# economic development and workforce development are becoming one in the same

We have a **wicked** workforce problem, and therefore, a **wicked** economic development problem

AI is not going to save us.....
as you can see by these images.

- In the US, there are currently 9.6 million job openings but only 6.4 million unemployed workers.

- This means there are 3.2 million more positions available than people to fill them.

- Worker shortage could reach 4 million by 2030

# Abysmal demographics are not the only problem

- Skills Mismatch
- Underemployment
- Wage Stagnation
- Discrimination and Inequality
- Geographic Mismatches
- Automation and Technological Disruption
- Lack of Training and Education
- Employee Well-being
- Globalization
- Government Policies
- Pandemics and Disasters
- Demographic Changes

Wicked problems require systems thinking and adaptive planning

Systems thinking recognizes that problems are often interconnected and that interventions in one area can have consequences in others.
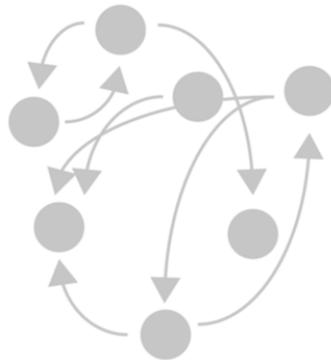
Adaptive planning emphasizes ongoing learning, adjustment, and responsiveness to changing conditions.

Today's Goal:

Provide examples of iterative actions taken toward customizing industry sector pipeline programs

Customization is key.

1. **System Mapping**

2. **Occupation Gap Analysis**

3. **Quantify Disconnected Populations**

System Mapping
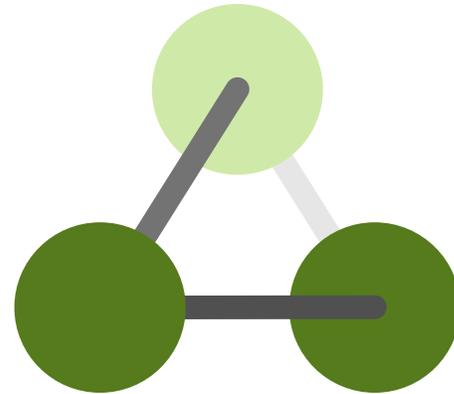
Why map a system?

- Understand complex systems

- Develop strategies for change

- Improve communication among those involved

- Zoom out and visualize the bigger picture

- Identify where you want to zoom in

- Identify key elements or nodes in the system

- Describe key relationships

- Identify where change could occur

- Direct further scanning for weak signals as needed

Two-Approaches to System Mapping

Qualitative

Quantitative

Quantitative Approach

- Focus on data management

- Engage partners and stakeholders

- Understand the emerging trends in workforce development systems

- Identify the unique assets, challenges, and culture

- Who are we building this for?
(The job seeker or workforce system partners?)

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Data Design

- Determining what needs to be collected is a crucial early step in the process

- Input from key stakeholders and end-users

- Balance between detail and utility

Contact Info

Org Type

Target Population

Program Type

Services Provided

Workforce Programs in Monroe County by Subtype

June 2023

Color Coded by Program Type

- Adult education and literacy
- Career engagement
- Career experience & immersion
- Career awareness & exploration
- Classroom instruction
- Job placement
- Retention & advancement
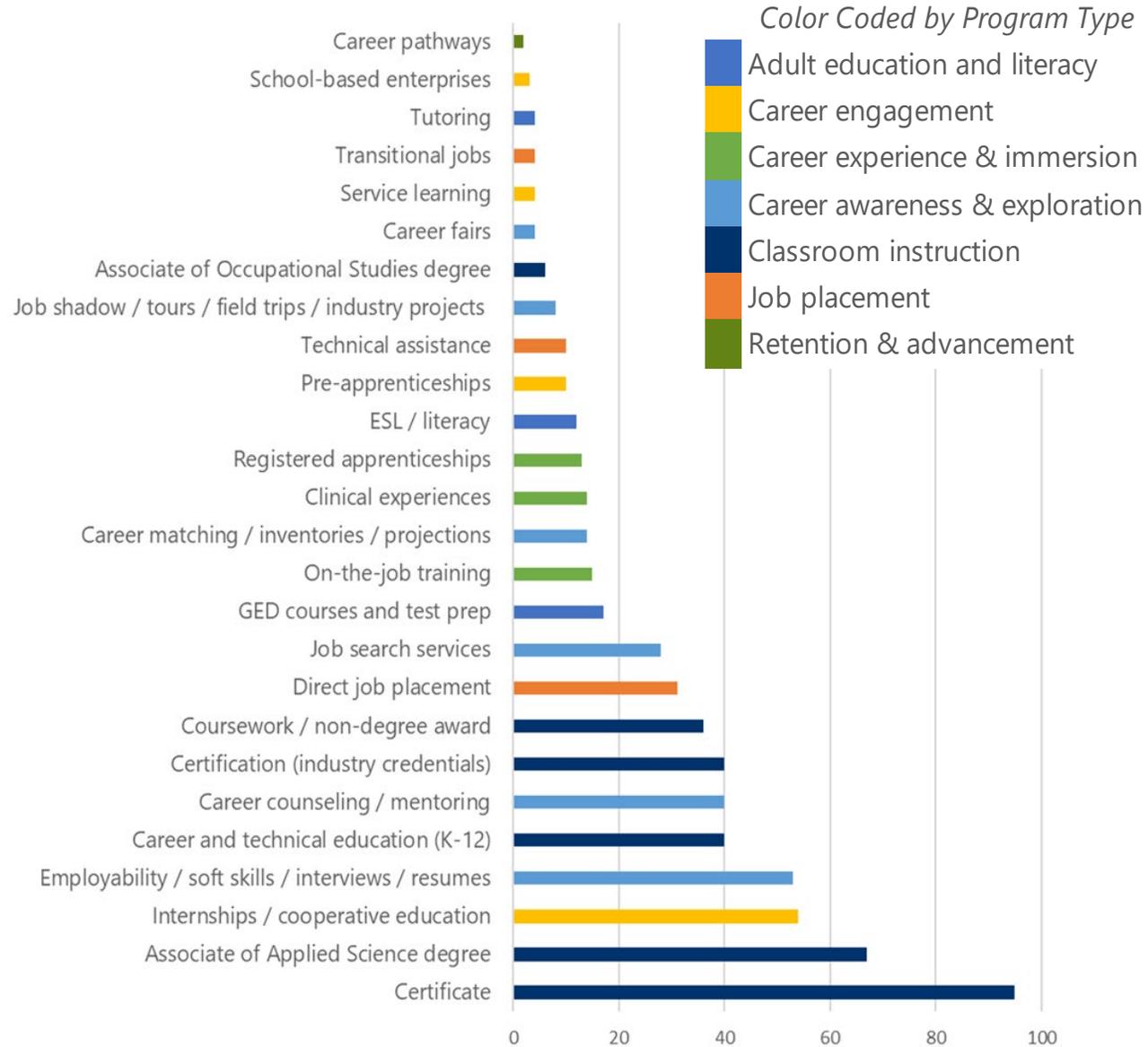
Programs may fall into multiple categories

