clearinghouse for job openings, apprenticeships and internships; information about boot camps and job fairs; asset map and transportation and wrap-around services. Include videos of a "day in the life" with workers in target job categories, workplace simulations and interactive tools. Link to new career path modules and other information being developed by the Chamber and GBEP under Strategy #3.			
	Create a central clearing house of jobs as part of the Good Life Campaign website, and utilize an existing social media tools such as SocialGrad.com			
	Promote Broome-Tioga Workforce programs and services, programs, boot camps, etc. via social media and digital platforms i.e., Facebook Twitter, Instagram, LinkedIn, etc.			
	Utilize existing organizations and communication channels to reach Veterans, women and persons re-entering the workforce; i.e., Vet Center, young professionals, Urban League, etc.			
	Utilize the school districts and their communication channels to communicate with parents, administrators, teachers and school counselors at the individual school level			

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
1.2	Leverage, expand and aggressively promote existing workforce support programs available through Broome-Tioga Workforce and NYS DOL to move unemployed and underemployed into workforce			
	Deliver Broome-Tioga Workforce support services and training utilizing on-line information and application forms, videos and mobile apps			
	Campaign for infusion of substantial funding for both union and non-union apprenticeships via NYS DOL			
	Aggressively pursue training grants via NYS DOL (i.e., warehousing)			
	Collaborate with various Veterans services and organization to move employable Veterans into the workforce pipeline			

# IMPLEMENTATION TIMELINE

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
1.3	Bring the Job Fair Concept into the 21st century			
	Conduct "Family Night ... Jobs and Careers in Broome County" targeting parents and youth in neighborhood hubs or community schools throughout the county	█		
	Conduct non-traditional job fairs "Careers that Don't Require a College Degree" and/or "Ready for a Career Change" with simulations, presentations by real workers, etc. (focus on jobs in transportation, production, health-care, skilled trades).		█	
	Replace traditional job fairs with 1-2 day career "boot camps" in target industries. The boot camp must be practical, including in-person simulations, interaction with current employees, information about education requirements and apprenticeships, and "serious games" customized to the workplace, where people can play virtually		█	
	Develop programming in collaboration with recommended initiatives in the Greater Binghamton ESPRI plan, and efforts such as the NAACP 1-day intensive job readiness conference	█		

# IMPLEMENTATION TIMELINE

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
1.4	Launch an Aggressive Messaging and Local Recruitment Campaign under the Good Life Campaign Focused on the "There Are Jobs" theme	[Redacted]		
	Maintain the sense of urgency by conducting routine information sessions with business and community leaders via the Chamber of Commerce, The Agency, superintendents and school boards, civic organizations, not-for-profit community and municipalities	[Redacted]		
	Counter the "no jobs" assumption ... utilize new on-line information (Strategy 1.1). Target the 18-36 year old population.		[Redacted]	
	Link Good Life Campaign to employer recruitment efforts	[Redacted]		
	Work with SUNY Broome, BOCES and other 2+2 programs in surrounding counties to conduct messaging program and facilitate direct contact with students and recent graduates			[Redacted]
	Target students and career centers at colleges and universities (BU and other SUNY campuses, SUNY Broome, Cornell, Clarkson, etc.) with a messaging campaign promoting career opportunities in Broome County; include link to Good Life webpage broomeisgood.com for jobs, internships and apprenticeships clearinghouse			[Redacted]
	Target female and Veteran populations	[Redacted]		
	Promote image of jobs in transportation (tractor-trailer driver), production, skilled tradesmen as "Totally Cool Jobs"	[Redacted]		
	Focus on messaging in demand jobs in healthcare and professional positions in engineering	[Redacted]		
	Undertake joint recruitment program among skilled trade unions, Southern Tier Home Builders Association and warehouse and distribution employers. Link with existing promotions.	[Redacted]		

