

**New York State Office for the Aging
Senior Community Service Employment Program
State Plan Program Years 2016-2019**

Section 1: Purpose of the State Plan

The purpose of the Senior Community Service Employment Program (SCSEP) State Plan (henceforth referred to as the Plan) is to outline a four year strategy for the provision of employment training and other authorized activities for eligible individuals; as well as provide a description of the planning and implementation process for SCSEP services. The Plan takes into account the distribution of eligible individuals and employment opportunities across the state.

The goal of this Plan is to explain how New York State will administer and operate SCSEP through long-term coordination among the various national and State SCSEP grantees and subgrantees and to facilitate the efforts of key stakeholders. Organizations such as State and Local Workforce Investment Boards (LWIB) under the Workforce Innovation and Opportunity Act (WIOA) are encouraged to work collaboratively to accomplish the goals of SCSEP. There is an emphasis on the importance of strengthening partnerships between grantees and program providers and involvement in community initiatives. The grantees are expected to work collaboratively to provide employment training for SCSEP participants at agency host or training sites. The anticipated outcome is to improve the self-sufficiency among participants, provide meaningful civic engagement opportunities that help strengthen communities and transition SCSEP participants toward employment opportunities.

SCSEP national grantees operating in New York State include Easter Seals (ES), Senior Services America (SSA), AARP, Experience Works (EW), National Council on Aging (NCOA), National Urban League (NUL) and the National Asian Pacific Center on Aging (NAPCA). Each organization was invited to contribute to the development of this Plan.

Section 2: Involvement of Organizations and Individuals

Input on the Plan from required parties were obtained as follows:

State and Area Agencies on Aging: The draft Plan prepared by the New York State Office for the Aging (NYSOFA) was forwarded to the 29 participating local Area Agencies on Aging (AAA) and to all local SCSEP program directors via e-mail for comment. The draft plan was also posted on an intra-agency website accessible only to the AAAs and it was posted on the NYSOFA public website for public comment.

State and Local Boards under the Workforce Innovation and Opportunity Act (WIOA): The draft plan was posted on the New York State Department of Labor

(NYSDOL) website. Additionally, NYSDOL provided State and Local Board members with an opportunity to review and comment on the draft Plan.

Public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state: all national grantees were contacted to comment and provide recommendations on the draft and final Plan. The Plan includes their recommendations and comments.

Social service organizations providing services to older individuals: Many social service organizations in New York are actively involved with SCSEP as host agencies. In transmitting the draft Plan, local program operators were directed to inform host agencies and other social service organizations that the Plan was available for comment on the NYSOFA website.

Affected communities: Both the NYSDOL and NYSOFA websites are designed to reach and inform the general public, in addition to the populations both agencies serve. Each website has general information about their relevant subject areas on employment and aging. This ensured an extensive review of the draft Plan by the general public in the grantee service areas.

Unemployed older individuals: NYSOFA and the national grantees network of SCSEP providers were encouraged to share the draft Plan with the organizations they contract with and to make the draft Plan accessible for trainees within their program. Additional review and comment was achieved through outreach efforts by NYSOFA to older adult stakeholders and advocacy organizations that engage older workers.

Community-based organizations serving older individuals: All grantees were asked to share the draft Plan with community-based organizations that are or have been SCSEP host agencies. NYSOFA subgrantees were encouraged to share the draft Plan with program participants and other community groups serving older adults.

Business and Labor organizations: Businesses, labor organizations and the general population that NYSOFA or the grantees and subgrantees have contact with were encouraged to comment on the Plan.

Section 3: Solicitation and Collection of Public Comments

Comments on the draft Plan that were received are included in Attachment D.

Section 4: Basic Distribution of SCSEP Positions within the State

4a. Location of Positions:

Attachment B is the New York State program year 2015-16 Equitable Distribution (ED) Chart. The number of assigned SCSEP slots is based on United States Department of Labor's (USDOL's) distribution factor which serves as the foundation for equitable assignment of SCSEP positions.

Table 1 below compares the Variance between Modified Positions (based on New York States minimum wage) and Enrolled Positions as of mid-February 2016, by County. Even though it appears that some programs are overenrolled at this time, they will come into balance by the end of the program year. It is also the goal of each program to bring any under enrollment in balance by the end of the program year.

Table 1. Enrollment Variance (Program Year – 7/1/2015 – 6/30/2015)

New York County	Authorized Positions	Modified Positions	Enrolled February 2016	Variance	% Variance
Albany	10	8	6	-2	-25.00%
Chautauqua	4	3	3	0	0.00%
Clinton	11	9	14	5	55.56%
Cortland	2	2	2	0	0.00%
Erie	30	25	19	-6	-24.00%
Essex	6	5	4	-1	-20.00%
Franklin	10	8	9	1	12.50%
Fulton	3	2	3	1	50.00%
Genesee	4	3	3	0	0.00%
Jefferson	3	2	3	1	50.00%
Lewis	4	3	4	1	33.33%
Monroe	18	15	13	-2	-13.33%
New York*	385	318	271	-47	-14.78%
Niagara	4	3	3	0	0.00%
Oneida	6	5	4	-1	-20.00%
Onondaga	11	9	7	-2	-22.22%
Ontario	3	2	3	1	50.00%
Rensselaer	4	3	3	0	0.00%
Rockland	6	5	6	1	20.00%
St. Lawrence	2	2	2	0	0.00%
Saratoga	5	4	5	1	25.00%
Schenectady	3	2	2	0	0.00%
Sullivan	3	2	2	0	0.00%

New York County	Authorized Positions	Modified Positions	Enrolled February 2016	Variance	% Variance
Tioga	6	5	5	0	0.00%
Tompkins	2	2	1	-1	-50.00%
Wayne	4	3	3	0	0.00%
Westchester	34	28	26	-2	-7.14%
Wyoming	2	2	3	1	50.00%
Yates	4	3	2	-1	-33.33%
TOTAL	589	483	431	-52	-10.77%

*NYC includes: Bronx, Kings, New York, Queens, Richmond and Nassau Counties.

Table 1 above provides a snap-shot at mid-third quarter of PY15. At that time the slot variance was under equity by approximately 11%. However, when comparing individual counties, with the exception of NYC, slot variances are close to target. While NYC accounts for 47 of the 52 slots under equity, as a percentage of the total available slots, NYC is 15% under equity.

NYSOFA plans to continue to work with all SCSEP national grantees operating in New York State on equitable distribution of SCSEP slots. This will provide an opportunity for any issues surrounding equitable distribution to be cooperatively resolved between both State and national grantees. Through continued review of slot distribution, NYSOFA will determine if moving slots between sponsors and/or counties will be necessary.

Historical note: in program year 2004-05 NYSOFA made policy adjustments based on available SCSEP resources. At that time, NYSOFA provided SCSEP funding to all area agencies on aging in the state and managed 57 programs, 37 of which were only awarded four slots. As of July 1, 2012, NYSOFA is managing 29 programs. This change, along with slot exchanges made by the national grantees, has led to a more equitable distribution of slots and has enhanced the ability to operate more efficiently in rural areas.

4b. Rural and Urban Populations

The Census Bureau identifies two types of urban areas:

- Urbanized Areas (UAs) of 50,000 or more people;
- Urban Clusters (UCs) of at least 2,500 and less than 50,000 people.