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Data Platform

- Fit with current organizational assets

- System maintenance

- Frequency of updates

- Internal vs. external

- Paid vs. unpaid

- Cloud based vs. local

- Can it be modified to something user-friendly?

Organizations ⌄ | Programs | Contacts ⌄ | + Add or import

≡ Views | ⊞ Grid view 👥 ⌄ | 👁 Hide fields | ≡ Filter | ⊞ Group | ↕ Sort | 🎨 Color | ≣| | 🔗 Share and sync

Find a view

Grid view

| #	Organization Name	Notes	Organization Type	Programs	Program Type ...	Program Subtype (from Programs)	Wraparound Services	Website	Phone	Stre...	City
1	Action for a Better Community		Nonprofit/service-oriented	Bridges 2 Success	Career awareness/...	Career counseling / mentoring	Employa	Healthcare/dental	Mento	https://www.ab...	(585) 325-5...	400 West ...	Rochester
2	Adult Career and Continuing Education S...	Career guidance, ...	Government	ACCESS-VR FoodLi	Job placement	Care	Career and technical education (K-12)	C	Equipment	Case manager	https://www.acc...	(585) 238-2...	109 South ...	Rochester
3	ARC of Monroe		Nonprofit/service-oriented	Adult Project SEAR(	Career experience/...	Career counseling / mentoring	Internshi	Adaptive assistance for ...	https://arcmonr...	(585) 271-0...	2060 Brigh...	Rochester
4	Baden Street Settlement	Not much detail o...	Nonprofit/service-oriented	Emergency & Famil	Career awareness/...	Employability / soft skills / mock interv...	Healthcare/dental	https://badenstr...	(585) 325-4...	152 Baden...	Rochester
5	BOCES 1 - Eastern Monroe Career Center		Government	Auto Services Auto	Classroom instructi...	Career and technical education (K-12)	C		www.monroe.ed...	(585) 387-3...	41 O'Conn...	Fairport
6	BOCES 2 (WEMOCO) - CTE	CTE programs ser...	K-12 education	Agriculture Digital	Classroom instructi...	Career and technical education (K-12)	C		https://www.mo...	(585) 352-2...	3589 Big R...	Spencer...
7	Center for Workforce Development (Adult...	Adult CTE Progra...	Adult education and literacy	Commercial Driver	Classroom instructi...	Certificate Certificate Certificate C		www.monroe2b...	(585) 349-9...	3555 Buffa...	Rochester
8	Bricklayers and Allied Craftworkers Local 3...		Trade Union	Bricklayer/Tile Sette	Career experience/...	Registered apprenticeships		https://bac3ny.c...	(585) 641-0...	33 Sagina...	Rochester
9	Brighton School District	TO BE REMOVED ...	K-12 education					https://www.bcs...	(585) 242-5...	2035 Mon...	Rochester
10	Brockport School District	TO BE REMOVED ...	K-12 education					https://www.bcs...	(585) 637-5...	40 Allen St...	Brockport
11	Bryant and Stratton College		Postsecondary education	Accounting Busine	Classroom instructi...	Associate of Applied Science degree As	Stipends / financial assis...	https://www.bry...	(866) 948-0...	1125 Jeffe...	Rochester
12	Career Systems Development Corps	CSD operates Job...	Nonprofit/service-oriented	Rochester Vocation	Career awareness/...	Career counseling / mentoring Direct jo	Case management Stipen	www.careersyst...	(585) 544-4...	96 College...	Rochester
13	Carpenters and Joiners of America Local 2...		Trade Union	Carpentry Apprenti	Career experience/...	Registered apprenticeships		https://carpente...	(585) 328-6...	21 Jet Vie...	Rochester
14	Catholic Charities Family and Community ...		Nonprofit/service-oriented	YouthBuild Employ	Career experience/...	On-the-job training ESL/literacy Pre-a	Case management Refuge	www.fscharitie...	(585) 339-9...	1099 Jay S...	Rochester
15	Center for Disability Rights		Nonprofit/service-oriented	Disability Employm	Career awareness/...	Career matching / interest or skills inve...	Adaptive assistance for ...	https://cdrnys.o...	(585) 546-7...	497 State ...	Rochester
16	Center for Employment Opportunities	Re-entry populati...	Nonprofit/service-oriented	Center for Employm	Career awareness/...	Direct job placement Job search services	Mental health counseling	https://ceowork...	(585) 957-9...	16 East M...	Rochester
17	Center for Youth	Serve at risk, scho...	Nonprofit/service-oriented	LEARN2EARN: Wor	Adult education an...	Employability / soft skills / mock interv...	Mentorship	www.centerfory...	(585) 473-2...	905 Monr...	Rochester
18	Central Library of Rochester and Monroe ...		Government	Adult Education	Adult education an...	ESL/literacy	Housing assistance Food	https://roccityli...	(585) 428-7...	115 South ...	Rochester
19	Child Care Council		Industry sector partnership	Child Development	Classroom instructi...	Certificate Certification (industry creden...	Childcare	https://childcar...	(585) 654-4...	595 Blosso...	Rochester
20	Churchville-Chili School District	TO BE REMOVED ...	K-12 education					http://www.cccs...	(585) 293-1...	139 Fairba...	Churchv...
21	City of Rochester	Besides running S...	Government	Roc the Block R-C	Career awareness/...	Career fairs Career fairs Internships /		https://www.city...	(585) 428-5...	30 Church ...	Rochester
22	Colgate Rochester Crozer Divinity School	TO BE REMOVED ...	Postsecondary education					https://crcds.sit...	(585) 271-1...	320 North ...	Rochester
23	Community Health Worker Association of ...	The CHWAR CHW...	Nonprofit/service-oriented	Community Health	Classroom instructi...	Internships / cooperative education Cert		https://www.ch...	(585) 957-0...	435 Libert...	Rochester

