



Workforce Development Institute

ANNUAL IMPACT REPORT

GROWING AND KEEPING GOOD
JOBS IN NEW YORK STATE

2020 ANNUAL IMPACT REPORT

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“As a collective group we are honored and look forward to help grow the future talent for the industry right here in Western New York.”

—DAN ROZANSKI, GINTZLER INTERNATIONAL AND RESOURCE LABEL GROUP GENERAL MANAGER

This past year WDI was part of a collaboration of organizations that worked together to secure flexography printing equipment to be used for development of a printing training program at McKinley Vocational High School (Buffalo). Collaborators included the Buffalo Board of Education and multiple flexography printing companies.

About Us

Workforce Development Institute (WDI) is a statewide nonprofit and partner to organized labor that works to grow and keep good jobs in New York State. We use a range of tools—including ground-level information, workforce expertise, and flexible funding—to facilitate projects that build workforce skills and strengthen employers' ability to hire, promote, and retain workers.

Each of our Regional Directors covers a large territory of New York State and spends a significant amount of time exploring their regions and developing partnerships to identify workforce trends, opportunities, and challenges. The Regional Directors work closely with a centralized strategy-focused team to improve our understanding of workforce issues and develop solutions to address them. We see our niche as filling gaps not covered by other workforce development or economic development entities, with an end goal of facilitating the growth of good jobs.

We are a collaborative organization whose role adapts based on the needs and nature of each workforce issue. Common functions we perform include:

- Identification of a problem/challenge (for one organization or many)
- Serving as workforce consultants on a wide array of workforce issues
- Connection of organizations with needs to resources
- Piloting or testing new programs, technologies, or methods
- Facilitation of projects
- Funding for projects

Finally, our roots are in labor, so we are interested in seeing an improved distribution of wealth—a move away from the 99:1 ratio toward growth of the middle class by supporting careers with self-sustaining or family-sustaining wages. Although the types of projects we facilitate and support vary, our goal is that all have a positive and measurable impact on the workforce.

Our statewide presence is a strength that empowers us to identify programs that work, and pursue opportunities to scale them to other occupations, industry sectors, or regions of the state.

Year of Dramatic Changes Profoundly Impacts the Workforce



Despite the fact that the majority of WDI’s fiscal year took place prior to COVID-19 and prior to the events surrounding the Black Lives Matter movement, essentially everything we do now and for the foreseeable future will be touched by both events.

Our planning and priorities changed immediately afterward and we are now laser-focused on putting New Yorkers back to work and working to diminish the long-term inequities that have existed. That said, our work prior to these major events holds lessons learned that we believe will be beneficial for WDI both internally as an organization and externally with partners and in funding future projects.

This report reflects WDI’s work and observations from across New York State for our 2020 fiscal year, which includes activity both before and during these significant events.

A related theme from this past year was lessons learned about what we call the “resilient” sectors, or sectors that either bounced back quickly or that hold promise to play a significant role in NY’s recovery. Examples include Manufacturing, Healthcare, Information Technology (IT), and Energy. We believe that clean/green/renewable energy is poised to play a key role in our recovery in terms of both job growth and the potential to create social justice and equity in the jobs that emerge. However, we have some work to do to clarify opportunities as well as misconceptions around the “mystique” of green jobs.

Finally, WDI was one of the many organizations affected financially by COVID-19. Our funding and small grants program was negatively impacted for a period of time during the [New York State on Pause](#). Nevertheless, we remained active and engaged with our many partners—including unions, businesses, workforce development and economic development organizations, and members of the New York State Senate and Assembly—serving as a resource for information and program development. Our funding has since been restored, and we are working quickly to capitalize on the pent-up demand of good ideas and opportunities that arose.



“I feel like by educating our employees we are allowing them to provide for their families while feeling like a valued asset to the company. Education is needed for moral and self-worth, not only pay progression or responsibilities.”

-CUMMINS, INC., TRAINING COORDINATOR (WESTERN NEW YORK)

In healthcare, we helped 1199SEIU respond to the rapid increase in demand on the union across the state via roll out of training around proper use of PPE.



COVID-19: Adversity, but Innovation and Resiliency Nonetheless

When the New York State On Pause was implemented in March 2020, we received numerous requests from a variety of companies, unions, and other organizations for emergency support from our small grants program. We heard firsthand how these entities were coping. What emerged was incredible innovation, resiliency, and quick action.

Looking back at WDI grants issued from March through early July, most activity was related to the immediate and urgent response to COVID-19. During this timeframe the vast majority of grants, a total of 39, were made where a key component of the justification by the applicant was to address COVID-19-related issues, both challenges and opportunities. An overview of the types of grant awards made includes the following:

- Manufacturers pivoting to produce Personal Protective Equipment (PPE), which also gave them the ability to retain staff and in some cases grow staff.
- Organizations looking for help in implementing social distancing measures in order to retain staff and/or continue training initiatives.
- Companies seeing opportunities for workforce growth. Transportation and logistics is an example where this occurred.
- Organizations seeking help with planning, for either recovery or expansions. Examples:
 - We supported development of an expansion plan for a successful coding program. Information Technology (IT) is a field that can be performed remotely and

there are jobs available in this field. We also supported new digital literacy training (via this same provider) that allowed people to learn basic skills to search for jobs and apply online.

—A few companies needed help formulating recovery plans. Our interest in these projects was to ensure that staff were retained.

- In healthcare, we helped 1199SEIU respond to the rapid increase in demand on the union across the state via roll out of training around proper use of PPE.
- In manufacturing, we supported the Buffalo Niagara Manufacturing Alliance and the Manufacturing Association of Central NY with development of a training program that incorporates a COVID-19-type response plan into a broader risk-management plan. This training has since launched and 16 companies in multiple upstate regions have benefited from it.
- In education, we supported a research project at SUNY Albany that uses the principles of personnel psychology to develop a standardized approach for screening, hiring, and training contact tracers.



We are hopeful that the lessons learned from this period will leave us better prepared to face the future. Moving forward, our focus will be on putting New Yorkers back to work. We anticipate that our work will continue to be predominantly in the more resilient sectors, but hope to get back to other sectors (including retail, tourism/hospitality, local government) as soon as possible.

To that end, [Futures Skills Exchange \(FSX\)](#), a training search platform we had begun development on in 2019 was deemed “ready to launch” in the first quarter of 2020, just as the pandemic caught hold of the nation. Development of [FSX](#) was begun pre-COVID-19, during a tight labor market, to strengthen understanding of and access to training and credentials for both job seekers and employers. Ironically, there is an even greater need for this type of platform now, in the midst of COVID-19, when larger numbers of unemployed need to reskill to find employment.

A Child Care Crisis is Exacerbated; WDI Responds

WDI's Child Care Subsidy Facilitated Enrollment Program (CCSFEP) provides child care subsidies to working families in eight counties in upstate NY—Albany, Rensselaer, Saratoga, Schenectady, Erie, Monroe, Oneida, and Onondaga. This program puts WDI staff on the frontlines of child care, so we see where change can and should happen.

Without child care, parents can't work.

“I wouldn't be able to work and provide for my family. WDI helps me retain my employment while making sure my children are taken care of in properly licensed child care environments.”

—WDI CCSFEP, PARENT

In recent years, there are a number of factors that have pushed child care, or the lack thereof, to the forefront in terms of priority from both an economic and workforce development perspective. COVID-19 dramatically underscored the direct relationship between child care and our labor supply.




Pre-COVID-19, a vast majority of New York State was considered a child care desert. According to the [Center for American Progress](#), a child care desert is “any census tract with more than 50 children under age 5 that contains either no child care providers or so few options that there are more than three times as many children as licensed child care slots.” COVID-19 only exacerbated many of the child care issues the state was already facing. Initially, schools shut down and parents pulled children from child care facilities, making it difficult for providers to stay afloat. Then, many essential workers needed child care on new and different schedules. In addition, mandatory overtime hours had the potential to push some essential workers over the limit of qualifying for benefits.

In response to these urgent situations, WDI child care staff worked with a network of child care advocates on a few levels:

- We raised awareness about the need to increase income eligibility levels for recipients whose subsidies were jeopardized as a result of COVID-19-related pay increases. As a result, several counties applied for and received temporary waivers to increase income eligibility.
- We supported training, via outreach and funding, so that child care providers could gain prompt access to new COVID-19-related NYS Department of Health training guidelines. This effort was done in partnership with the [New York State Network for Youth Success](#) (NYS NYS), a statewide nonprofit dedicated to increasing the quality and availability of afterschool programs. Over 240 individuals from geographical regions across NYS participated in the training. These participants overwhelmingly responded that as a result of the training they felt confident in executing comprehensive plans that adhere to the NYS DOH guidelines.
- We worked throughout the year (before and during COVID-19) to raise awareness of the child care crisis beyond traditional stakeholders. We believe this ongoing education effort is a key element to developing solutions that provide stability for working families. This past year, we focused on educating employers and collaborating with workforce and economic development entities with a goal of designing strategies to address regional child care needs.