“Rural” encompasses all population, housing, and territory not included within an urban area.

New York State is a combination of highly populated counties (NYC - 100 percent urban) and sparsely populated counties (Hamilton County - 100 percent rural). On a statewide basis (based on the 2010 Census), the percentage of the

total population in an area designated as urban is 88% and the percentage in an area designated as rural is 12%. Of New York State's 62 counties, 32 counties have at least 50% of their population in areas designated as urban, while 30 have fewer than 50% of their population in areas designated as rural.

Table 2 below shows the Urban/Rural population and percentage of population for each county in New York State. New York City includes Bronx, Kings, New York, Queens, Richmond and Nassau Counties.

Table 2. NYS Urban & Rural Population & Percentage (sorted by % Urban)

COUNTY NAME	TOTAL POP.	URBAN POP.	% URBAN	RURAL POP.	% RURAL
New York City	9,514,665	9,512,014	100.0	2,651	0.0
Rockland	311,687	309,451	99.3	2,236	0.7
Suffolk	1,493,350	1,454,506	97.4	38,844	2.6
Westchester	949,113	918,044	96.7	31,069	3.3
Monroe	744,344	696,334	93.6	48,010	6.5
Schenectady	154,727	142,107	91.8	12,620	8.2
Erie	919,040	832,615	90.6	86,425	9.4
Albany	304,204	274,708	90.3	29,496	9.7
Onondaga	467,026	408,239	87.4	58,787	12.6
Putnam	99,710	79,220	79.5	20,490	20.6
Orange	372,813	289,524	77.7	83,289	22.3
Niagara	216,469	167,892	77.6	48,577	22.4
Chemung	88,830	67,352	75.8	21,478	24.2
Dutchess	297,488	221,928	74.6	75,560	25.4
Broome	200,600	148,330	73.9	52,270	26.1
Saratoga	219,607	153,809	70.0	65,798	30.0
Rensselaer	159,429	110,784	69.5	48,645	30.5
Oneida	234,878	157,406	67.0	77,472	33.0
Warren	65,707	43,413	66.1	22,294	33.9
Montgomery	50,219	29,660	59.1	20,559	40.9
Tompkins	101,564	57,543	56.7	44,021	43.3
Chautauqua	134,905	75,732	56.1	59,173	43.9
Cortland	49,336	27,493	55.7	21,843	44.3
Ulster	182,493	98,473	54.0	84,020	46.0
Ontario	107,931	56,698	52.5	51,233	47.5
Jefferson	116,229	60,382	52.0	55,847	48.1
Fulton	55,531	27,558	49.6	27,973	50.4
Herkimer	64,519	31,092	48.2	33,427	51.8
Livingston	65,393	29,654	45.4	35,739	54.7
Cayuga	80,026	35,386	44.2	44,640	55.8

COUNTY NAME	TOTAL POP.	URBAN POP.	% URBAN	RURAL POP.	% RURAL
Seneca	35,251	14,574	41.3	20,677	58.7
Madison	73,442	30,151	41.0	43,291	59.0
Genesee	60,079	24,100	40.1	35,979	59.9
Steuben	98,990	39,229	39.6	59,761	60.4
Wayne	93,772	36,855	39.3	56,917	60.7
Orleans	42,883	16,776	39.1	26,107	60.9
Cattaraugus	80,317	30,719	38.3	49,598	61.8
Oswego	122,109	46,701	38.3	75,408	61.8
St. Lawrence	111,944	42,548	38.0	69,396	62.0
Franklin	51,599	19,259	37.3	32,340	62.7
Wyoming	42,155	15,141	35.9	27,014	64.1
Clinton	82,128	29,438	35.8	52,690	64.2
Tioga	51,125	17,557	34.3	33,568	65.7
Washington	63,216	20,293	32.1	42,923	68.0
Otsego	62,259	18,325	29.4	43,934	70.6
Yates	25,348	7,294	28.8	18,054	71.2
Greene	49,221	13,220	26.9	36,001	73.1
Columbia	63,096	16,848	26.7	46,248	73.3
Sullivan	77,547	20,034	25.8	57,513	74.2
Essex	39,370	9,899	25.14	29,471	74.9
Delaware	47,980	10,381	21.6	37,599	78.4
Allegany	48,946	10,406	21.3	38,540	78.7
Schuyler	18,343	3,457	18.9	14,886	81.2
Schoharie	32,749	5,618	17.2	27,131	82.9
Chenango	50,477	8,373	16.6	42,104	83.4
Lewis	27,087	3,562	13.2	23,525	86.9
Hamilton	4,836	0	0	4,836	100.0
TOTAL	19,378,102	17,028,105	87.9%	2,349,997	12.1%

4c. Specific Population Groups

The Older Americans Act (OAA) sec. 518(b) requires that eligible individuals who meet the criteria in the chart below, shall have priority for community service employment and other authorized activities provided by SCSEP.

The chart below details those priority individuals who qualify based on one or more of the following criteria as well as the estimated number of older New Yorkers who meet the criteria.

Population Groups	New York Residents
Age 65 +	2,902,695*
Have a disability (65+)	970,717*
Have limited English proficiency or low literacy skills (55+)	517,340**
Below from 2010 Census:	
Reside in rural areas (55+)	698,010
Are veterans or their spouses who meet the requirements of the Jobs for Veterans Act (65+)	577,702
Have low employment prospects (55+)	210,455
Have failed to find employment after utilizing services provided under Title 1 of WIA	Unknown
Are homeless or at risk for homelessness	Unknown

* Source: American Community Survey, 2014 One Year Estimates

**Source: American Community Survey, 2011-2013 5 Year Sample

New York's demographic structure reflects some of the same major demographic forces that have shaped the nation's population. New York's Baby Boom cohort will swell the ranks of the state's older population in the coming decades. Overall, in 2025, the state population is projected to be over 24 percent older people, which is comparable to the national projection.

The impact of the aging of the Baby Boom population is seen clearly in the chart, which depicts the projected increase in the older population for the state's 62 counties (which include the five boroughs of New York City) by the year 2025. The pronounced shift in the number of counties whose population is aged 60 and over is projected to go from fourteen counties in 2015 to fifty-one counties in 2025.

However, the state's population characteristics also are

New York State 62 Counties Change in Population Aged 60 and Over 2010 to 2020		
Proportion of County Population Aged 60 and Over	Number of Counties with Specified percent of Older Persons	
	2015	2025
Less than 20%	7	5
20% to 24%	41	6
25% to 29%	12	33
30% and over	2	18
Source: Woods & Poole Economics, Inc., 2014 State Profile		

unique in many ways. New York's population size, distribution, and composition have been driven by dynamic demographic events, both internal and external to the state. Forces such as foreign immigration, high levels of domestic in- and out-migration, and the high fertility rates of the state's large and expanding ethnic populations have shaped New York's population and will continue to do so in the future. Rich in ethnic, racial, religious/spiritual, cultural and life-style diversity, New York is known for its status as a finance, transportation, and manufacturing center, as well as for its history as a gateway for immigration to the United States. According to the 2013 American Community Survey, over 22 percent of the population is foreign-born, with 30 percent of the population speaking a language other than English at home. Between the 2000 and the 2010 Census, the minority population aged 60 and over grew by 43 percent, compared to 8 percent for the non-minority population.