# IMPLEMENTATION TIMELINE

STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
1.5	Take Action to Overcome Barriers to Hiring in Target Industries	Develop creative and competitive hiring packages; i.e., free training for CDL drivers, earn-and-learn training, housing or home buying incentives		[Redacted]	
		Campaign against NYS regulatory restrictions (21 yr. age restriction for CDL drivers)			
		Address transportation issues that serve as barriers to getting to interviews, job fairs, training and the job Advocate anti-drug efforts of government and community service agencies	[Redacted]		
<b>STRATEGY 2</b>	<b>ADDRESS WORKFORCE SHORTAGES IN TARGET INDUSTRIES OVER THE NEXT 1-3 YEARS</b>				

STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
2.1	Invest in Education Programs and Training Facilities to Accommodate Demand in Target Industries	Invest in capital improvements to expand healthcare training facilities at SUNY Broome and BOCES			[Redacted]
		Support efforts of SUNY Broome and BOCES to address need for additional clinical sites	[Redacted]		
		Develop tractor-trailer simulator program with BOCES; target 19-20 year olds and coordinate with Broome-Tioga Workforce Elite Program	[Redacted]		
		Expand Elite Youth Program (16-24 yrs. facing employment barriers). Note: Program currently focuses on CNA, building trades and teacher aides		[Redacted]	
		Expand TANIFF summer employment program to include exposure to job opportunities and career paths		[Redacted]	

STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
2.2	Make Workforce Resources and Services Easily Accessible and Exciting Using Cutting Edge Technology	Establish a Regional Workforce Services and Career Simulation Center in the Greater Binghamton area to increase accessibility and create a dynamic/interactive setting.		[Redacted]	

# IMPLEMENTATION TIMELINE

STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
2.3	Focus on Retention of 18 - 36 Year Olds	Expand the Good Life Campaign (Strategy 1.4) to focus on retention of 18-30 age group, involving a range of digital platforms, including online and mobile; continue "There ARE Jobs in Broome County" campaign	[Timeline bar spanning 2018 and 2019]		
		Promote the Excelsior Scholarship Program in collaboration with SUNY Broome and BU	[Timeline bar spanning 2019 and 2020]		
		Proactively support initiatives related to the revitalization of commercial districts and neighborhoods including: -Leverage Greater Binghamton Fund -Establish a home buying incentive program	[Timeline bar spanning 2018 and 2020]		
		Undertake initiatives to retain BU students post-graduation such as summer externships with housing assistance	[Timeline bar spanning 2018 and 2020]		
		Increase direct exposure of Broome County job opportunities to BU students	[Timeline bar spanning 2018 and 2020]		
STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
2.4	Launch a Campaign Under the Good Life Campaign to Attract "Comebacks"	Promote Broome County's unique assets to attract and motivate natives living outside the county. Examples: Dick's Open, Spiedie Fest, LUMA	[Timeline bar spanning 2018 and 2020]		
		Use other social media tools such as LinkedIn to communicate with former residents	[Timeline bar spanning 2018 and 2019]		
		Develop a home buying program in collaboration with the BC Land Bank and Transform Greater Binghamton Fund, and develop a targeted messaging campaign in collaboration with the Greater Binghamton Association of Realtors	[Timeline bar spanning 2019 and 2020]		
STRATEGY		ACTION ITEM	TIMELINE		
			2018	2019	2020
2.5	Support Talent Attraction Activities of Employers	Include a tab or link to the asset mapping under the Good Life campaign banner	[Timeline bar spanning 2018 and 2019]		
		Improve downtown and neighborhoods	[Timeline bar spanning 2019 and 2020]		
		Provide home buying incentives	[Timeline bar spanning 2019 and 2020]		

# IMPLEMENTATION TIMELINE

**STRATEGY 3**

**CREATE A COMPREHENSIVE AND INTEGRATED CAREER PATH PROGRAM FOR GRADES 8-12**

**STRATEGY**

**ACTION ITEM**

**TIMELINE**

1.1

Programming and Curriculum

Routinely inform administrators, teacher and counselors about their role in the workforce development continuum and resources available to be informed

- Superintendent Opening Day Message
- Annual Symposium of school district leadership to discuss state of the workforce, best practices and share current initiatives with business community
- Annual symposium of school counselors to inform them of state of the workforce, demand for primary career categories and available workforce development programs
- Establish "Career Counseling Programs" with trained support staff