Investing in Child Care Supports Economic Growth

The chart below, which incorporates data from both a national study and our survey of WDI subsidy recipients, demonstrates the widespread reach of child care issues on both the workforce and the economy.

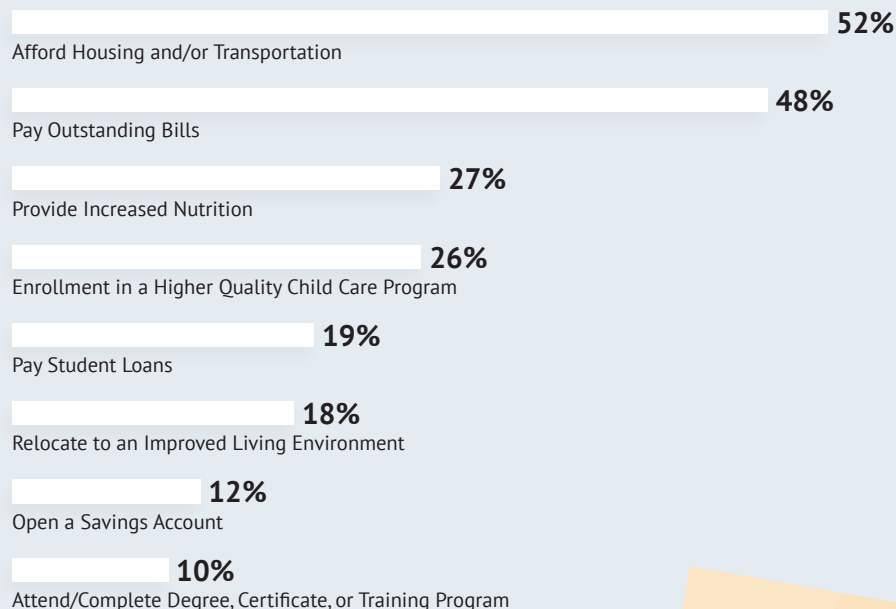
The cost of turnover for NYS businesses is equal to 75%–150% of an employee annual salary	 RETENTION	49% report retention of employment as a result of enrollment
On average, employees report 5 to 9 missed working days each year due to child care issues	 ATTENDANCE	59% report improved attendance as a result of enrollment
U.S. businesses experience \$3 billion in lost productivity annually due to a lack of access to child care	 PRODUCTIVITY	47% report increased productivity as a result of enrollment

Sources: America's Edge, Child Care Aware of America & Center for American Progress

Source: Survey results from WDI Child Care Subsidy Recipients

Personal Benefits as a Result of WDI CCSFEP Enrollment

It is important to understand that the current child care crisis impacts all professional levels within the workforce. WDI CCSFEP families self-identify their professional levels as 33% upper-level, 59% mid-level, and 8% entry-level. Our annual survey of WDI CCSFEP recipients indicated the following personal benefits as a result of enrollment in the program:



WDI's 2020 Child Care Annual Report

WDI's CCSFEP in the eight counties served/supported 1,576 families, 2,243 children, and 976 child care businesses. For more information, please refer to the [2020 CCSFEP Annual Report](#) or [read an overview](#).



An Equitable Recovery Becomes a Front-and-Center Priority

Workforce Development, Education, and Economic Development Professionals are all talking about and exploring ways to ensure that we “build back better.” What do we mean by this? While the U.S. economy and the stock market recovered after the last recession, the average workers’ wages and benefits did not.

“Don’t be afraid to take a path less followed. Construction is an amazing opportunity to gain a skill, feed your family, travel, meet amazing people.”

—CAMERON HENRY,
ROCHESTER MAPP GRADUATE

In fact, many of the jobs that emerged after the last recession were in the gig economy, without set schedules or benefits. In addition, significant portions of the population, including those in many traditionally underserved communities, were left out of the recovery altogether. We learned that a strong stock market does not equate to strong wages, or an equal share of the market growth.

With both Black Lives Matter and COVID-19 at the forefront, how do we ensure that investments in people and businesses cast a wider net, and include improved growth opportunities for everyone? WDI’s labor movement roots means that we’ve been working in this sphere since our inception. That said, our goal for the future is to ensure that all facets of our work are influenced by broad goals in diversity, equity, and inclusion.

Read on to learn how we’ve worked toward more diverse, equitable, and inclusive workforce programs and stay connected to see how we continue into the future. Highlights cover individuals and programs.

PRE-APPRENTICE PROGRAMS MAKE A DIFFERENCE (ROCHESTER/GENESEE VALLEY, WESTERN NY, AND LONG ISLAND):

For the last several years WDI has partnered with the **NYS Building and Construction Trades** to offer pre-apprentice programs in Rochester, Buffalo, and on Long Island. These programs have seen success on two levels: they provide high-wage opportunities for individuals to gain skills and lifelong careers; they also serve as a mechanism to bring diversity, equity, and inclusion to a sector that has not traditionally seen diversity in many parts of the state.

BUILDING A CAREER

This year we highlight a few graduates who share what the programs and their new careers have meant to them. The NYS Building and Construction Trades are interested in expanding these successful programs to other parts of the state.

ROCHESTER MULTI-CRAFT APPRENTICESHIP PREPARATION PROGRAM (MAPP)

NAME: Cameron Henry

CITY: Rochester

UNION: Bricklayers Local 3

TITLE: Currently a Second Year

Apprentice (2019 graduate of MAPP)

AGE: 22

How did you find out about the program? My best friend was in Project Phoenix and told me about MAPP. I had recently dropped out of college and was working part time at Wegmans. I wasn't sure what I wanted to do. My friend connected me with Kereem Berry of MAPP.

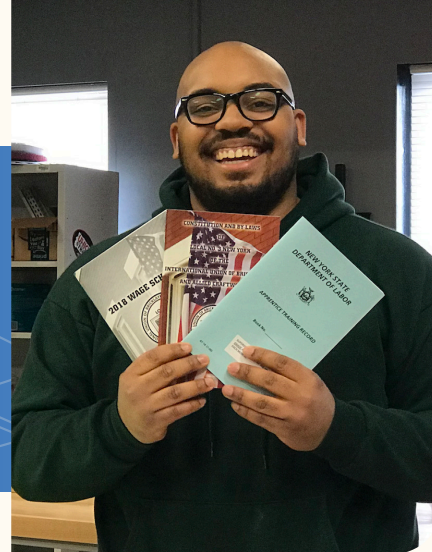
What is a typical day like for you as a bricklayer in Local 3? I wake up at 3:30 a.m. or 4:00 a.m. just because that's when I'm used to getting up. I get ready for work, and then drive anywhere between 15 minutes and an hour to work. My day is either an 8 hour or a 10-hour day. During the year I work and train on the job. I'm paid but I'm also learning, so this is "free" training. The months of January and February are "down" months when we are pulled from the field and do classroom training. During this time we do hands-on training at the Bricklayers Training Center to learn new skills.

Why did you pick the bricklayers program? I like to build. I think it's really cool to build a wall or foundation and see it come together. I am a restoration mason, which means I can also say that I worked on a variety of

different historical buildings, such as banks, prisons, churches, etc.

How did the program connect you to the different unions? Kereem Berry (MAPP Training Director) made sure we visited all of the Training Centers and had opportunities to talk to all the different Trades. Then Kereem sat down with each of us individually to really make sure that we were making the right choices; he wanted to make sure this is what I wanted to do. He also explained that this was an opportunity for a lifelong career. Then Kereem handled making the connection for me to the Bricklayers. Everything was on autopilot after that.

How has the Union supported you? The Union has been very supportive in helping the apprentices move forward and gain skills. In addition to the Rochester Training Center, the Bricklayers also have an International Training Center in Maryland. Last year, I had an opportunity to go down and train there during the down months. I gained new skills and a number of new certifications. The trainers were very patient and I had the opportunity to work one-on-one to learn new skills. The Trainers at the Bricklayers Training Center in Rochester are also very supportive. They offer to stay after hours and work with people if it's needed. They're always asking us if there's something we want to learn, and letting us know that if there is they'll make sure there's a seat for us. They really care about their students. They stay in touch with us—checking in with us during the week to make sure that everything is going okay. They make the apprentices very welcome at union meetings.



Cameron Henry completed MAPP which enabled him to begin his apprenticeship with Bricklayers Local 3.

Do you have any goals that you've been able to achieve as a result of this job and/or your union membership (over and above the training and skills already mentioned)? My life is very different today in terms of what I'm able to afford. Basic things like paying for a phone bill, gas, a car payment are not a problem.

Do you have any advice for a young person today who may not know what they want to do? Don't be afraid to take a path less followed. Construction is an amazing opportunity to gain a skill, feed your family, travel, meet amazing people. You're guaranteed to have a skill for life. I highly recommend considering pursuing a union apprenticeship in the construction trades.