Targeting and Equal Access

According to immigration statistics, the state is a leading recipient of migrants from around the globe. Additionally, three of the state's largest cities (New York, Albany, and Buffalo) have populations nearly half comprised of minorities (56%, 50% and 43% respectively). For this reason, NYSOFA recently added the dedicated position of Advocacy Specialist to promote equal access of all individuals and assure prioritization of services to those in greatest economic and social need. NYSOFA also focuses on equal access to services for rural residents, individuals with disabilities, Native Americans, individuals with limited English proficiency and individuals at risk for institutional placement.

Targeting is a range of activities at system, program and client levels designed to identify individuals in a specified, defined population, called the target population, who need services. Targeting is designed to increase service delivery to the target population by linking or providing them with appropriate services. NYSOFA has committed to providing technical assistance to AAAs regarding complying with targeting objectives, ensuring AAA plans reflect provision of equal access and diverse outreach to older adults and caregivers in greatest economic and social need, and conducting training on a variety of topics (e.g.: cultural competency, language access, successful targeting strategies, adherence to legal requirements as identified in the Older Americans Act as well as the Elder Law, etc.). NYSOFA also requires that all aging programs are compliant with Civil and Human Rights legislation, including the New York State Human Rights law, Title VI of the Civil Rights Act and the Americans with Disabilities Act, Federal Executive Order 13166, and Section 504 of the Rehabilitation Act of 1973.

Subgrantees have recruited veterans in collaboration with the Black Veterans for Social Justice and Veterans Rehabilitation and Employment (VRE) representatives at One-Stop centers. Recruitment material and presentations are made available throughout local well-established community service networks, including AAA and other service delivery systems for those 60 and

older. Other outreach efforts have been made toward assisting under-represented populations by coordinating with agencies that target low income priority older adults, such as English as a second language training programs and minority service agencies; vocational rehabilitation and other disability-focused agencies; homeless shelters and the offices of Local Social Services Districts. Subgrantees work with many disability network agencies and public assistance offices to assist individuals over 55 who are unable to receive social security, have low literacy skills, cognitive disabilities, and substance abuse or criminal history backgrounds.

Further examples of ongoing targeted outreach strategies to priority individuals by grantees include: connecting subgrantees to intermediary networks that are most likely to have significant contact with priority individuals, such as: health clinics and other health-care providers, transportation and other service providers to the elderly, homeless shelters, veterans' organizations and VA offices, food banks, and ex-offender programs. Subgrantees have consulted with their local aging and adult protective services providers to identify those at risk for homelessness.

Outreach materials that describe program services and eligibility criteria are provided at One-Stop centers. Subgrantees are also encouraged to supplement their own outreach and recruitment efforts with various tools such as videos, brochures, and flyers. NYSOFA continues to work with subgrantees to enhance outreach tools and ensure that SCSEP-eligible jobseekers, especially those who have multiple barriers to employment, are encouraged to participate.

Priority low-income older workers may not learn about SCSEP through traditional methods; therefore, for applicants who may have difficulty gaining access to a SCSEP office, staff will conduct home visits, or engage older adults in other public meeting places, such as the local One Stop center, neighborhood churches, senior centers, local restaurants, public libraries or schools. Outreach materials used to promote SCSEP feature older individuals, engaging in jobs potential participants can identify with, and uses simple and encouraging language.

Local grantee field staff play a significant role in reaching and recruiting SCSEP eligible participants who are most in need. The local perspective of field staff gives them a unique understanding of the people and agencies within those communities that serve older adults. Those linkages to the target populations and the community can make SCSEP an attractive option for low-income older individuals in need of job training and job-readiness skills. The local connection and community knowledge produces positive recruitment outcomes for priority groups.

Section 5: Supporting Employment Opportunities for Participants

Analysis for New York State and each of its 10 labor market regions can be found in Attachment C.

NYSDOL market analysis lists the significant industries and where they recommend the Local Workforce Investment Boards (LWIB) concentrate their resources. NYSDOL's 2015 Significant Industries Report to the Workforce Development System identified significant industries on the basis of job counts, wage levels, job growth (both net and percent) over the 2009-2014 period and expected job growth based on industry employment projections through 2022. NYSDOL also considers whether or not an industry may be designated as a local priority by economic development officials.

In an effort to enhance employment opportunities for older New Yorkers, the utilization of Labor Market Information (LMI) to identify and match individuals with in-demand employers is an important tool. The NYSDOL's Division of Research and Statistics has produced regional reports on industries identified as "significant industries." In demand or high growth jobs in the industry or occupation must be available in or near the participant's community and be suitable for the participant. Although each significant industry may not seem to be a match for SCSEP participants, within each significant industry are occupations that may prove to be a very good match.

The regional or local economy determines the types of industries and occupations for which SCSEP participants should be trained. It is the role of the grantee and subgrantee program directors to identify those occupations and employers that provide the best employment opportunities for enrollees. In identifying these occupations, program directors must match them with the profile of SCSEP participants; including employment history, educational level, and work skills. An additional challenge program directors face is finding training opportunities for those that fit the definition of most-in-need (participants with one or more of the following characteristics):

- have a severe disability;
- are frail;
- are age 75 or older;
- are age eligible but not receiving benefits under title II of the Social Security Act;
- reside in an area with persistent unemployment and severely limited employment prospects;
- have limited English proficiency;
- have low literacy skills;
- have a disability;
- reside in a rural area;
- are veterans;
- have low employment prospects;

- have failed to find employment after using services provided under title I of the Workforce Investment Act of 1998 (29 U.S.C. 2801 et seq.);
- or are homeless or at risk for homelessness.

The skills available among eligible populations in New York State are varied; matching those skills and recognizing the participant's potential skills is a major roll of the subgrantee program directors.

In New York City, the Department for the Aging (DFTA), which represent 65% of the State funded SCSEP slots, has collaborated on the implementation of Career Pathways during the last 15 months. New York City's workforce system developed Career Pathways, a new system-wide framework that aligns education and training with specific advancement opportunities for a broad range of jobseekers. All agencies overseeing workforce development programs have reorient their services toward career progression instead of stopping at job placement. This effort will include sector-focused bridge programs, skills training, job-relevant curricula, and work-based learning opportunities. Career Pathways will provide access to a variety of educational programs available to older adults to access short term educational courses in specific occupations that will provide them with certifications and credentials essentially required in the current job market. Older adults will benefit from Career Pathways in the following ways:

Building Skills Employers Seek: Shifting away from the former strategy of placing as many people into jobs as quickly as possible, workforce programs now will focus on connecting New Yorkers to quality jobs with family-supporting wages and career advancement potential. To ensure that its training investments are closely aligned with employer needs, New York City is creating strong industry partnerships that provide robust feedback loops with companies in priority sectors of New York's economy.

Improving Job Quality: New York City is taking steps to support New Yorkers in lower-wage jobs through initiatives that reward worker-friendly business practices such as consistent scheduling, access to commuter benefits and financial empowerment services. In addition to providing stability for workers, these common-sense practices support the bottom line for employers by increasing employee morale and lowering turnover costs.

NYC DFTA has become a strong partner working with the NYC Workforce Career Centers to help promote access to core and intensive services including paid training in different modalities, career counseling, and participation in employer recruitments on site, as well as guidance and advisement for our older adults. The NYC Workforce Career Center is notified of every employer recruitment taking place every month and older adults are referred to compete for job opportunities offered by the employers.