Curriculum development: Take a collaborative approach among superintendents, employers, the trades, SUNY Broome and BOCES to develop curriculum. Recommendations include:

Create a Career Education seminar for middle school and 12th grader students, and entrepreneurial and mentor-based curriculum

Embed job and career simulation in curriculum, and routinely engage students in conversation about jobs

Expand and replicate PTECH

Purposefully expand STEM education to be in alignment with workforce demand





# IMPLEMENTATION TIMELINE

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
3.2	<p>Create multiple touch points for direct exposure to career opportunities and transitions to transition to jobs or education</p>	<p>Establish job search and career planning services that are easily accessible and will motivate students to explore career paths and inform parents about job opportunities.</p>		
	<ul style="list-style-type: none"> <li>- Create a career path website (types of jobs, wages, required education and/or certification training, required attributes and skills) with links to training, job application, support services</li> <li>- Create virtual platforms to share info about jobs, personal attributes and career paths (see Strategy #1)</li> </ul>			
	<p>Increase experiential learning outside the classroom</p>	<ul style="list-style-type: none"> <li>- Develop additional Learn-and-Earn and on-site work programs using the New Visions model</li> <li>- Expand opportunities for youth apprenticeships programs</li> <li>- Expand the summer jobs program using the Windsor School District model</li> <li>- Conduct summer career/job boot camps in conjunction with Broome-Tioga Work force. Convert Manufacturing Day into boot camp format, and replicate for Healthcare,</li> </ul>		
	<ul style="list-style-type: none"> <li>- Expand the summer jobs program using the Windsor School District model</li> </ul>			
	<ul style="list-style-type: none"> <li>- Conduct summer career/job boot camps in conjunction with Broome-Tioga Work force. Convert Manufacturing Day into boot camp format, and replicate for Healthcare,</li> </ul>			
	<p>Transportation /Distribution and Skilled Trades.</p>	<ul style="list-style-type: none"> <li>- Undertake messaging and jobs shadowing programs targeted at grades 7-12. Focus on jobs and career opportunities that lead to good quality of life and do not require a college degree</li> </ul>		

# IMPLEMENTATION TIMELINE

STRATEGY	ACTION ITEM	TIMELINE		
		2018	2019	2020
3.3	Undertake a Multi-pronged Messaging System and Career Path Counseling	[Timeline bar spanning 2018, 2019, and 2020]		
	Capture stories of recent graduates in both college and non-college career paths for the Good Life campaign	[Timeline bar spanning 2018, 2019, and 2020]		
	Develop a HS student driven program to build pride in Broome County	[Timeline bar spanning 2018 and 2019]		
	Promote Excelsior Scholarship Program	[Timeline bar spanning 2019 and 2020]		
	Advocate for change in NYS regulations: curriculum, on-site apprenticeships	[Timeline bar spanning 2018, 2019, and 2020]		
	Expand participation of life role models and mentors	[Timeline bar spanning 2019 and 2020]		
	Expand participation of life role models and mentors from the business community, and BU and SUNY Broome students	[Timeline bar spanning 2018, 2019, and 2020]		

**STRATEGY 4**

**REATE AN INTEGRATED WORKFORCE SYSTEMS MODEL AND ORGANIZATIONAL STRUCTURE THAT IS STAKEHOLDER DRIVEN AND IN ALIGNMENT WITH BUSINESS AND ECONOMIC DEVELOPMENT INITIATIVES**

STRATEGY		TIMELINE	
		2018	2019
4.1	An integrated workforce systems model must include several agencies and organizations working together to effectively impact the current and future demand for qualified workers.	[Timeline bar spanning 2018 and 2019]	

STRATEGY		TIMELINE	
		2018	2019
4.2	A central organizational structure is recommended to own, drive and coordinate the overall strategic plan.	[Timeline bar spanning 2018 and 2019]	

TALENT BC FORCE  
TASK

POWERED BY

THE AGENCY  
BROOME COUNTY IDA / LDC