What are your goals for the future? I want to learn every aspect of being a mason. The Bricklayers make sure that you are cross-trained with other functions, so my goal is to learn every type of masonry.

Do you have any other comments you want to share about MAPP or anything else? Kereem Berry has done an amazing job with MAPP. He helped in so many ways—with day-to-day life, helping us prepare mentally for the Trades, helping us get into construction. He has been a big brother and mentor to me and to everybody in the program. He's the heartbeat of the program. I appreciate him and all the work he's done on this program and for his students. He's been a blessing to me and others in the program.



Radix Ecological Sustainability Center's Summer 2020 Youth Employment Program

Visit us [online](#) for these additional stories of graduates entering the construction sector.

Marion Williams, Graduate of Buffalo Pre-Apprenticeship Training Program

Katherine Arvelo, Graduate of Opportunities Long Island Pre-Apprenticeship Program



Second Year Apprentice, Katherine Arvelo

CAPITAL REGION: PROMOTING KNOWLEDGE, EMPOWERMENT, AND HEALTH VIA TRAINING IN AGRICULTURE

While agriculture is not usually at the forefront of conversations about equity and inclusion, the truth is that disparity in access, particularly in access to food, is an immense barrier to equality nationally and worldwide.

The **Radix Ecological Sustainability Center** based in Albany has a mission to promote ecological literacy and environmental stewardship through educational programs based around demonstrations of sustainable technologies. There are several areas in Albany that are considered “food deserts,” or areas in which it is difficult to buy affordable or quality fresh food. Limited access to fresh, healthy food disproportionately affects poorer communities and has been shown to result in medical and health issues, a vicious cycle that Radix is working to correct.

Last year WDI provided support for the Radix Center's Summer 2020

Youth Employment Program. The goal of this program is to teach practical agricultural skills and lessons on food security, health, and soil remediation, culminating in the participants' ability to build and maintain gardens to provide their communities with control over food access and supply. It is the hope of the Radix Center, and WDI, that programs like this that target youth will be instrumental in breaking “food desert” cycles and will increase social awareness in underserved communities around sustainability, green energy, organic food production, and organic waste recycling.

NYC: REBUILDING TOGETHER NYC LEVERAGES PARTNERSHIPS TO REVITALIZE COMMUNITIES AND REBUILD LIVES

Based in Brooklyn, **Rebuilding Together NYC** is a nonprofit that doubles as both a workforce development and community development organization, offering training to careers with good wages while also renovating community spaces and preserving housing.

A key offering of the organization is their workforce training and job placement service, including a six-week, pre-apprenticeship training program to reskill un/underemployed New Yorkers for careers in construction. Program participants come from all five boroughs of NYC; 70% are below the average median income, 65% are NYC Housing Authority residents, 87% are underrepresented minorities, 25% are women, and 20% have been formerly incarcerated or had some form of involvement with the criminal justice system. All participants have at minimum a high school diploma or GED, but rarely any higher education. The program's primary goal is to help these students overcome the adversity of these statistics and place graduates into union apprenticeship programs, putting them on a path to career and financial stability.

This past year WDI supported Rebuilding Together NYC with much needed equipment for the pre-apprentice program. The equipment purchased was used to strengthen the training facility capabilities, and also provide each graduate with a toolset, personal protective equipment, and textbooks—items that are critical needs for a new apprentice but can be unobtainable due to economic barriers.

As of May 2020, WDI's investment has helped 18 program graduates, all of whom were placed into apprenticeships upon graduation. Apprentices are spread out over five-NYC union locals with wages ranging from \$16–\$43/hour; 14 apprentices are making over \$18/hour. As these results demonstrate, pre-apprentice programs like Rebuilding Together NYC can serve as doorways to new careers. **Check out this video of a Rebuilding Together NYC Graduate, [Daisha](#), speaking about her experience.**

NYC: CUSTOM COLLABORATIVE LAUNCHES A SUSTAINABLE FASHION MANUFACTURING CO-OP

Located in New York City, **Custom Collaborative** is a non-profit, social enterprise that exists to support women from low-income and immigrant communities develop careers in sustainable fashion.

Led by Executive Director Ngozi Okaro, Custom Collaborative helps women professionalize their sewing and design skills, overcome barriers to employment, and also facilitates greater equity and inclusion by teaching participants the standard techniques and ethical business practices of the fashion industry. The organization offers women the opportunity to participate in their Training Institute, a 14-week, paid training program where students learn how to design, sew, and sell sustainable fashion. Additionally, Custom Collaborative maintains a Business Incubator program in which the organization refers fashion workers within their network to fashion industry manufacturers looking for employees.



Custom Collaborative supports women from low income and immigrant communities to develop careers in sustainable fashion.

Last year WDI provided assistance to Custom Collaborative so that it could launch “Fashion that Works”, a new worker cooperative, with several of its training graduates.

The goal of WDI's support was twofold: to provide training so that the new co-op leaders and members could effectively manage and grow their businesses; and to support equipment for the new co-op space in the form of industrial sewing machinery.

Although the pandemic has created uncertainty for many businesses and organizations, Custom Collaborative has not wavered. Adapting to the new circumstances, Custom Collaborative quickly began manufacturing face masks and even moved their training program online. Recently, NBC's *Today Show* [ran a segment](#) featuring Custom Collaborative and their inspiring work. We look forward to watching this unique organization grow, and hope other businesses might consider using it as a model for growing ethically and sustainably.



Herkimer Industries looks to future job growth.



Finger Lakes Textiles, the manufacturing arm of Mozaic, expects to grow jobs through the purchase of new equipment.



Mid-Hudson ARC improves manufacturing capacity, leading to job creation.

MULTI-REGION: MULTIPLE ARCS EXPAND/ DIVERSIFY MANUFACTURING CAPABILITIES TO DEVELOP NEW JOBS FOR INDIVIDUALS SERVED

The Arc New York supports more than 60,000 individuals with developmental and other disabilities and employs 30,000 people across the state (including many of the clients they serve). Many of the ARCs have developed robust business enterprises in order to provide job opportunities to people with disabilities. **During this past year WDI worked with several of the ARCs to expand existing manufacturing initiatives for this same purpose.**

The Herkimer County chapter, Herkimer Industries, is leveraging its 40-year history of successful, industrial sewing operations to bring the production capability needed to make protective masks back to the United States. WDI assisted the chapter with the purchase of semiautomatic sewing equipment designed to produce 3-ply, pleated surgical masks that will use raw materials sourced in the USA. The implementation of this product line will require the immediate hiring of six-new production workers and a shift supervisor; all of the production workers are people with developmental disabilities earning at least NYS minimum wage. The chapter will be incorporating surge capability for second and third shifts depending on demand, offering the possibility of even more job growth in the future.

WDI also assisted the **Seneca-Cayuga-Yates chapter, Mozaic,** with the purchase of textile manufacturing equipment to enable their manufacturing arm, Finger Lakes Textiles, to increase production on face masks from 3,000 to 8,000 units per week. This project is projected to result in the addition of four people with disabilities who will become skilled on the newest generation of finish stitching equipment and assembling a new project.

Finally, WDI worked with the **Mid-Hudson ARC** on a facility improvement project that will enable it to attract more food manufacturers to its artisan food manufacturing pod, and create new jobs for the individuals it serves.

The diversification of revenue streams by the ARCs is a strategy that we believe has potential to provide stable manufacturing jobs to workers with disabilities, helping to close the unemployment gap for this population of workers, while also creating job opportunities for all members of the community in inclusive workplaces.



Workforce Expertise Results in Programs That Provide Solutions

Via workforce intelligence gathered from our regional and statewide staff, we identify workforce challenges as well as potential solutions. Included below are a series of the year's pilot programs that addressed some of the identified challenges. Our goal is to monitor the results of the pilots, and then scale programs that have potential for a broader, positive impact.

The idea for FSX originated during a conversation about how difficult it was for individuals, especially those with barriers to employment, to identify and follow a career pathway that included stackable credentials and that supported life-long, continuous learning.

STATEWIDE: WDI'S WEB-BASED TOOL, FUTURE SKILLS EXCHANGE (FSX), LAUNCHES AT THE RIGHT TIME

This past year WDI launched [Future Skills Exchange \(FSX\)](#) in partnership with the national non-profit, Innovate+Educate. FSX is an interactive, web-based platform that connects New Yorkers seeking courses, apprenticeships, credentials, and assessments directly to the education and training providers that deliver them.

WDI is delivering the platform without charge to all providers as well as learners, job-seekers and employers, and is committed to providing this service as a practical application that supports New York's evolving skills and talent development ecosystem.