All of New York State's subgrantees rely on coordination with the local One-Stop centers for training and participant skill development, which best match the

demand of the local economy. In addition, the collaboration with local community-based organizations, educational institutions, and governmental entities as host agencies continues to provide in-demand training and potential employment placements. Continued and expanded relationships with local businesses and their needs is key to ensure that community service employment assignments are truly providing the skill training that meets the needs of both participants and employers.

Section 6: Increasing Participant Placement in Unsubsidized Employment and Employer Outreach

It is the goal of each subgrantee to provide the training needed for each participant to maximize their potential toward transition to unsubsidized employment opportunities that exist within their community. In order to achieve this goal, strategies for engaging and developing partnerships with employers within industries and occupations that provide opportunities for participants provide this path.

Subgrantees continually seek-out employment opportunities with businesses and industries located in their communities. They are able to track business trends and employment opportunities through participation/membership in their local and state LWIBs, workforce committees, and chambers of commerce. Also, as part of their job development responsibilities, subgrantees routinely meet with local and regional employers to discuss the SCSEP, listen to the employer's needs, and offer the opportunity to meet employers' job needs. These one-on-one contacts are the basis for developing training strategies with the employer, developing on-the-job experience contracts, or directly filling jobs while establishing or maintaining partnerships.

Subgrantees utilize online programs to access information about jobs in specific areas or counties, along with required skill levels. Once identified, staff can contact those employers whose businesses fall into the high demand or high growth areas. Frequent contact with local employers allows subgrantee staff to provide participants with information on local job availability and the skills needed to obtain those jobs. Staff are also involved in business outreach activities such as visiting with employer representatives at job fairs, involvement of employers in Job Search/Job Club training, and any other networking activities that result in employer relationship building. Subgrantee staff welcome the opportunity to provide information on hiring, training, and retaining older workers through meetings, seminars, workshops, presentations, and any other venues where potential employers may be present. Though not all attendees will be direct employer contacts, these activities help spread the word about the value and availability of older workers, address older worker stereotypes and introduce employers to the ageless workforce concept.

Subgrantees provide ancillary services to assist host agencies in providing training opportunities for eligible participants. Training opportunities fall under the following general categories:

- business/financial clerk,
- computer operator,
- kitchen aide/food preparation,
- clerical,
- receptionist,
- maintenance/custodian, and
- classroom aide.

General training assignments provide staffing to agencies under tight budget constraints. Utilization of SCSEP participants provide employment agencies with qualified staff which leads to a seamless service delivery system. Host agencies have come to appreciate the benefit from the placement of bilingual participants in their workforce.

Subgrantee staff focus on companies that are high growth industries and offer jobs that are appropriate for SCSEP participants. One-Stops and economic development agencies provide a wealth of data on jobs in demand at local and regional levels. Online tools like Local Employment Dynamics (LED) provide statistics on the number of jobs, job availability, and which industries are currently hiring older workers; this information can be sorted by county or zip code. Once key industries and potential jobs are identified, staff develop training and Individual Employment Plans (IEP), which assist participants in developing marketable job skills and facilitates placement in host agency assignments.

The NYC DFTA's SCSEP-Title V program has worked to increase the number of employers with which it works. Some of the largest sectors are the security and home health aide markets. In addition, job developers are working well with the Council for Airport Opportunities (see below), which is a clearinghouse for jobs with a number of companies affiliated with the area airports. These jobs include transports, baggage handler and cabin cleaners.

The Council for Airport Opportunities (CAO):

DFTA has built a strong partnership with CAO, creating opportunities out of LaGuardia and JFK Airports. CAO's mission is "to identify and address the critical employment needs of the communities surrounding the New York and New Jersey Metropolitan airports, while at the same time responding to the hiring needs of the airport tenants and the aviation industry." CAO is uniquely designed to also offer free services to their customers which are: the residents of the localities surrounding the New York/New Jersey Metropolitan airports, businesses/employers in the aviation industry and community partner organizations. DFTA recognizes that the aviation industry unquestionably represents a huge segment of the metropolitan region's employment base. The CAO is staffed with qualified, experienced and caring professionals, committed to providing its business partners and stakeholders with well-prepared community

residents who are eager to embark on careers in the aviation industry. With the current expansion of both airports, this partnership has opened great opportunities for mature workers who seek re-employment options, offering great starting salaries, flexibility of schedules and some benefits.

Home Health Aide Sectors:

NYC Health Care Providers- DFTA has built a strong partnership with Health Care Networks that provide training to our SCSEP participants as Home Health Aide, and Personal Care Aides. The trainings are delivered in English, Spanish, Chinese, and Korean to provide job training access to a diverse unemployed population in New York City. The Health Care partners provide training and hire mature workers. DFTA has cultivated a robust partnership with Partners in Care, Reliable Home Care Cooperative Home Care, Progressive Home Care, First Care of NY, and Allen Health Care among others. These partners have trained and hired many older adults.

Security Guards Training:

Through on-the-job experiences, DFTA has partnered with six security agencies that hire older adults interested in the field of security and protection. The strongest partners are Allied Barton, Winfield Security Honor Guard Security, and US Security Associates. Some of these agencies provide training and award a certificate upon successful completion and afterward hire the trainees in jobs as security guards. Others agencies are open to hiring candidates who already have received the Security Guards License and are ready to enter employment.

Job retention strategies:

The most effective job retention strategies include personal attention in making the initial placement and ensuring there is a good match between employer expectations and participant skill level, interest, and work ethics. Other factors for success include following up shortly after placement and periodically thereafter to ensure the participant is satisfied with the placement; counseling when issues or problems arise on the job; providing supportive services as needed; and providing good customer service for the employer and participant. It is also important that job development efforts focus on quality jobs, as these are the jobs participants will likely keep.

Section 7: Community Service Needs

Service needs not only vary between communities but may also change from year to year depending on the local economy and available funding from other sources. In order to provide the broadest range of training opportunities possible, NYSOFA encourages all local projects to actively and continuously recruit host agencies focusing on those with the greatest placement potential. Priority in the recruiting process will be given to those sites whose services match community needs, offer training in areas where skills can be easily

transferred to available jobs, and have the potential to hire the participant. Consideration will also be given to organizations such as soup kitchens and food pantries; they provide training in health codes and food preparation, which are both assets in the job market.

Community service assignments are as diverse as the people and locations served. Development of community service assignments is an ongoing process. It requires staff to be aware of local community needs and the reality of the local job market. Agencies and organizations that can become host agencies and provide training that will be most useful to the participant should be identified. Although host agency development is ongoing, selection of assignments are based primarily on participant need as determined by the assessment and documented in their Individual Employment Plan (IEP). The IEP is a plan for a participant that is based on an assessment of that participant conducted by the appropriate SCSEP staff person, or a recent assessment or plan developed by another employment and training program, and a related service strategy. The IEP must include an appropriate employment goal (except that after the first IEP, subsequent IEPs need not contain an employment goal if such a goal is not feasible), objectives that lead to the goal, a timeline for the achievement of the objectives; and be jointly agreed upon with the participant. The community service assignment is an important aspect of the IEP, since it provides a work environment in which to obtain needed job skills. The goal of the IEP is to plot the participant's training plan that will lead to an appropriate employment objective.