+ | Add... | 122 records

Create... ⌄
⊞ Grid +
🗎 Form +
📅 Calendar +
🖼 Gallery +
🗂 Kanban +
📊 Tim... Team +
☰ List +
🗂 G... Team +
Section Team +

Applications

Monroe County Workforce System

Legend:
- ▼ K-12
- ▼ Adult Education
- ▼ Industry Partnership
- ▼ Government
- ▼ For-Profit Businesses
- ▼ Trade Unions
- ▼ Postsecondary
- ▼ Nonprofit/Service Oriented
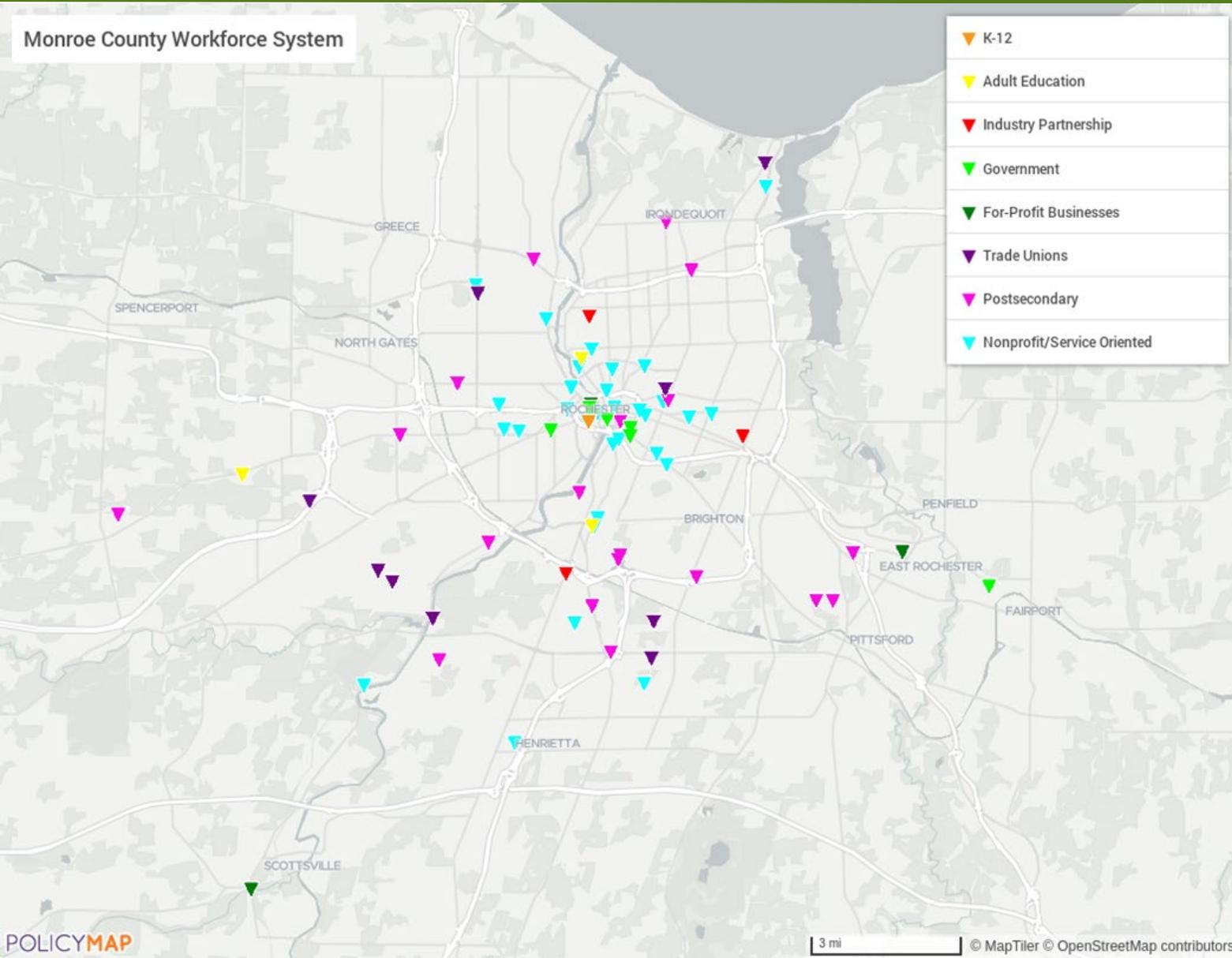
- Identify gaps: populations, geographies, services, resources