The idea for FSX originated during a conversation about how difficult it was for individuals, especially those with barriers to employment, to identify and follow a career pathway that included stackable credentials and supported lifelong, continuous learning. There didn't seem to be an easy, transparent way for someone to locate, compare, and connect to individual courses, short-term credential training, or even apprenticeships. So FSX was developed as a highly functional, easy-to-use platform that allows for many search options and ease of navigation for both the end user and education and training providers.

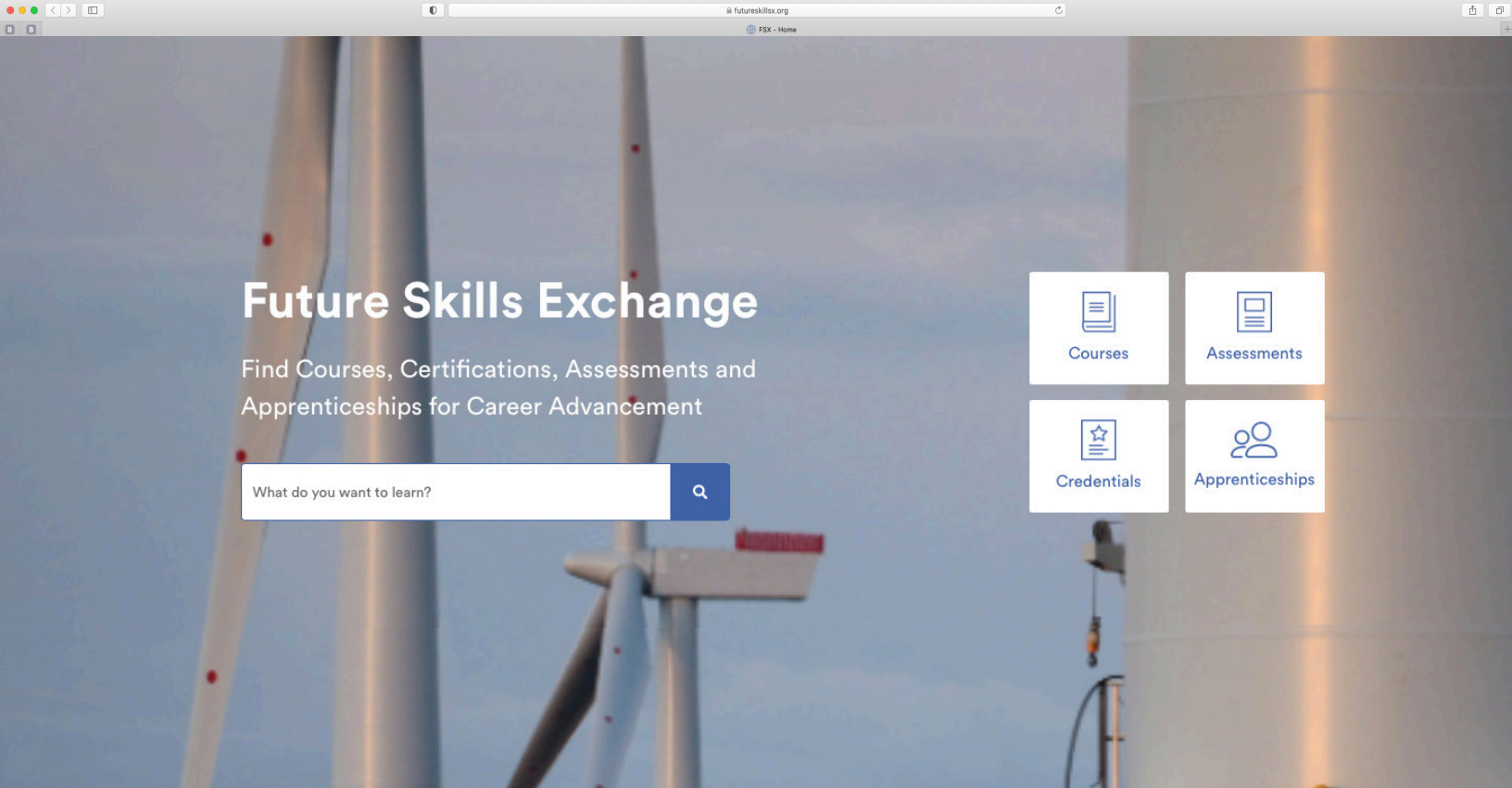
Ironically, the need for FSX was identified pre-COVID-19, in an

extremely tight labor market where employers could not find the skilled workforce they needed. Fast forward a few months and there is vast unemployment in many parts of the state, with individuals unlikely to return to jobs in some sectors in the near term. The result is that the need for FSX is even greater post-COVID-19, and has even more potential for impact. FSX promises to serve as a powerful tool to help prepare job seekers and learners for successful reentry into the labor market, or transition to new employment opportunities as our state begins to reopen the economy.

FSX is now live and we are in the first phase of launching by driving educational providers to populate FSX with course and learning

content. At the date of publication of this report, we are actively working with educational institutions, training providers, and apprenticeship programs all across New York State to support them in loading their content on the platform. View this short [video](#) to become part of this platform. We are currently focusing on noncredit, skills-based and workforce-oriented education and training offerings, as well as stackable credentials and micro-credentials. Once a density of providers has populated the site, our plan is to launch a public awareness campaign so that potential end users understand this significant resource, and how it can help them build skills and careers. An informational flyer can be found [here](#).





LONG ISLAND: “IGNITING” MANUFACTURING APPRENTICESHIP AS A MECHANISM TO ATTRACT AND RETAIN STAFF

In June 2019, the Long Island Association (LIA) hosted the official release of [“Driving Long Island’s Innovation Economy: The Pharmaceutical/Nutraceutical Growth Factor,”](#) a joint report produced by WDI and the Suffolk County IDA. The report highlighted the opportunities and needs of Pharma/Nutra on Long Island, and laid out additional work that needed to be done to support this growing sector. Over the past year and a half, seeds planted from this project have resulted in significant work and accomplishments around the launch of manufacturing apprenticeships to support this important sector.

This past year WDI worked with Ignite Long Island, the region’s manufacturing trade association, by providing funding for an Apprenticeship Coordinator to design and launch the region’s first Industrial Maintenance Technician (IMT) apprenticeship in collaboration with Estée Lauder. Incumbent workers were recruited

to the program and apprenticeship training began, in collaboration with Suffolk County Community College. The outbreak of the COVID-19 pandemic slowed training in the spring and early summer, however success was not blunted; 15 of the 19 Estée Lauder students in the inaugural cohort are scheduled to graduate and move up to the journey-level worker.

The Ignite Long Island Apprenticeship Coordinator also: identified and performed outreach to other Pharma/Nutra companies about NYS Registered Apprenticeship; received training from the Manufacturing Alliance for Central NY (MACNY) to understand and assume the role of the Long Island NYS Registered Apprenticeship Sponsor/Intermediary; and began work on other potential apprenticeships.

The apprenticeship model is seen not only as a mechanism to train new manufacturing workers, but also as a point of access to a career path and wage progression. With many Long Island manufacturers reporting impending staffing shortages due to an aging workforce, the success of



the first apprenticeship program at Estée Lauder signals the potential to solve that problem. Other area manufacturers, including one with over 1,000 employees, have already expressed interest in implementing apprenticeships at their locations.

Next steps include exploring a compounding apprenticeship program (that has a potential partner in Nassau Community College) and continuing to engage the community on the vast potential of coordinated, regionwide programs to stabilize manufacturing on Long Island for future generations.

CENTRAL NY: BOOTS ON THE GROUND WORKFORCE INTELLIGENCE LEADS TO NEW APPRENTICESHIP LAUNCHES IN TWO-KEY SECTORS—AGRICULTURE AND AUTOMOTIVE REPAIR

Apprenticeships are “earn while you learn” models that make sense particularly now—when employers are citing difficulty in finding individuals with the right skills, and tuition costs and debt are barriers for many individuals to pursue training. Apprenticeships had been used extensively in manufacturing for many years up through the early 80s, but investments in this model by manufacturers fell by the wayside when jobs were offshored. As jobs are slowly re-shored, the manufacturing sector is seeing a resurgence in interest and development of new apprenticeship titles once again. Meanwhile, employers in other sectors—such as healthcare and IT—are also seeing the value of apprenticeship as a mechanism to attract and retain a trained workforce.

Our Central New York (CNY) Regional Director has been particularly interested in the possibilities associated with apprenticeship, and has actively presented the concept and collaborated with regional partners to introduce several Central New York manufacturers to the apprenticeship model. **This past year the CNY Regional Director once again worked with partners in the region to develop apprenticeship titles and potential curriculum for multiple employers in two-new sectors: Agriculture and Automotive Repair.** Several meetings were held with **Cayuga Marketing**, a cooperative of 29 member-owners who own and manage dairy farm businesses, as well as other Ag businesses and manufacturers, to discuss the use of apprenticeships and pre-apprenticeships to train

and supply employees to the businesses. The discussions resulted in two-new apprenticeship titles that were written and submitted for approval to the **NYS Department of Labor (NYS DOL)**: Dairy Specialist I, II, and III and Ag Service Technician.