Placement will be tailored so that the participant can gain both skills and experience in a specific type of work. Jobs that offer interaction with the general public provide customer service training as an additional skill, which helps increase the participant's marketability. Traditionally, emphasis on community service in New York State has focused on aging services due in part to familiarity with the aging network and an acute awareness of the older adult's unmet needs.

With an increased focus on training and placement, host agencies must be educated that retaining the same participant for extended periods of time is counter to the goals of SCSEP. Re-educating host agencies as to the purpose and goals of SCSEP is an ongoing activity statewide for all grantees. In addition, reinforcing the need to provide a varied training experience, all grantees must share information about the use of host agencies and types of training available.

Section 8: Coordination with Other Programs, Initiatives and Entities

This section highlights goals and strategies to enhance the coordination of SCSEP with other programs initiatives and entities:

Coordination of activities with New York State's Title I activities. Coordination between SCSEP and the programs under the Workforce Innovation and Opportunity Act (WIOA), formerly, Workforce Investment Act of 1998, continues to be an important required partner in the workforce investment system. The required coordination with the One-Stop delivery system supports the underlying

notion of the One-Stop delivery system as the coordination of programs, services, and governance structures, so that the customer has access to a seamless system of workforce investment services. Consistent with current SCSEP practice, WIOA requires any grantee operating a SCSEP project in a local area to negotiate a Memorandum of Understanding (MOU) with the Local Workforce Investment Board (LWIB). The MOU must detail the SCSEP project's involvement in the One-Stop delivery system. In particular, SCSEP grantees and subgrantees must make arrangements to provide their participants, eligible individuals the grantees are unable to serve as well as SCSEP-ineligible individuals, with access to services available in the One-Stop centers.

Subgrantees in New York State have close working relationships with the One-Stops. Many of the subgrantee SCSEP program coordinators are also employment and training coordinators at the One-Stop centers and serve as the primary point of contact for older job seekers. SCSEP participants are assigned to the local One-Stops to assist with administrative duties, providing valuable assistance to the LWIB while enhancing their training for unsubsidized employment. This coordination also assists with outreach, especially to rural areas of the state. NYSOFA will encourage the continuation of these collaborative efforts, which will include using One-Stops for job orders, labor market information, coordination on intensive services/training needed by specific participants, and other resources of value to the SCSEP. In addition, NYSOFA will continue to encourage subgrantees and One-Stops to collaborate on joint training activities and job fairs, share job leads, and work together to engage the business community in One-Stop and SCSEP initiatives that support local business interests.

Activities being carried out in the state under other titles of the OAA and collaboration with public and private entities and programs that provide services to older adults and those with special needs or disabilities. NYSOFA's operation of SCSEP is achieved through 29 AAAs and their contractors, participating in SCSEP throughout the state. Many national grantees also contract with these AAA's or subgrantees to operate their program. For example, Senior Services America, Inc. (SSAI) contracts with the Rockland and Chautauqua County Offices for the Aging. SSAI also contracts with Erie County AAA's subgrantee, Erie County Supportive Services. Additionally, the Westchester County AAA and SSAI contract with the National Urban League (NUL). The collaboration between the State and national grantees has worked extremely well. NYSOFA will continue to encourage the collaboration between the AAAs and their contractors and national grantees in serving the employment needs of older workers.

The location of the SCSEP program in the AAA also enables the program to access the county's aging network and those with special needs or disabilities. This network of community-based organizations and governmental entities enhances the program's ability to reach priority individuals and/or most-in-need individuals. The AAA network gives the SCSEP participant access to many

supportive services provided by the AAA that can assist the participant toward their goal of unsubsidized employment and self-sufficiency.

Collaboration with other partners. Each subgrantee throughout the state accesses partners that are instrumental to SCSEP participant outreach, training and placements. A cooperative relationship with Adult Career and Continuing Education Services-Vocational Rehabilitation (ACCES-VR) enables subgrantees and national grantees to access assistance for participants with disabilities. This partnership also provides vocational rehabilitation and training/job development alternative for older clients. Other cooperative relationships that subgrantees have cultivated include: Literacy Volunteers, New York State Commission for the Blind, local community colleges and the State University of New York (SUNY), county department of social services, regional museums and local economic development agencies.

The New York City SCSEP program represents 65% of the total number of slots that are allocated to the New York State funded program and 58% of slots allocated to the combined State and national grantees statewide. The program continues to initiate new and innovative ways to attract, train and move participants into unsubsidized employment. One example is the NYC SCSEP program directors' quarterly meeting. The group that meets quarterly currently consists of AARP, National Council on Aging, Easter Seals, National Urban League, Partnership for the Homeless, Jamaica Service Program, Chinatown Planning Council, NYC Department for the Aging, and NYSOFA. The group has become a voice and a bridge for mature workers returning to the workforce by promoting training participation and opportunities that will lead to better jobs, new career opportunities and professional upgrades for many older adults. It is in the interest of NYC SCSEP grantees to work together sharing reports, information and best practices.

Section 9: Avoidance of Disruptions in Service

In accordance with 20 CFR 641.365, New York State will take the steps necessary to comply with statutory requirements to avoid disruption of service to SCSEP participants. When there is new Census or other reliable data indicating that there has been a shift in the location of the eligible population or when there is over-enrollment for any other reason, New York State will allow for a gradual shift in positions as they become vacant to areas where there has been an increase in the eligible population. This does not mean that participants will be entitled to remain in subsidized community service positions indefinitely. All steps will be taken to promote transition to unsubsidized employment.

Grantees and subgrantees will have to notify NYSOFA before any transfer of positions from one geographic area to another. If NYSOFA is in agreement with the transfer of positions, NYSOFA will then submit, in writing, the proposed changes in distribution that occur after submission of the equitable distribution

report to SCSEP National and the Federal Project Officer for approval. All grantees are required to coordinate any proposed changes in position distribution with the national grantees that operate in the state, including the State project director, before submitting the proposed changes to SCSEP National and the Federal Project Officer for approval. The request to SCSEP National for approval will include the comments of the State project director.

Section 10: Improvement of SCSEP Services

NYSOFA will continue to foster individual economic self-sufficiency and promote useful opportunities in community service activities for unemployed low-income persons who are age 55 or older, particularly persons who have poor employment prospects, and to increase the number of persons who may enjoy the benefits of unsubsidized employment. In the coming program year, NYSOFA will enhance communications with subgrantees and will look to national models for best practices. NYSOFA plans to implement a similar practice that is done on the national level with the monthly All-Grantee Call and the Region 1 Peer-to-Peer calls, to the SCSEP staff of New York State's 29 subgrantees. To promote a better understanding of SCSEP, the use of best practices and a general sense of community within the program.