- Partnership development

- Assessing program capacity

- Referrals

- Resource sharing

- Pathway mapping

POLICYMAP

3 mi © MapTiler © OpenStreetMap contributors

Applications: Kumu

For mapping systems and understanding relationships.

Occupation
Gap Analysis

Why an occupation gap analysis?

- Examine the undersupplied occupations in an industry within a region

- Identify what skills the workforce currently has, what skills employers need, and how to fill in gaps in the workforce pipeline

- Identify the occupations where shortages and excesses of workers are projected
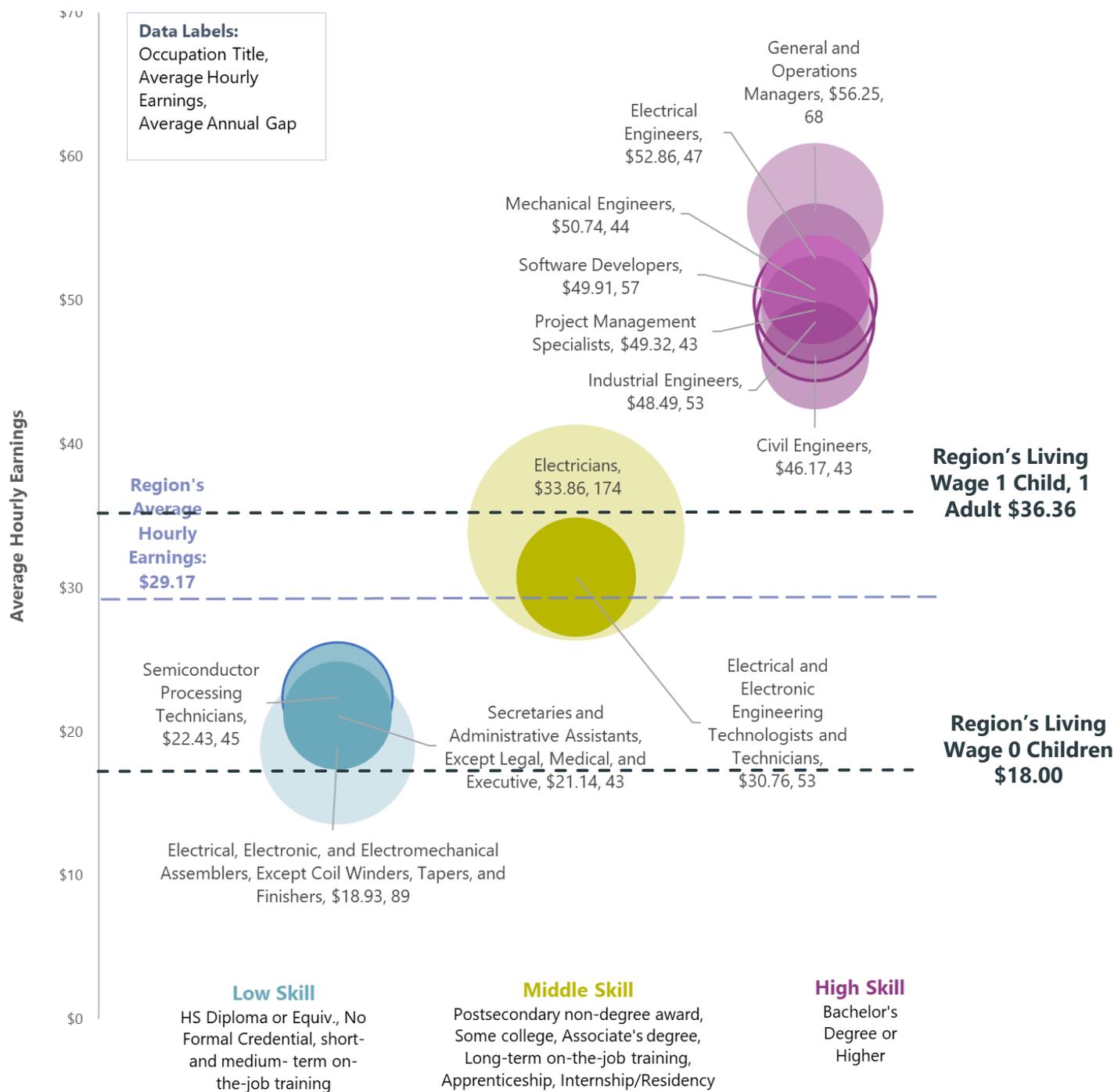
Clean & Renewable Energy Top Gap Occupations, Capital Region 2022

Occupation Gap Analysis Approach

- Pull the staffing patterns for your target industry

- Identify occupations that are important to the industry AND that will have substantial job openings in the next 5 years