Similarly, the WDI CNY Regional Director also presented the concept of apprenticeship to the **Independent Service Centers of NY (ISCONY)**, which is headquartered in Central NY. This is a sector that competes with several other sectors, including Manufacturing, Construction, and Utility/Sewer Authorities, for workers with strong electromechanical and problem-solving skills. WDI then worked with other CNY partners including the **Manufacturing Association of Central NY (MACNY)** and the NYS Department of Labor to relaunch two-newly rewritten NYS Registered Apprenticeship Programs: Auto Service Technician (a 4-year program) and Auto Body Repair & Painter (a 4-year program).

WDI and MACNY are working to access funding (via grants and others sources) to launch training for all of these new apprenticeship titles. We hope to report more on the effectiveness of these new apprenticeships in our next annual report.

MULTI-REGION: THE EXPERTISE PROJECT ADVANCES INNOVATIVE SOLUTIONS FOR CAREER AWARENESS FOR YOUTH

Over the last several years an increasing portion of WDI's time and effort has been dedicated to “Career Awareness” because we realized that a lack of awareness is an enormous, causative factor around the skills gap. While we see certain featured days dedicated to exposing youth to careers—such as Construction Day, Manufacturing

Day, Healthcare Day, etc.—the effects of those days dissipate without an ongoing effort. The result is good jobs going unfilled, large numbers of “underemployed”, and students starting off on career paths that may never suit them.

Enter the **Expertise Project**—a Troy-based New York Benefit Corporation that is building a career discovery process to shrink the awareness gap by exposing students to local careers via video. Imagine if every high school sophomore had access to 1,000 videos that featured professionals living and working within an hour's drive from their school. Wouldn't they be more aware of the opportunities that surround them? Wouldn't they make more informed decisions after graduation? Wouldn't they be drawn to apply for open positions at area employers? The Expertise Project works with parents, students, educators, and employers to create short videos that introduce students to a variety of local industries and the professionals who work there. The videos include information about how students can access local training (sometimes right in their own schools), and are distributed to students via a streaming video platform called “ExPr”.

This past year WDI worked with the Expertise Project to explore ways to have high school and college students help produce the “on-location” discovery videos themselves.

By including students, we found a high level of engagement and enjoyment in the process on the part of both the students and the professionals. Local is the key throughout the process; students making the videos will be exposing the short clips to local students who may someday decide to apply to and work for that local company.

Currently, the Expertise Project is working with several CTE programs in the Capital Region and the Mohawk Valley to use its process as a virtual complement to existing CTE programs. The idea is for a BOCES to adopt the model with a goal of engaging the component districts into the process, and thereby reaching the next generation at scale.

Our support of the Expertise Project has included financial support, feedback, and access

for our network of employers and unions. We think this new approach—which engages students, education, unions, and employers on a continuous basis—has promise.

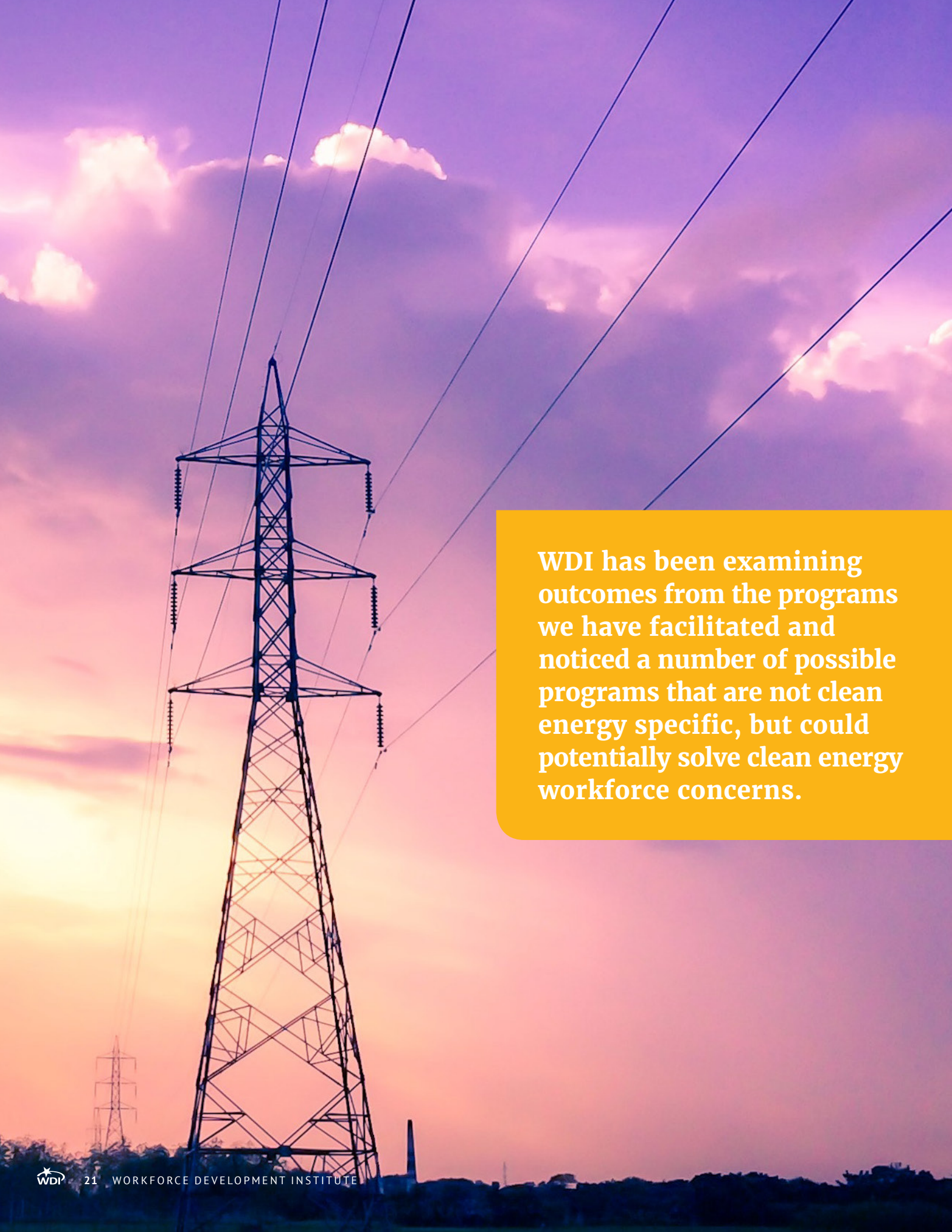
For more information about the Expertise Project approach and for a sampling of the types of content they are creating—please visit their “Glimpse” page [here](#).

ATTENTION Manufacturing and Construction Employers and Unions:

In the short term (because of COVID-19), the Expertise Project is looking for existing content to populate their site. Please consider supporting the Expertise Project and allowing them to host your existing video content so that they can distribute it to area educators on a wider scale early in 2021. You may contact them [here](#).



Imagine if every high school sophomore had access to 1,000 videos that featured professionals living and working within an hour's drive from their school.



WDI has been examining outcomes from the programs we have facilitated and noticed a number of possible programs that are not clean energy specific, but could potentially solve clean energy workforce concerns.

Energy: WDI Works to Clarify the “Mystique” of Clean/Green/Renewable Energy Jobs

The role of WDI’s Energy and Climate Program is to track energy policy, sector trends, and emerging technologies in terms of impact to the workforce, and then take action around that workforce impact so that New Yorkers can capitalize on this growing sector.

During this past year the energy sector, like many others, was negatively impacted by COVID-19. The good news, however, is that it appears this impact was temporary. Pre-COVID-19, jobs in clean energy were growing at a faster rate than overall job growth in NY, and there is still a significant pipeline of projects and work that are being restarted. There are a number of factors driving growth in this sector:

- Governor Andrew Cuomo and the NYS Senate and Assembly continue to increase commitments for moving NY to predominantly renewables. [The Climate Leadership and Community Protection Act \(CLCPA\)](#) sets clear goals and timeframes around this move;
- The cost of renewables has come down significantly in recent years;
- Strong public support for the environment;
- Improved understanding that the sector holds potential to create social justice and equity in the jobs that are created;
- Improved understanding that the sector holds promise for a host of good paying jobs

We believe the clean energy sector has potential to play a significant role in NY’s economic recovery. That said, there remains some misconceptions/misinformation about clean energy.