ATTACHMENT B

New York SCSEP State Plan

Program Years

2016 – 2019

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Geographic Areas To Be Served - Areas Affected By Project

2015-2016 Equitable Distribution Chart

County	Distribution Factor	Equitable Share	State	AARP	ES	EW	NAPCA	NCOA	SSA	NULI	Totals
Albany County, NY	1.27360000	37	10			27					37
Allegany County, NY	0.27840000	8	0					8			8
Broome County, NY	1.03300000	29	0			29					29
Cattaraugus County, NY	0.48200000	13	0					13			13
Cayuga County, NY	0.34420000	10	0			10					10
Chautauqua County, NY	0.79170000	22	4					18			22
Chemung County, NY	0.41300000	12	0					12			12
Chenango County, NY	0.30100000	9	0			9					9
Clinton County, NY	0.37870000	11	11								11
Columbia County, NY	0.27530000	8	0					8			8
Cortland County, NY	0.20650000	6	2			4					6
Delaware County, NY	0.30100000	9	0			9					9
Dutchess County, NY	0.93670000	28	0					28			28
Erie County, NY	4.73910000	125	30						95		125
Essex County, NY	0.20650000	6	6								6
Franklin County, NY	0.34420000	10	10								10
Fulton County, NY	0.30100000	9	3					6			9
Genesee County, NY	0.30100000	9	4			5					9
Greene County, NY	0.27530000	8	0			8					8
Hamilton County, NY	0.00000000	1						1			1
Herkimer County, NY	0.37870000	11	0					11			11
Jefferson County, NY	0.51630000	14	3					11			14
Lewis County, NY	0.13770000	4	4								4
Livingston County, NY	0.20650000	6	0			6					6
Madison County, NY	0.30100000	9	0			9					9
Monroe County, NY	3.16700000	87	18			69					87
Montgomery County, NY	0.27530000	8	0			8					8
Nassau County, NY*	3.30470000	93	0							73	73
Niagara County, NY	1.13600000	33	4			29					33

	Distribution	Equitable									
County	Factor	Share	State	AARP	ES	EW	NAPCA	NCOA	SSA	NULI	Totals
Oneida County, NY	1.24000000	35	6					29			35
Onondaga County, NY	1.92800000	54	11			43					54
Ontario County, NY	0.37870000	11	3			8					11
Orange County, NY	1.13600000	32	0					32			32
Orleans County, NY	0.17210000	5	0			5					5
Oswego County, NY	0.55080000	15	0			15					15
Otsego County, NY	0.30100000	9	0			9					9
Putnam County, NY	0.27840000	8	0					8			8
Rensselaer County, NY	0.58520000	16	4					12			16
Rockland County, NY	1.10150000	31	6						25		31
Saratoga County, NY	0.68840000	19	5			14					19
Schenectady County, NY	0.62580000	16	3			13					16
Schoharie County, NY	0.17210000	5	0			5					5
Schuyler County, NY	0.06800000	2	0						2		2
Seneca County, NY	0.20650000	6	0			6					6
St. Lawrence County, NY	0.58520000	16	2					14			16
Steuben County, NY	0.51630000	14	0						14		14
Suffolk County, NY *	3.75210000	106	0							106	106
Sullivan County, NY	0.41300000	12	3					9			12
Tioga County, NY	0.20650000	6	6								6
Tompkins County, NY	0.27530000	8	2			6					8
Ulster County, NY	0.82610000	24	0			24					24
Warren County, NY	0.27530000	8	0					8			8
Washington County, NY	0.30100000	9	0					9			9
Wayne County, NY	0.37870000	11	4			7					11
Westchester County, NY	3.20140000	90	34						56		90
Wyoming County, NY	0.20650000	6	2			4					6
Yates County, NY	0.13770000	4	4								4
NYC***	57.17720000	1614	385	496	355		98	33	267		1634
TOTALS:	100.29020	2827	589	496	355	381	98	219	510	179	2827

FINAL: Nassau County's 20 slots were transferred to NYC.

ATTACHMENT C

New York SCSEP State Plan

Program Years

2016 – 2019

Attachment C: Economic Projections and Impact

The following information is a summary of various material published by the New York State Department of Labor (NYSDOL).

Employment and Unemployment

In December 2015, New York State's private sector job count increased by 13,200, or 0.2%, to 7,880,000 a new record high, according to preliminary figures. Since January 2013, the state's economy has added an average of 13,200 private sector jobs per month. Since the beginning of Governor Cuomo's administration, New York State's economy has added 769,700 private sector jobs and experienced employment growth in 52 of the past 60 months.

The statewide unemployment rate was 4.8% in December 2015. The rate's current level is significant because it is the state's lowest since before the state's recession (April 2008-November 2009), and is below the comparable U.S. rate of 5.0% in December 2015.

Labor Market Trends

During the state's economic recovery and expansion, which started in November 2009, three industry sectors -- Educational & Health Services (+273,900), Professional & Business Services (+184,800), and Leisure & Hospitality (+177,200) -- have added the most private sector jobs in New York State. The two private sector industries that have lost the most jobs in November 2009-November 2015 include Manufacturing (-10,700) and Natural Resources & Mining (-600).

Of the state's 10 labor market regions, New York City (+18.7%) is the only one that has added jobs at a faster pace than the nation as a whole (+12.5%) since November 2009. Other regions that have seen their private sector job counts grow by at least 5.0% since November 2009 include Long Island (+10.7%), Capital (+8.7%), Hudson Valley (+7.2%), Finger Lakes (+6.7%) and Western New York (+6.7%). Regions that have added private sector jobs at the slowest pace between November 2009 and November 2015 include: Central New York (+3.8%), Southern Tier (+2.4%), North Country (+1.6%) and Mohawk Valley (+1.4%).

In November 2015, the seasonally adjusted unemployment rate was 4.8% in both New York City and the balance of state region (NYS-NYC). While the unemployment rate has declined in both New York City and the balance of state region, the rate has fallen much more rapidly in New York City. In November 2009-November 2015, the rate in New York City has dropped from 10.2% to 4.8%. This steep rate drop reflects, in part, the strong private sector job growth experienced in New York City over the past six years. The rate decline in the balance of state region has been much more gradual, falling from 8.0% to 4.8% over the same timeframe.

The table below shows the change in unemployment rates (not seasonally adjusted) by labor market region between November 2009 and November 2015. The rate in New York City has dropped the most (-4.9 percentage points) over the past six years -- from 9.9% to 5.0%. Most other regions in the state experienced rate drops in the range of 3.0 percentage points.

Unemployment Rates, New York State, by Region, November 2009 and November 2015

(not seasonally adjusted)

Region	November 2009	November 2015	Change (in percentage points)
Capital	7.0%	4.1%	-2.9
Central New York	8.1%	4.9%	-3.2
Finger Lakes	7.8%	4.6%	-3.2
Hudson Valley	7.3%	4.2%	-3.1
Long Island	7.1%	4.1%	-3.0
Mohawk Valley	7.9%	5.1%	-2.8
New York City	9.9%	5.0%	-4.9
North Country	8.9%	6.0%	-2.9
Southern Tier	8.0%	5.0%	-3.0
Western New York	8.1%	5.0%	-3.1

New York State's economic recovery has been relatively robust as it experienced the third largest net gain in private sector jobs in the country (calculated as jobs gained during the recovery/expansion minus jobs lost in the recession). However, the job gains have been uneven, with the New York City and Long Island regions adding jobs at a much more rapid percentage rate than regions in the rest of the state.

In addition, New York City and the balance of state region experienced much different trends in their labor force participation rates since the start of the current economic recovery/expansion in November 2009. In New York City, the participation rate has increased slightly, from 59.7% to 60.8%. Outside of New York City, the participation rate has decreased sharply, from 64.2% to 61.0%, over the same period. As a result of these trends, labor force levels in New York City are up 230,000 since November 2009, while they are down by more than 140,000 in New York State outside of New York City.