- Evaluate workforce supply

- Estimate gaps

Lightcast

Evaluating Supply and Demand

Demand	Supply
Job Growth	Labor Force
Retirements	Completions
Turnover	Upskilling
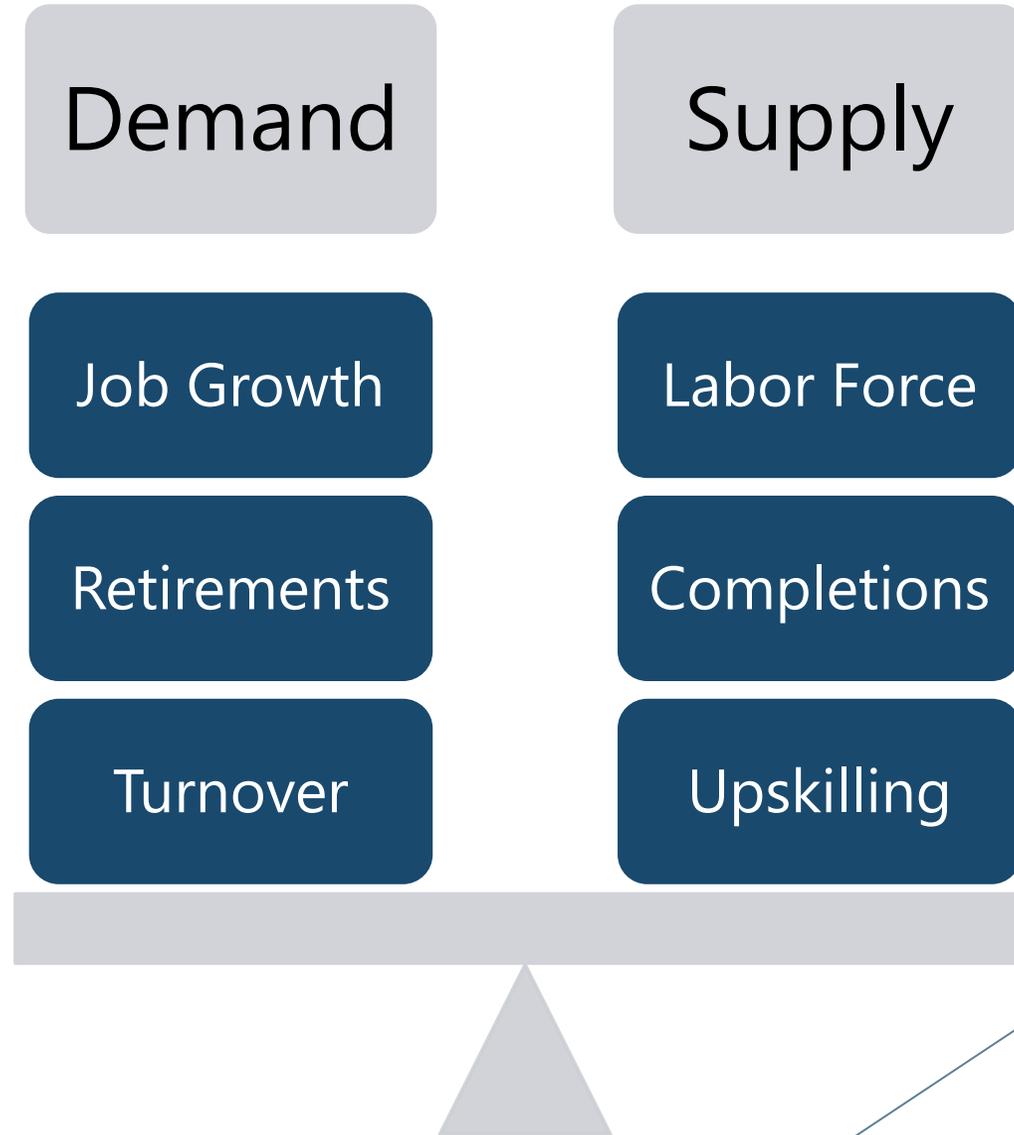
Baseline Scenario Workforce Gaps

SOC	Top Broadband Occupation	2021 Jobs (1)	2022 - 2032 Projections			Average Annual Gap
			Labor Force Change (2) -	Openings (3) =	Gap	
43-4051	Customer Service Representatives	10,912	482	13,299	(12,817)	(1,282)
47-2061	Construction Laborers	6,521	326	6,795	(6,469)	(647)
15-1252	Software Developers	3,151	202	3,553	(3,351)	(335)
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	3,041	156	3,728	(3,572)	(357)
49-1011	First-Line Supervisors of Mechanics and Installers	2,473	121	2,262	(2,141)	(214)
13-1082	Project Management Specialists	2,180	116	1,867	(1,751)	(175)
49-9051	Electrical Power-Line Installers and Repairers	685	35	667	(632)	(63)
49-2022	Telecommunications Equipment Installers and Repairers, Except Line	537	26	623	(597)	(60)
49-9052	Telecommunications Line Installers and Repairers	379	19	440	(421)	(42)
49-9098	Helpers--Installation, Maintenance, and Repair Workers	313	16	421	(405)	(40)
17-2072	Electronics Engineers, Except Computer	189	10	153	(142)	(14)
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairers	84	4	104	(99)	(10)
TOTAL		**30,467**	**1,514**	**33,912**	**(32,397)**	**(3,240)**

Applications

- Identify training programs and address skills gaps
    - Collaborate with employers and training institutions
    - Develop industry-informed curriculum

- Communicate career opportunities to workers, students, parents, career counselors, and educators

- Establish strategic partnerships, including Dept. of Labor, Unions, Advisory Committee

- Pursue funding opportunities

Identifying Disconnected Populations

Approach

- Pull labor force participation demographics

- Estimate "jobless" populations by key demographics such as age, sex, race, disability, parental status