An important area of work for us this past year revolved around research and dissemination of information

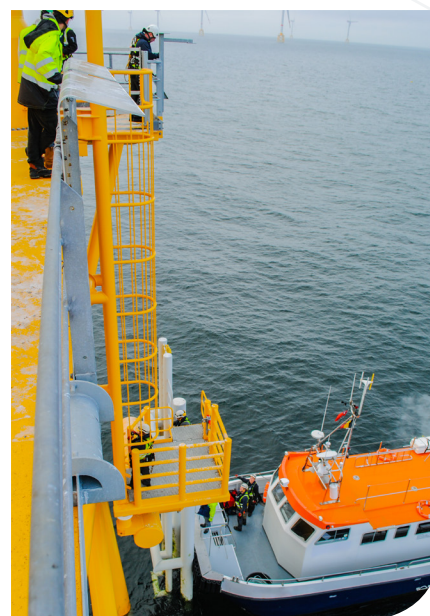
about the sector’s potential. We believe that moving NY’s energy production to predominantly cleaner sources is not as much of a stretch as is often depicted.

A DIVE INTO SKILLS REQUIRED BY CLEAN ENERGY JOBS

Employers are reporting difficulty finding a qualified workforce in clean energy. When job reports associated with clean energy (solar, wind, energy storage, etc.) are compared, there emerges some variations but also a clear picture of commonalities around needs. Across each of the subsectors there is a common group of top skills and/or occupations in demand that include the following:

- Mechanical Trades, with renewable energy experience and training
- Sales, Bidding, Estimating
- Electrical Engineers
- Project Developers or Project Development Skills
- Project Management
- Finance Skills

While training institutions are busy developing programs to address employer needs, we think it’s worthwhile to take a closer look at existing occupations and skill sets that are closely aligned with those in clean



energy. It’s easier to upgrade or add on certifications than to start from scratch. In other words, there are New Yorkers with the required skills already in many cases. So why are employers having such difficulty? We believe part of the problem lies with missed connections or conversations about the crosswalk from current training/occupations to those of clean energy, and the incremental training that is required.

WDI has been examining outcomes from the programs we have facilitated and noticed a number of possible programs that are not clean energy specific, but could potentially solve clean energy workforce concerns.



While some industry-focused immersions will most certainly be required, we believe that training programs or apprenticeships in other industries may help address skills gaps found in clean energy. **We plan to continue to explore overlaps between emerging industry needs, such as those for offshore wind, with existing skills and training programs.** If we don't have to recreate the wheel, then we shouldn't.

SHINING A LIGHT ON WHAT'S NEEDED TO CAPTURE MORE SOLAR JOBS FOR NY'S WORKFORCE

The WDI Energy and Climate Team is in the process of creating a Solar Jobs Snapshot in order to provide a comprehensive overview of solar workforce opportunities and challenges in New York State. This snapshot makes use of several labor and economic data sources as well as stakeholder interviews. Although this analysis is still a work in progress, we are beginning to see some common themes:

- Solar has great workforce development potential in New York, but career paths are not

always well defined. There is a need to systematize various career pathways that exist in the solar industry so that occupations in solar are viewed as viable career options for New Yorkers.

- The state's solar incentives/benefits often do not reach local workers on the ground. In fact, qualified local workers are often unable to find solar jobs despite significant state investments in solar training. Out-of-state contractors winning NY work is a factor here.
- Very few women or individuals from minority communities hold the high-demand, high-paying jobs in the sector; there is opportunity to change this situation as the field grows.

In short, it seems clear that we (as a workforce development organization, but also collectively—government, education, labor, the non-profit community) have more work to do to ensure New Yorkers capture the benefits of this growing industry. **We plan to continue this study with a goal of making some policy recommendations.**

LEADING THE WAY ON IDENTIFICATION OF TRAINING FOR OFFSHORE WIND (OSW)

This past year WDI signed an agreement with **Orsted/Eversource**—developers of Sunrise Wind Farm (an 880-megawatt, offshore wind farm to be located off of Long Island)—to provide support for the creation of a National Offshore Wind Training Center. WDI's work will be to support the development of:

- a strategy to create a blueprint and business plan for the Center;
- a public training program/education campaign to increase awareness about the benefits of OSW and the jobs associated with it;
- a framework/methodology for the continuous assessment of offshore wind workforce needs and opportunities in NYS.

In preparation for this work, we also developed an [interactive map](#) that catalogs education and training programs that are taking shape to address OSW needs (including those not explicitly for OSW, but that could still serve as resources for

the sector). The map is intended to serve as a tool for those planning to make investments.

RESTORE MOTHER NATURE BOND STILL HOLDS PROMISE... FOR ANOTHER DAY

The COVID-19 pandemic claimed an economic and environmental victim when Governor Andrew Cuomo exercised his option to pull the proposed \$3 billion Restore Mother Nature environmental bond act from the November 2020 ballot. Concerned that the state's health-related economic crisis would jeopardize timely bond repayment, the Governor put the decision off for another day.

The environmental bond act would have supported "a variety of pressing [environmental and climate change challenges](#) across New York." If it had appeared on the November ballot and been approved, it would have provided funding for "[capital projects](#)" to reduce flood risk and revitalize critical fish and wildlife habitats by connecting streams and waterways, right-sizing culverts and dams, restoring freshwater and tidal wetlands, reclaiming natural floodplains, restocking shellfish populations and upgrading fish hatcheries, preserving open space, conserving more forest areas, replanting more trees, reducing contamination from agricultural and storm water runoff, and expanding renewable energy."

Prior to the bond act being pulled from the ballot, we analyzed the types of jobs that we expected to be positively impacted by it, and identified at least 167 occupations across 17 "occupational families" that would have seen significant growth under the bond act.

While advocates of the bond act were disappointed by the Governor's

decision (but understanding given the circumstances), supporters have taken the attitude that this is a temporary setback, and not an environmental defeat or rejection of a green new deal approach to economic revitalization. When Restore Mother Nature is relaunched, we'll be ready!

WORKING TO ENSURE THAT JUST TRANSITION PLANNING IS INCORPORATED INTO PLANNING TO MEET THE GOALS OF NY'S CLIMATE LAW

The concept of Just Transition is receiving renewed attention as an important component that must be incorporated into the move to renewable electricity. New York's [Climate Leadership and Community Protection Act \(CLCPA\)](#) includes historic Just Transition provisions.

Just Transition is based upon the notion that neither workers nor the community should be harmed in our transition to a low-carbon economy. The guiding principles or values that are required for a Just Transition include:

- No economic harm is made to workers or communities
- Jobs are created that have family-sustaining wages and benefits
- Social dialogue occurs
- Local economic development efforts are incorporated
- Authentic job training takes place for good jobs that will be in the community in which the displaced workers live
- Knowledge sharing takes place
- Labor standards and collective bargaining are incorporated
- A sector approach customized to regions (and regional strengths) is taken
- The process is equitable, inclusive, and incorporates diverse voices

This past year we worked closely with Mid-Hudson partners to ensure Just Transition is incorporated into workforce development and workforce transition plans associated with the region's climate action and renewable energy implementation plan. For this plan, we plan to inventory the fossil fuel-fired power plants within the region's seven counties to determine the number of workers impacted. Workforce development tools will be needed to develop workforce transition plans to map how displaced workers can transition into new sectors or jobs. **We recommend that any region implementing a plan to meet the CLCA goals consider the elements of Just Transition carefully, and work closely with their region's workforce development system to ensure transition happens in an equitable manner.**

Just Transition is based upon the notion that neither workers nor the community should be harmed in our transition to a low-carbon economy.

Repeat Investments Result in Long-Term Success

Sometimes we end up working with the same company or union multiple times over a period of years. The organization may have a plan that is both realistic and presents opportunities that we believe could result in growth of quality jobs or in improved resiliency/retention of high-quality jobs over time. What follows are a handful of companies/unions that we've worked with more than once over the last few years, and the outcomes from this work (including outcomes received during the past year).

MOHAWK VALLEY: CERTIFICATION TRAINING RESULTS IN JOB GROWTH AND PROMOTIONS FOR METAL FINISHING MANUFACTURER

Square One Coating Systems, based in Oriskany, provides a range of metal finishing services to manufacturers, including corrosion resistance, wear resistance, solderability, and machinability. Since 2015, WDI has helped the company with a few growth initiatives; these initiatives have helped the company triple sales since its inception in 2014 and grow from 8 employees in 2015 to 24 as of April 2020. According to President Lloyd Ploof, "WDI has been instrumental in helping Square One grow over the past several years. The grants we have received so far have allowed us to achieve objectives much earlier than we could have otherwise. In turn, this has allowed Square One to hire/promote/retain increased personnel."

