

Western New York Workforce Training Center Business Plan

November 2015

Draft – Not for Distribution – Pre-Decisional – Confidential



MISSION

An empowered manufacturing and energy sector workforce to keep up with the growing regional demand

VISION

A public/private, educational, training, and workforce development partnership to meet employer needs and attract business to the region

OVERVIEW

- Collaboration among residents, employers, educational institutions, community organizations, and multiple levels of government
- Access to wraparound services to advance opportunity and promote excellence
- Best in class training, apprenticeships, and career placement for energy and advanced manufacturing at WTC, a 501 (c) (3) non-profit

APPROACH

- Advanced Manufacturing and Utility of the Future & Clean Energy training under one roof
 - Maximize efficiency through collaboration of the two when possible
 - WTC is designed to increase the preparedness and flow of local candidates
 - For-credit, certificate, and degree programs
 - Contextualized learning
 - Internship placement model
 - Monitoring metrics to make sure we are producing the intended results
 - Ultimate goal: long-term employee career retention rates
- Builds on 4 years of work
 - McKinsey & Co. and REDC
 - NYPA and BNMA
 - Advance Buffalo with Department of Labor
- 501 (c) (3) not-for-profit corporation with SUNY educational partners and others providing training

LOCATION & Facility

- Buffalo's East Side; 683 Northland Avenue, Buffalo, NY 14211
- 246,000 square-foot former vacant manufacturing building
 - Historic Niagara Machine & Tool Works (later Clearing Niagara) building
 - Opportunity to design interior to fit WTC precise needs
 - Space planning beginning January 2016
 - Flexible and state of the art design
 - Common areas; meeting spaces; laboratories; computer learning center
 - Room for some partner institutions to have office space on site
 - Will initially use 100,000 sq. ft., likely sharing the space with Buffalo Manufacturing Works in the future
- On the +/- 35 acre Northland Avenue Corridor site
 - Industrial, commercial and residential neighborhood
 - Northland Business Park
 - Manufacturing companies will also lease space on the +/- 35-acre site
- Proposed site amenities
 - Childcare facility with after school program
 - Bank branch
- WTC facility opens July 2017 (virtual opening in July 2016)

EMPLOYER Focus on "Priority Job Categories" in Advanced Manufacturing Sector

WHAT are priority job categories?

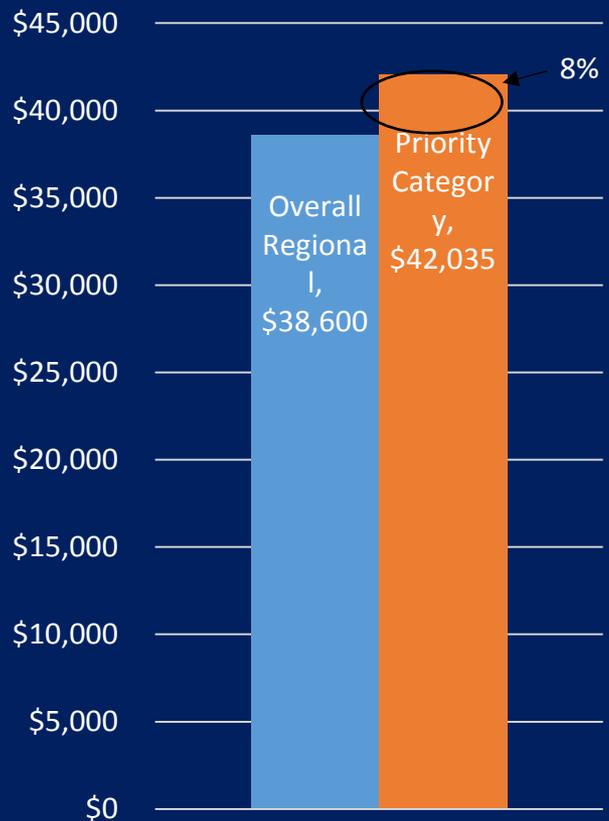
- Electrician
- Electro-mechanical Technician
 - (i.e., mechatronics)
- Quality assurance inspector/technician
- Welder
- Mechanic
- Machinist

CHARACTERISTICS of priority job categories:

- Hardest to fill
- Most in demand

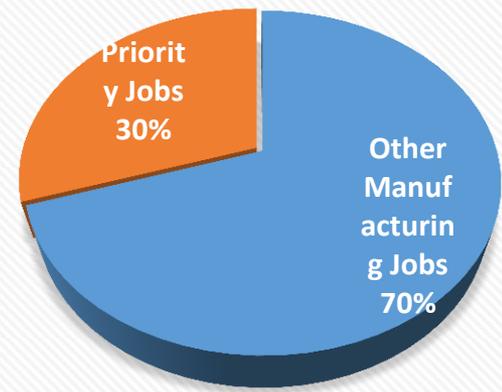
\$200 MILLION more in potential local wages

Priority Job Categories Pay More



2012 WNY Average Salaries

WNY Manufacturing Job Demand Expected to Reach 17,000 in 2020



Data Source: New York State Department of Labor

EMPLOYER Focus on “Priority Job Categories” in Energy Sector

- Electrician
- Overhead line mechanic
- Underground splicer
- Gas mechanic/ fitter
- Power plan mechanic
- Communication technician
- Meter technician
- Relay technician
- Electro-mechanical technician
- Instrumentation and control technician
- Power plant / system operator
- Field / service planner
- Drafter / designer
- Engineer
- Management