- Identify pools of disconnected or underutilized workers

United States® Census Bureau

2021 Jobless Population by Age, Population Aged 16+

Overall jobless rate = 42%

Central New York

Empire State Development
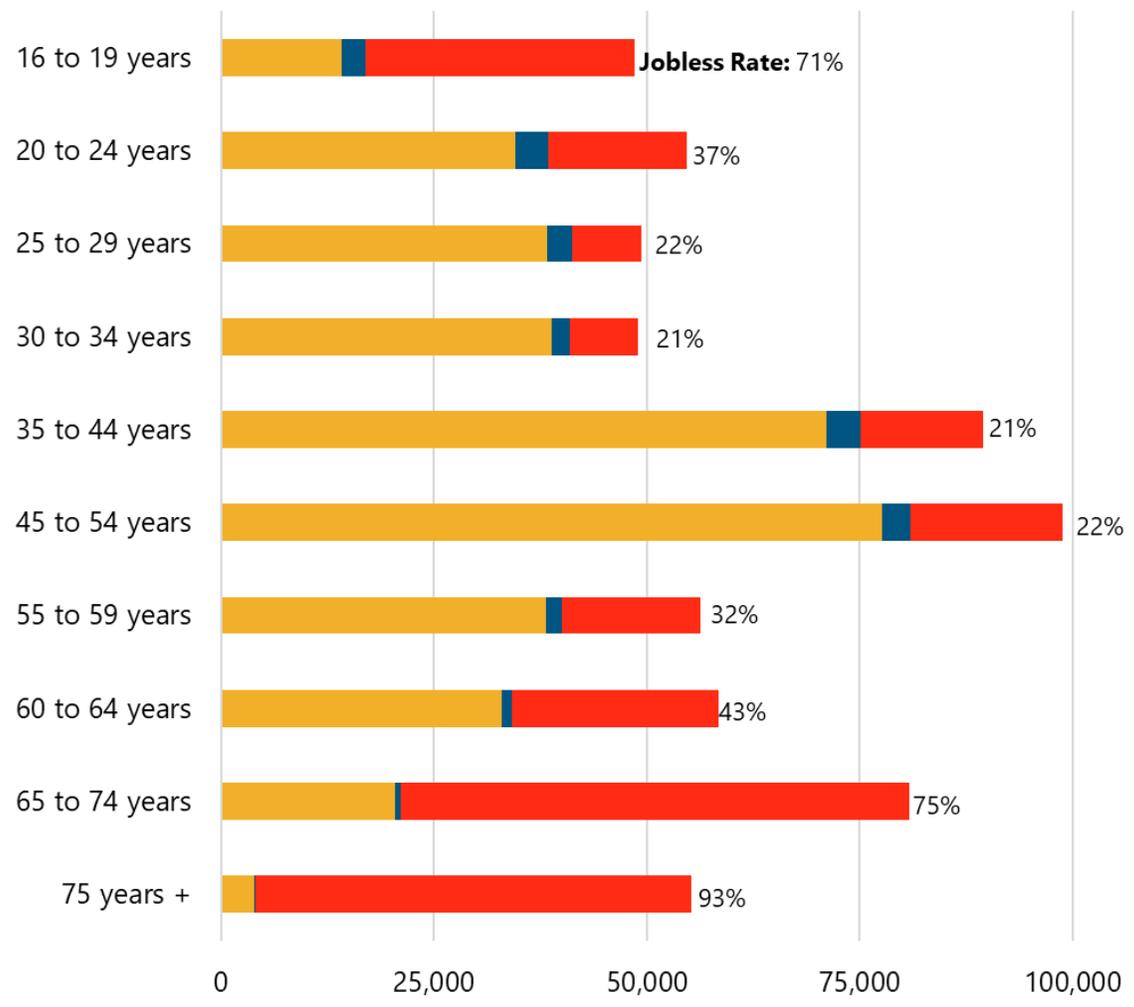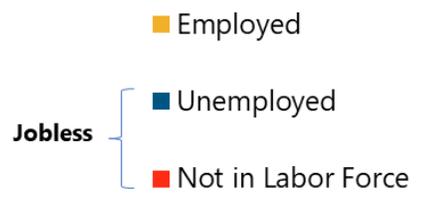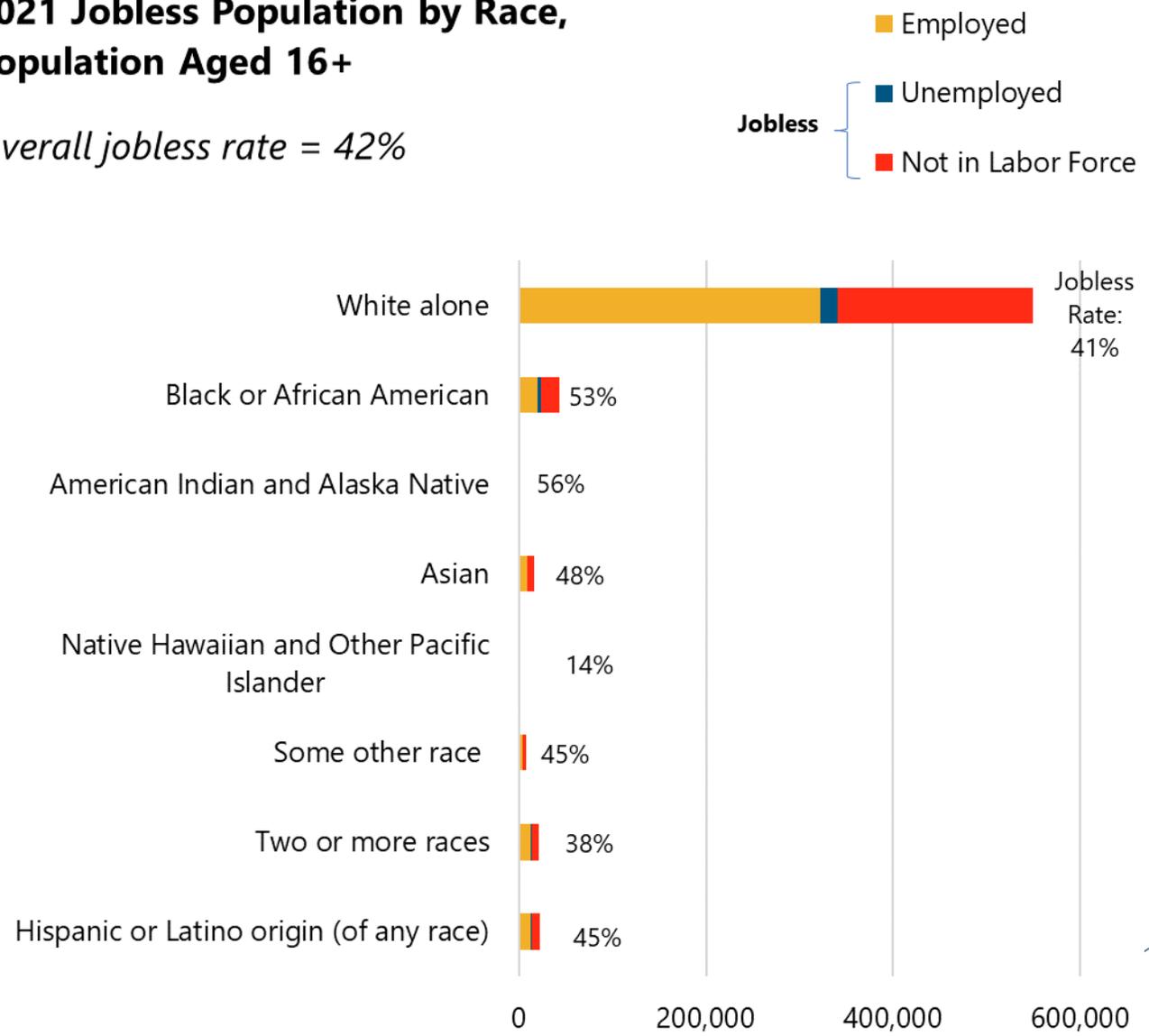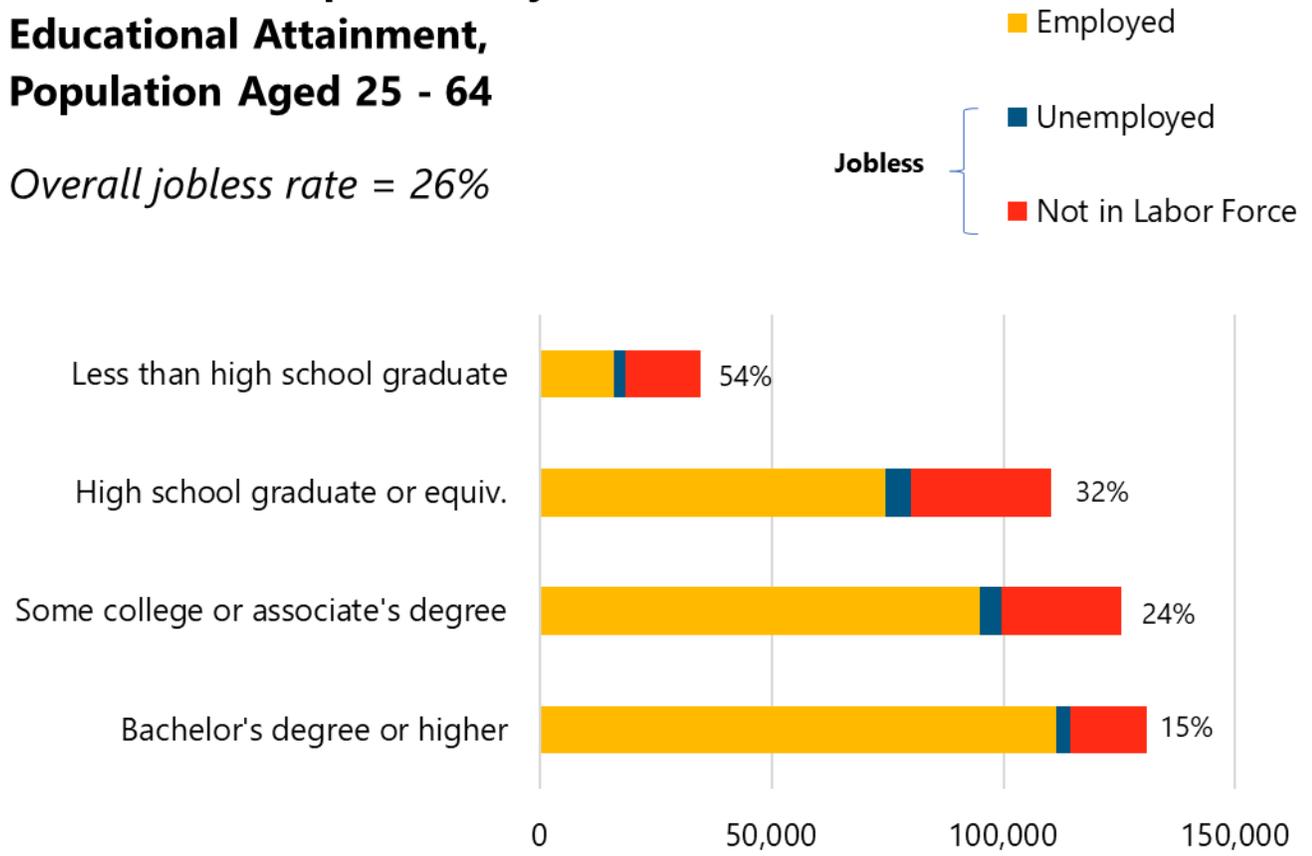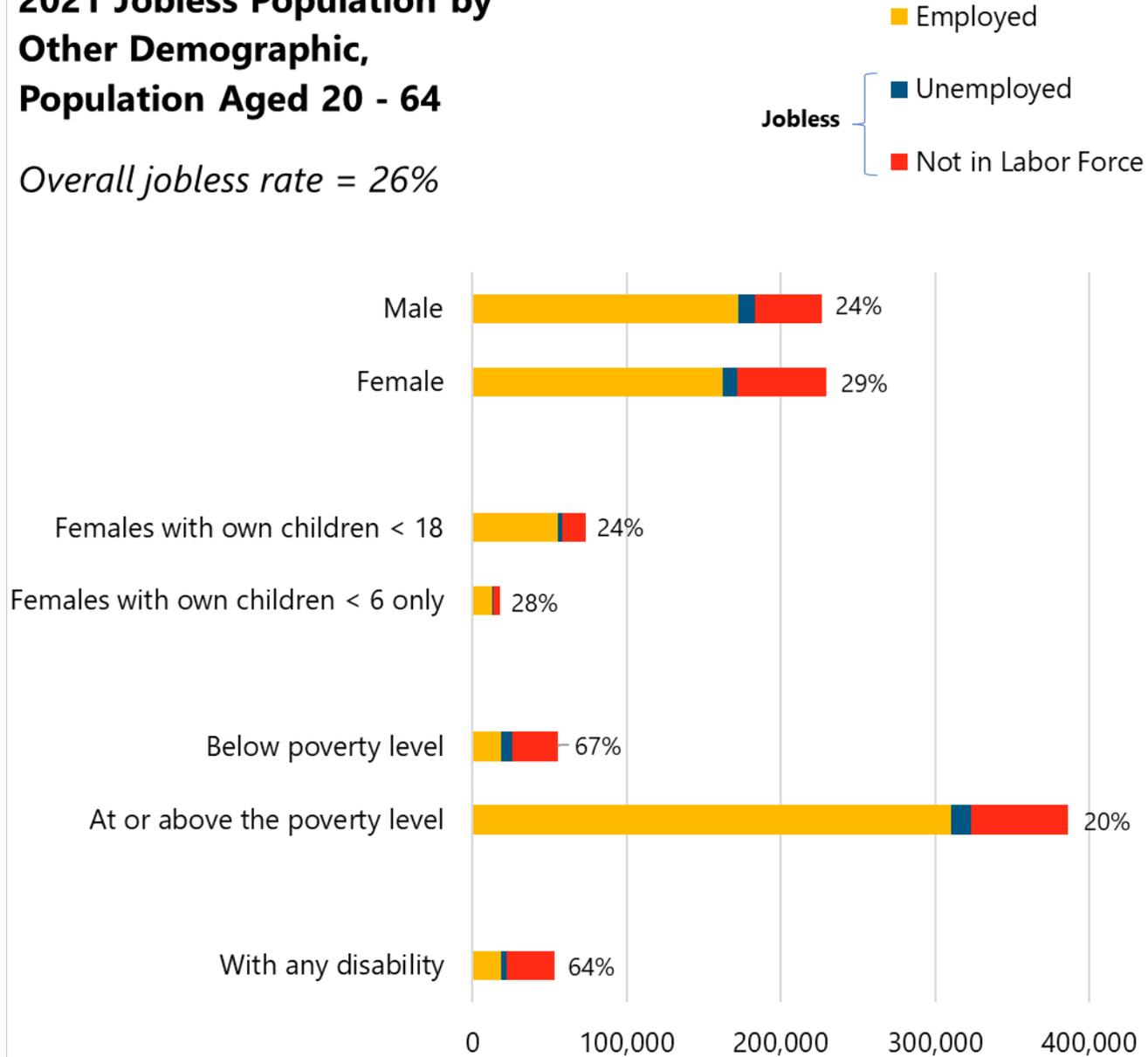
Source: American Community Survey

Applications

- Combat the perception that "no one wants to work"

- Partner with community groups to remove barriers to employment and provide career awareness

- Communicate the importance of diversifying the talent pool to employers

- DEI initiatives

Applications

Best Practices:

- Cultural competence and sensitivity Training

- Depth understanding of population needs, barriers, and opportunities

- Utilize local community resources and talents

- Expectation management

The Workforce Plan Canvas (Adapted from the Business Model Canvas)

Key Partners	Key Activities	Value Proposition	Customer Relationship	Customer Segments
Who do we need involved?	What actions are needed?	Issues and opportunities are we addressing? What sector(s) benefit?	What connections do we or our partners have to target populations?	Who are the target populations? What do we know about them?
	Key Resources What type of data/information/ knowledge is needed?		**Channels** How will we engage partners and target populations?	

Cost Structure	Revenue Stream
What is the investment needed? (Staff/Capacity and funding)	Who will pay for it?

Thank you!

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