Square One is a model company in terms of taking business/revenue growth and turning it into investment in its workforce. Faced with turnover in its Metal Finishing department, the company addressed the issue by increasing wages, improving working conditions, improving employee benefits, and implementing two-Registered Apprenticeship programs. In late 2019, WDI provided support to the company to pursue the National Aerospace and Defense Contractor

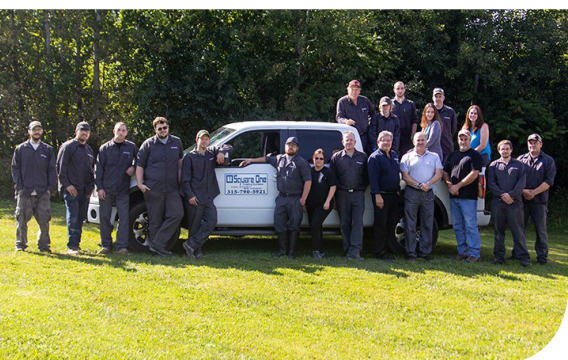
Accreditation Program (NADCAP) certification and related training of staff so that new business could be pursued. **Six months later the company reports that the training program resulted in significant skill development for the full staff of 24, job growth of 2-new hires, and the promotion of 4 employees.**

While the COVID-19 pandemic delayed full implementation of the program, the certification audit is currently on track to be performed in December 2020. As manufacturing continues to reopen across the state, Square One anticipates being able to contract with new clients that require the NADCAP certification, further increasing sales and leading to additional job growth.

STATEWIDE: ENERGY STORAGE AND MICROGRID TRAINING POSITIONS IBEW FOR STATEWIDE SKILLS EXPANSION

Over the years WDI has worked closely with the **International Brotherhood of Electrical Workers (IBEW)** to ensure the union remains at the forefront of training related to energy advances—including that for smart grid, solar, battery storage, and other initiatives. The result is that the contractors that work with this union have been prepared for any work that comes out in these emerging areas.

This past year was no different when we supported an initiative to ensure that trainers from several



Employees of Square One Coating Systems



International Paper's New Hire Integration training session.

of the IBEW Locals could attain Energy Storage and Microgrid Training and Certification. The goal of the initiative was to “train the trainers” so that they could take the knowledge back to their locals and train their membership at a fraction of the cost of bringing in outside trainers.

The Energy Storage and Microgrid (ESM) industry is **growing exponentially** in the U.S., and is expected to reach \$40 billion by 2030. There are almost 1,700-energy storage projects in the U.S. right now, according to the Department of Energy website. In short—ESM work is here and growing.

ESM work can be difficult and dangerous. Certification ensures that electrical contractors and electricians are prepared to safely and effectively perform assembly, testing, commissioning, maintenance, repair, retrofitting, and decommissioning of ESM systems.

In total, 14 Trainers representing 10 Locals were trained via the WDI support. This training was then used to leverage an additional grant from NYSERDA for equipment that will be used to train apprentices and journey-level workers throughout NYS during 2020–2021. The training will ultimately be embedded into IBEW training at all of the Locals.

NORTH COUNTRY: INTERNATIONAL PAPER'S TICONDEROGA MILL CONTINUES A TRACK RECORD OF INVESTMENTS IN INNOVATIVE TRAINING, SAFETY MEASURES, AND TECHNOLOGY

International Paper (IP) is one of the world's leading producers of fiber-based packaging and pulp and paper, with more than 50,000 employees and customers worldwide. One of International Paper's manufacturing plants, Ticonderoga Mill, is located in the North Country and provides 600-good paying jobs for members of the Ticonderoga (Essex County) community. Ticonderoga Mill hourly employees are represented by the **United Steelworkers Locals 5 and 497**. WDI has worked with this valued employer a number of times over the years on innovative training programs to improve employees' skills, maintain plant safety, and drive production efficiencies. These projects have led to promotions, increased employee satisfaction, skill development, and job growth in the region. This past year WDI once again worked with the plant around implementation of equipment to ensure essential training could happen in accordance with COVID-19 social distancing guidelines.

As an essential business, **Ticonderoga Mill** has continued its operations throughout the COVID-19 pandemic and even hired new workers. Newly

hired employees typically receive training both in the classroom and in operating departments throughout the facility. Normally, classroom instruction takes place within Ticonderoga Mill's on-site training facility. However, because the on-site training facility was too confined to accommodate social distancing, classroom instruction was moved to a larger space in the community during the entirety of the 4-week course. When conducting training in on-site operational areas, high-noise levels makes communication while practicing social distancing very difficult. Since proper training is essential to maintaining the safety of employees, it is important that trainees and instructors are clearly heard and understood. WDI supported Ticonderoga Mill with the purchase of an interactive voice communication system to be used to accommodate social distancing during all training (new hire and ongoing) within high-noise areas.

Recently, Ticonderoga Mill reported that 15-newly hired employees were successfully trained and on-boarded using the new interactive voice communication system. During these difficult economic times when many companies are laying staff off, we feel it's important to support employers that have opportunities to add well-paying jobs with benefits and excellent training and promotion opportunities.



HUDSON VALLEY: CREPINI MOVES AND GROWS WITH ONGOING HELP FROM WDI

A few years ago WDI worked with **Crepini**, a Brooklyn manufacturer of healthy alternatives to breads, tortillas, and tacos, with training on equipment that enabled production to continue more efficiently. Since that time, our NYC Regional Director remained in contact with the company and learned that Crepini was growing out of its space, and receiving enticing offers to relocate out of New York State. The NYC Regional Director responded by connecting Crepini with our Hudson Valley Regional Director, who then worked with regional partners from Dutchess County government, economic development, and industry to locate space for new headquarters for the company in East Fishkill (Dutchess County). This led to the remodeling of 33,000 square feet of the former IBM facility now known as iPark into a custom-built factory featuring state-of-the-art machinery with designated areas to produce gluten-free and allergen-free items.

Upon completion of the move, WDI provided funding for food safety training necessary for the company to become HACCP, IA, and FSMA certified, enabling further expansion.

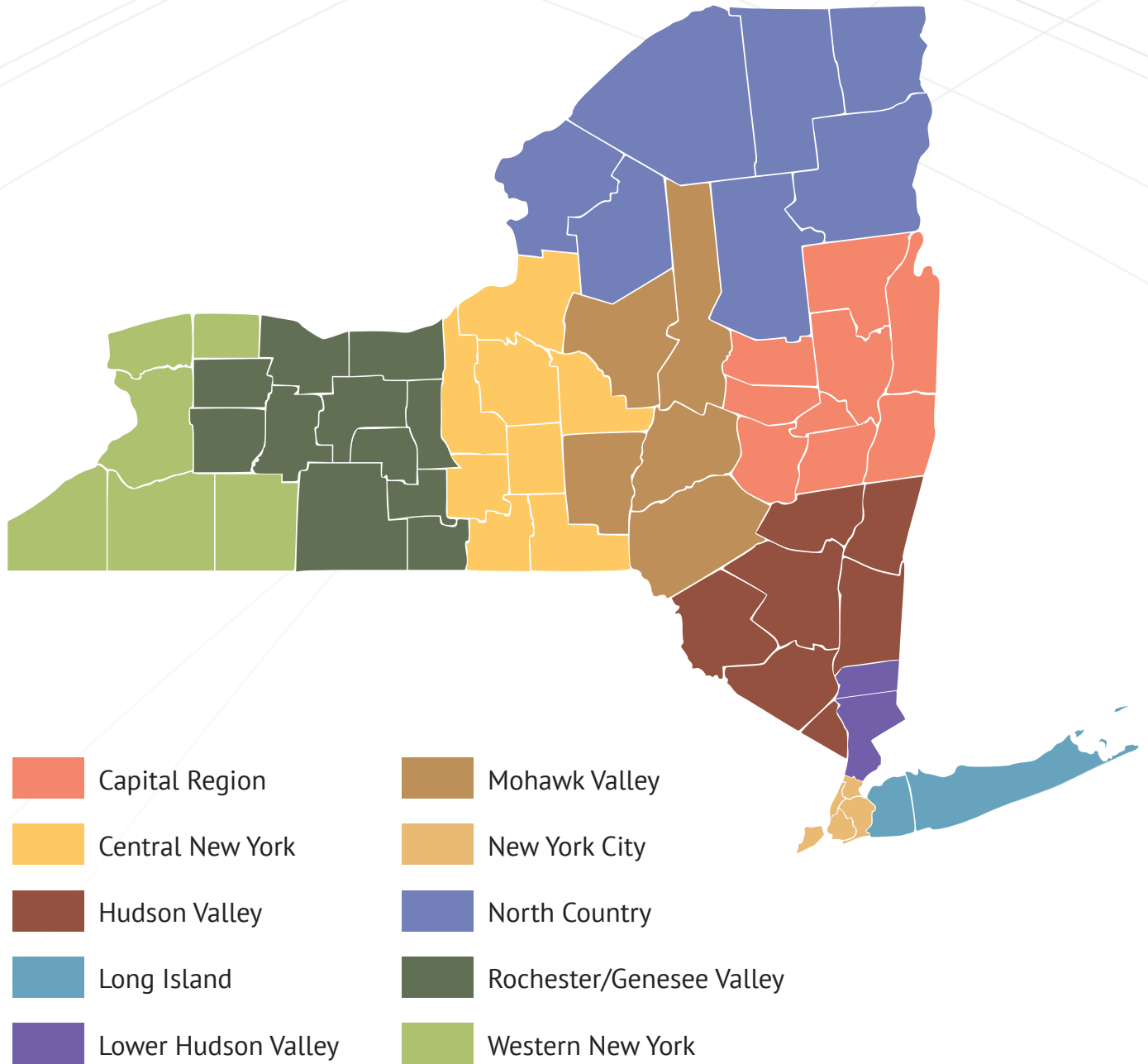
At the time of Crepini's application for food safety training in August 2019 the company reported an employee count of 35 with a goal of reaching 108 employees by 2022. While many organizations were hit with slowed growth this year due to COVID-19, Crepini was not one of them. **Just over a year since their initial application date, the company reports it has reached 78 employees, that revenues have risen by 250%, and that growth is continuing to happen quickly.** Having reached full capacity of equipment allowed in the new facility as of October 2020, they anticipate expanding again in mid-2021, adding an additional 60,000 square feet to accommodate increased production. We look forward to watching this innovative company grow.