PARTNERS – SUNY Institutions with Leading Roles



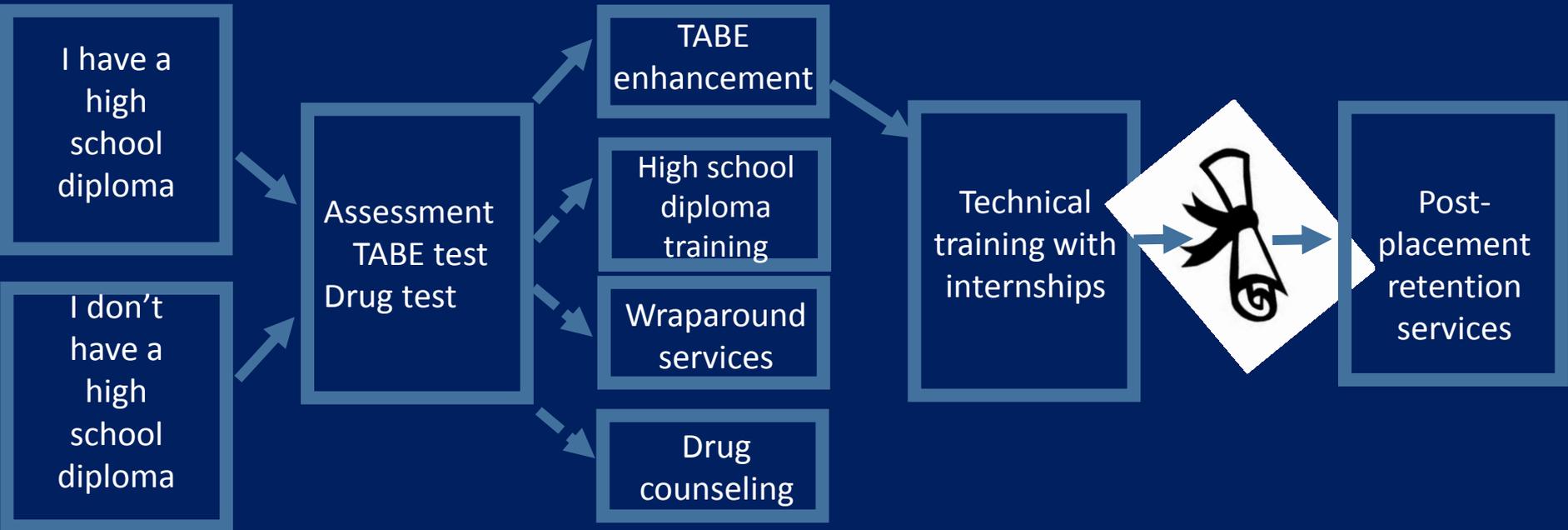
CURRICULUM Design Components

- Four categories of students
 - Full-time
 - Recent high school graduates pursuing one-year certificate or Associates Degree
 - Those interested might include recent graduates from: Burgard High School, McKinley High School and Charter School for Applied Technologies
 - Custom training
 - On behalf of and at the expense of employer
 - Upskilling
 - Career advancement opportunities
 - Target Populations
 - Unemployed; underemployed (working poor); veterans; refugees and recent immigrants; disabled; formerly incarcerated; Department of Social Services students; other traditionally underrepresented groups in manufacturing and energy careers; Buffalo East side residents

CURRICULUM Design Components

- Stackable for-credit training options
 - Transferrable to some SUNY schools
- Career prepared/experiential learning (internships)
 - Job readiness, financial literacy, goal setting, social services support
- For-credit programs require high school diploma or equivalency and students must also pass the TABE test at the 10th grade level or higher
 - Referrals to potential partner organizations for those who haven't yet achieved these milestones
- Drug testing used to refer to substance abuse counseling – not to exclude

Workforce Training Center Program Model



Dashed line applies only when applicable (students who fail drug tests and/or TABE test and/or need a high school diploma equivalent, etc.)

WHO Are Target Populations

- Include:

- Racial/ethnic minorities
- Unemployed
- Underemployed (working poor)
- Veterans
- Refugees and recent immigrants
- Disabled
- Formerly incarcerated
- Department of Social Services students
- Other traditionally underrepresented groups in manufacturing and energy careers
- Buffalo residents

PROACTIVELY Anticipating Student Needs

- Partnering to deliver remedial services (e.g. high school equivalency, TABE testing, reading and math literacy, etc.)
- Providing bus passes to improve access
- Child care on business corridor site to cater to parents and children
- Incentives to positively reinforce students
- Little to no cost for many students—based on financial need
- Catering curriculum to fit tomorrow's workforce needs
- Wrap around support services to cater to each student's unique needs
- Twenty-first Century equipment and technology
- Financial literacy education to prepare for work and family sustaining wages

WRAPAROUND Support Services



- Experienced
- Serves without regard to religion
- Compassionately works through unique, individual problems
- Community conduit
- Experienced with refugees and recent immigrants
- Serves formerly incarcerated
- Committed to diversity and inclusion
- Filling public education deficit
- Four East Side locations

FINANCIAL Sustainability Model

- Funding sources:
 - State and Federal Grants
 - Say Yes
 - Foundations
 - Corporate Memberships
 - Equipment Manufacturers
 - Customized Training Partners
 - Lease payments from educational partners
 - Placement Fees from Employers

WTC – The Solution

- Employment-focused and results-oriented
- Improves academic, occupational and basic employability skills
- Increases access to college and credential attainment
- Facilitates transitions to the labor market
- A comprehensive and inclusive approach
- Does not duplicate existing efforts
- Collaboration between Manufacturing and Energy sectors for efficiency
- Public/private partnership
- The future of workforce training in the U.S.

Questions?