Statewide Industries

A broad-based set of 13 statewide industries are designated as “significant” in this report. They fall into six major industry groups: construction; manufacturing; financial activities; professional and business services, which primarily sell to other businesses; educational services; and health care. All “significant industries” shared one or more of the following specific characteristics:

- High overall job count (>250,000) in 2014
- Above-average job growth (net and/or percent) in 2009-2014
- Above-average annual wage (>\$65,900) in 2014
- Above-average expected job growth (>11.1%), based on industry employment projections, between 2012 and 2022
- Priority industries that may have been designated by economic development or workforce development officials

The table below lists the 13 statewide significant industries. The specific reason(s) why each statewide industry is considered “significant” are listed in the right-hand column of the table.

Significant Industries, New York State, 2015

NAICS Industry Code	Industry Name	Job Count 2009*	Job Count 2014*	Net Change in Jobs, 2009- 2014	% Change in Jobs, 2009- 2014	Average Annual Wage, 2014	Projected % Change in Jobs, 2012-2022	Why Industry is Significa nt**
	Total, all industries (all ownerships)	8,334,700	8,844,200	509,500	6.1%	\$65,900	11.1%	NA
236	Construction of Buildings	82,500	87,800	5,300	6.4%	\$62,700	14.9%	G, P
238	Specialty Trade Contractors	213,300	226,500	13,200	6.2%	\$63,300	21.7%	G, P
311	Food Manufacturing	48,300	52,800	4,500	9.3%	\$42,100	12.6%	G, P
334	Computer and Electronic Product Manufacturing	64,900	56,500	-8,400	-12.9%	\$93,600	0.9%	W
522	Credit Intermediation & Related Activities	157,800	162,200	4,400	2.8%	\$137,300	-4.2%	W
523	Securities & Commodity Contracts	186,400	187,800	1,400	0.8%	\$384,300	2.7%	W
541	Professional, Scientific, and Technical Services	561,400	628,100	66,700	11.9%	\$103,300	24.3%	G, J, P, W
551	Management of Companies	130,600	141,400	10,800	8.3%	\$144,000	17.3%	G, P, W
561	Administrative & Support Services	385,700	435,500	49,800	12.9%	\$44,400	22.8%	G, J, P

611	Educational Services	888,700	896,200	7,500	0.8%	\$53,800	7.0%	J
621	Ambulatory Health Care Services	396,300	476,400	80,100	20.2%	\$51,200	35.2%	G, J, P
622	Hospitals	430,200	437,400	7,200	1.7%	\$70,000	5.7%	J, W
623	Nursing & Residential Care Facilities	273,700	269,800	-3,900	-1.4%	\$36,200	20.7%	J, P

NA – Not Applicable

*Represents both private and public sector jobs

****Key:**

G: Industry experienced above-average job growth; can be net or percentage growth.

J: Industry employs a significant number of jobs (>250,000).

P: Above-average growth projected for 2012-2022.

W: Industry pays above-average wages.

Regional Labor Market Trends (According to NYSDOL, Bureau of Labor Market Information Division of Research and Statistics)

In an effort to enhance employment opportunities for older New Yorkers, the utilization of Labor Market Information (LMI) to identify and match individuals with in-demand employers is an important tool.

The New York State Department of Labor’s Division of Research and Statistics has produced regional reports on industries identified as “significant industries.” Industries presented here are classified according to their North American Industry Classification System (NAICS) code.

Significant industries were identified on the basis of job counts, wage levels, job growth (both net and percent) over the 2009-2014 time frame, and job growth based on industry employment projections through 2022. Priority industries that may have been designated as such by economic development or workforce development officials were also considered.

The regional or local economy determines the types of industries and occupations for which participants can receive training. In demand or high growth jobs in the industry or occupation must be available in or near the participant’s community and be suitable for the participant. Although each significant industry may not seem to be a match for SCSEP participants, within each significant industry are occupations that may prove to be a very good match.

Below are particular jobs in industries and occupations in New York State that may provide employment opportunities for older workers within various regions of New York State. Although the omission of significant industries is not intended to

preclude older workers from those industries; the focus is on those most likely to be a match for the majority of SCSEP participants.

New York City (Bronx, Kings, New York, Queens and Richmond Counties)

Health Care and Social Assistance - Growth in health care industry employment is driven more by demographics than by overall economic conditions. Many health care occupations are expected to see strong demand over the next decade as the population continues to expand and age. Growth in health care also benefits from continued technological innovation, which both creates more demand for health care services and requires new types of technical skills.

The largest of the industries in the sector, ambulatory health care services (NAICS Industry 621), experienced a rate of growth in excess of 30 percent for the 2009-2014 period and is projected to grow by 42 percent between 2012 and 2022. This industry offers a wide range of occupational opportunities. There are health care occupations with large numbers of jobs that are rapidly growing while requiring few skills, but offer low wages, such as home health aides (average annual wage of \$20,490 in 2014). There are also technical jobs that require some training and offer average pay, such as physical therapy assistants (average annual wage \$59,594 in 2014), as well as high wage jobs that require considerable training and educational credentials, such as registered nurses (average annual wage of \$89,929 in 2014). Ambulatory health services is also a major employer of clerical and administrative workers and management staff.

Social assistance (NAICS Industry 624) is a large industry that has enjoyed steady growth for many years and is expected to continue to perform well in the future. An example of occupations in this category are Personal Care Aides, Home Health Aides, Social and Human Service Assistants and Child Care Workers. Similar to health care and education, many of the services this industry provides are not directly tied to the business cycle, but tend to be in demand even during economic downturns. For the same reason, it should be expected to perform relatively well during recovery and expansion phases. However, because a large portion of this industry's jobs is supported by government spending, it often performs relatively poorly when local governments experience budget difficulties.

Professional and Business Services - Two industries from the professional and business services sector are on the significant industries list. They are: professional, scientific, and technical services (NAICS Industry 541) and administrative and support services (NAICS Industry 561). Although there are marked differences among these industries, they share one common trait: they tend to sell to other businesses rather than consumers. As a result, employment in these industries reacts very quickly to changing economic trends and often leads shifts in the overall job market. This sector's performance has been outstanding over the 2009-2014 period, with both of the industries growing by

more than 16 percent for the relevant period—faster than the City’s total job growth.

Professional, scientific, and technical services is the only significant industry that qualified based on all four measures considered for this report. It is the City’s largest industry, with an annual wage that was almost 44 percent above the New York City average for 2014 and projected growth of 28 percent through 2022.

Because the temporary help agencies are a large part of the administrative and support services, this industry is closely tied to the health of the City’s corporate sector. Between 2009 and 2014, the industry grew rapidly, gaining more than 28,000 jobs. As the City’s economy continues to expand, this category is expected to grow 21 percent by 2022. A potential worrying trend is that through the use of cloud computing and sophisticated virtual customer service tools, businesses could contract administrative support services outside of the local job market, thereby bringing down both the average wage and the number of those employed.