WESTERN NEW YORK: HEAT & FROST INSULATORS LOCAL 4 TRAIN TO REMAIN COMPETITIVE IN ENERGY

As competition in the energy sector increases, the leadership of **Heat & Frost Insulators Local 4** based in Buffalo has worked to ensure its members remain at the forefront of technology and education. WDI has worked with the union a few times over the last few years. This past year we supported the purchase of training equipment for an internal thermography program. Adding trained thermographers to their membership will allow the union contractors to provide cost savings to customers through the use of properly installed mechanical insulation.

Thermography: FLIR (Forward Looking Infrared) Training and Energy Conservation will now comprise a large part of the fourth year of the unions' apprenticeship program. The added value of future members being trained in Thermography will aid in the expanding role the Insulators hope to have in the market as the energy industry continues to evolve.

WDI's Statewide Reach



WDI by the Numbers

Last year WDI approved/launched 231 projects via the [WDI Interactive Grants Program](#) at an estimated cost of \$2.7 million. This \$2.7 million leveraged an additional \$7.8 million of other funds; WDI funding therefore represented roughly 25% of total project costs. In addition, we supported 69 projects/events via sponsorships at a cost of \$137,000. Details on both types of funded projects are below. Note that the total number and dollars allocated to projects was a slight decrease from prior years, which resulted from the COVID-19 NYS on Pause.

Grant Program

SOURCE OF FUNDING

All applicants are required to provide details on the total cost of a project, including their own in-kind, wages, and other sources. Last year WDI costs as a % of total project costs was 25%.

	\$ (in 000s)
WDI Approved Funding via Grant Program	\$2,665
In-Kind Funding from Grantee	\$5,827
In-Kind Wages (Grantee staff time spent in training/on project)	\$918
Other Grants/Sources	\$1,099
Total Project Costs	\$10,509
WDI Costs as a % of Total Costs	25%

TYPES OF PROJECTS FUNDED

Although the majority of projects are training-related, job impacts can result through a variety of mechanisms.

	# Projects	% of Total
Training Program	115	50%
Equipment/Other Purchase	54	23%
Other*	45	19%
Combination	17	8%

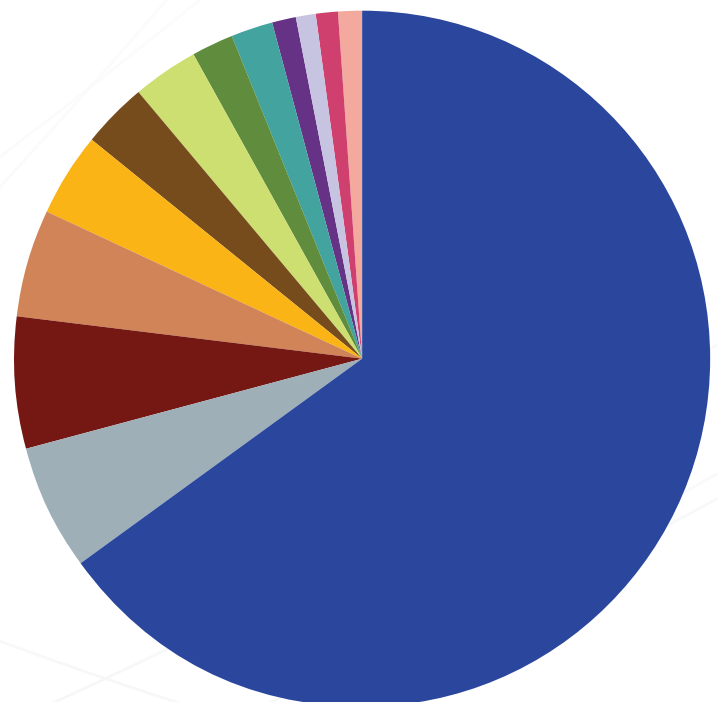
*Examples include assistance with the development of a strategic plan or marketing plan, product testing before launch, review of plant layout to streamline production processes, etc.

PROJECTS FUNDED BY ORGANIZATION SIZE

Employee Count	# Projects
0–50	115
51–100	29
101–150	20
151–200	10
201+	57

SECTORS SERVED

■ Manufacturing	■ Agriculture, Forestry, Fishing, and Hunting
■ Education	■ Arts, Entertainment, and Recreation
■ Social Assistance	■ Government
■ Construction	■ Accommodation and Food Services, Information, Mining, Quarrying, Oil/Gas
■ Utilities/Energy	
■ Professional and Business Services	
■ Health	
■ Retail/Wholesale	
■ Transportation/Warehousing	





PROJECT FOCUS

Organizations are asked to identify how a project will impact the workforce in terms of **numbers of jobs**. Last year, organizations supported via WDI stated anticipated results as follows:

Focus of Project*	Primary	Secondary
Skill Development	11,987	1,550
Job Retention	1,762	1,797
Job Placement	303	0
Job Growth	288	486
Job Promotion	52	204
Totals	14,392	4,037

* All projects must have a primary focus. Most projects have a secondary focus as well. Often the two are overlapping (the same individuals are impacted).

COMMON PROJECTS/REQUESTS FOR ASSISTANCE

- Apprenticeship—skills training to round out apprenticeships (Healthcare, Manufacturing)
- Business Process Training (e.g. LEAN, Training Within Industry, AS9100 Certification, etc.)
- Career Awareness for High School Students
- Certified Production Technician Training
- CNC Machining Training
- Communication Skills Training
- Customer Service Training
- Equipment or Software (and specialized training for both—specific to an organization)
- Equipment or Training for COVID-19 Response
- Export Training
- Geometric Dimensioning and Tolerancing Training
- Hospitality and Tourism Training
- Internship Implementation
- ISO Training
- Leadership Training
- Maintenance Mechanic Training
- Mechatronics Training
- Problem-Solving Training
- Programmable Logic Training/Electrical Troubleshooting Training
- Project Management Training
- Preventative Maintenance Training
- Safety Training (wide variety—including Food Safety)
- Sewing Training (variety of levels)
- Soft Skills/Employability Skills Training
- Shop Math Training
- Statistical Analysis Training
- Strategic Planning
- Supervisory Training
- Welding Training
- Workplace ESL Training

Sponsorships

Sponsorships typically revolve around workforce events or panels that convene some combination of employers, unions, and workforce and economic officials around an issue. Common topics last year centered around Career Awareness/Introducing the Next Generation to Jobs of the Future; Promoting Equity and Inclusion in the Workforce; and Outreach/Work with Labor Partners. A total of \$137,000 was spent on sponsorships.

PROJECT/EVENT TOPIC	\$ (in 000s)
Career Awareness/Introducing the Next Generation to Jobs of the Future	\$52
Promoting Equity and Inclusion in the Workforce	\$22
Outreach/Work with Labor Partners	\$18
Promoting NY Business	\$16
Promoting the NYC Fashion Industry	\$11
Integrating Data and Field Intelligence to Inform Programming	\$5
Agriculture/Farming/Rural Issues	\$4
Upskilling the Workforce	\$3
Elevating Child Care as a Workforce Issue	\$3
Community Support	\$2
Elevating Energy as a Significant Jobs Driver	\$1

ORGANIZATION FINANCIALS/OTHER INFORMATION

WDI is supported primarily through the NYS Legislature and two-NYS agencies—the Department of Labor and the Office of Children and Family Services. During 2020, we also won a federal grant from the Northern Border Regional Commission for a multi-region program in support of the forest economy sector. Program expenses include those for our interactive grants program, our sponsorship program, the forest economy program, and program staff. Last year WDI had a total of 31 staff across the state. Total costs were \$8.1 million. Program costs were 85% of total costs, and included \$3.3 million of actual spending in grants/sponsorships. Management/general costs were 15% of total costs.



WORKFORCE DEVELOPMENT INSTITUTE

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