Leisure & Hospitality - Two industries from this sector, accommodation (NAICS Industry 721) and food services and drinking places (NAICS Industry 722), are on the significant industries list. The accommodation industry experienced above-average job growth over the 2009-2014 period and is expected to grow faster than the overall economy through 2022, as more tourists and business travelers continue to visit the City every year. Food services and drinking places added the most jobs of any significant industry and is expected to grow over 30 percent between 2012 and 2022, more than twice as fast as the overall City economy. Because many of the industry’s largest occupations require only short-term training, food services & drinking places has the lowest average annual wage of any of the industries in this report (\$26,200 for 2014). However, the industry also offers considerable opportunities for advancement to higher-paying supervisory positions – slightly more than 8 percent of the occupations here are supervisory and managerial positions.

The leisure and hospitality sector, which is usually hurt by national recessions, performed well during the last downturn and went on to reach record-high employment in 2014, over 412,000. Job gains in this sector were helped by New York City’s growing popularity as a tourist destination, aggressive price cuts by hotels and restaurants during the downturn, and a steady stream of new hotel openings. Going forward, rising corporate profits locally and improving economies abroad should lead to further improvements in this industry.

Capital Region (Albany, Columbia, Greene, Rensselaer, Saratoga, Schenectady, Warren, and Washington Counties)

Manufacturing – This is the largest industry sector in the Capital Region as measured by gross regional product. The sector added over 3,000 jobs (+11.5%) in this region from 2009 to 2014, contrary to job losses experienced across New

York State and in the nation. Four specific manufacturing industries are found on the significant industries list. Chemical manufacturing, fabricated metal product manufacturing, machinery manufacturing, and computer and electronic product manufacturing all added jobs over the period and pay annual wages well above the regional average. Projections are for continued growth from 2012 to 2022. Although many of the occupations within this industry sector do not provide a direct occupational route for SCSEP enrollees, there are general office or warehouse opportunities. Additionally, as the projected largest industry sector, there are spinoff employment opportunities and a multiplier effect locally that is the result of the presence of this industry.

Health Care - Growth in health care industry employment is driven more by demographics than by overall economic conditions. Almost all health care occupations are expected to be in demand over the next decade as the Capital Region's population continues to age. Two industries from the health care sector are on the significant industry list: ambulatory health care services (NAICS Industry 621) and hospitals (NAICS Industry 622). Between 2009 and 2014, growth in ambulatory health care services outpaced growth in hospitals as pressure mounted to reduce costs by moving patient care from high-cost emergency rooms to lower cost urgent care centers. Ambulatory health care services had slightly higher wage levels (\$55,300) than hospitals (\$52,400) in 2014. This is largely a reflection of the mix of occupations in each health care industry. Home Health Aides are included in this industry, which represent a 17.2% share of the industry workforce with a median wage of \$26,039 and a projected growth of 31.4 % from 2012 to 2022. Personal Care Aides account for 6.1% share in the industry with a median wage of \$23,804 and an anticipated growth of 30.3% from 2012 to 2022.

Merchant Wholesalers, Nondurable Goods - Industries in the Merchant Wholesalers, Nondurable Goods subsector sell nondurable goods to other businesses. Nondurable goods are items generally with a normal life expectancy of less than three years. Nondurable goods merchant wholesale trade establishments are engaged in wholesaling products, such as paper and paper products, chemicals and chemical products, drugs, textiles and textile products, apparel, footwear, groceries, farm products, petroleum and petroleum products, alcoholic beverages, books, magazines, newspapers, flowers and nursery stock, and tobacco products. Growth occupations that provide employment opportunities for SCSEP enrollees are: Driver or Sales Workers, which represent 3.2% of the share of the industry workforce with a median wage of \$40,111 and a 12.9% anticipated growth rate from 2012 to 2022.

Central New York Region (Cayuga, Cortland, Madison, Onondaga and Oswego Counties)

Trade, Transportation and Utilities - Merchant wholesalers, durable goods (NAICS Industry 423), truck transportation (NAICS Industry 484) and warehousing and storage (NAICS Industry 493) are the three trade, transportation and utilities sectors to make the significant industries list. Wholesalers are the middle people between the producers and the consumers. Merchant wholesalers, durable goods is strengthened due to the constant need for products such as cars, furniture, appliances, electronics, and sports equipment. This sector employs a large number of people (8,000) and wages (\$62,800 a year) are nearly 42% higher than the region's average yearly wage. In the Central New York region, the city of Syracuse is at the crossroads of New York State where the NYS Thruway, Interstate 81, and the 690 East-West Highway meet and is near Canada. This makes Central New York an ideal location for truck transportation, warehousing and storage facilities, and distribution centers. These industries have been growing in the region and are projected to continue to expand. SCSEP enrollees may find employment opportunities in General Office work, Parts Sales, Customer Service or light duty drivers, which combined represents 17.4% of this industry's workforce, with a range in median wages between \$26,967 and \$39,000 with a projected growth of 18.7% between 2012 and 2022.

Manufacturing - Manufacturing sector employment is starting to turn around slowly and grow again after a long-term decline in Central New York. Employment in the electrical equipment, appliance, and component manufacturing (NAICS Industry 335) sector grew by a large percent (46.2%) from 2009 to 2014 and is a well-paying sector. More companies are expanding into the local food manufacturing (NAICS Industry 311) sector which is projected to grow by almost 30 percent through the year 2022. A greater emphasis on companies producing milk, yogurt, cheese, fruit and vegetable products that are locating or expanding in the region has boosted job opportunities in food manufacturing.

Health Care and Social Assistance - Growth in health care industry employment is driven more by demographics than by overall economic conditions. Almost all health care occupations are expected to be in demand over the next decade as Central New York's population continues to age. Health care sectors on the significant industries list include ambulatory health care services (NAICS Industry 621), hospitals (NAICS Industry 622), and social assistance (NAICS Industry 624). All of these sectors employ large numbers of people and added jobs between 2009 and 2014. All are expected to continue on this growth pattern. The average yearly wage in hospitals (\$58,800) is nearly 33 percent above the all-industry average of \$44,300. Ambulatory health care services (\$55,600) also pays well above the average wage in the region. Yet, the average annual wage in social assistance (\$22,600) was almost 49 percent below the regional average. This difference is largely a reflection of the mix of occupations

in each industry. In social assistance, for example, the two most common occupations are lower-paying. They include personal care aide and social and human service assistant.

Finger Lakes Region (Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates Counties)

Private sector jobs in the Rochester metropolitan area increased over the year by 5,600, or 1.2 percent, to 456,500 in December 2015. Gains were concentrated in educational and health services (+4,100), leisure and hospitality (+2,400), professional and business services (+1,800) and construction (+600). Job losses were concentrated in financial activities (-1,200), manufacturing (-1,200) and trade, transportation and utilities (-1,000). Government employment declined (-1,000) over the year.

Tourism - The growing importance of tourism has been officially recognized by the Finger Lakes Regional Economic Development Council (REDC), which designated it as a priority industry cluster. Sector employment in the region grew by more than 500, or more than 3%, to 17,000 over the five years ending 2014. The travel and tourism sector is comprised of more than 70 industries. What unites industries as different as restaurants, hotels, racetracks, museums, airlines, marinas and travel agencies is that they all sell to a common customer: visitors from outside the region.

Not to be overlooked are the region's 80+ wineries, which have grown into one of the largest and most acclaimed winemaking regions in the Eastern U.S. The region accounts for about 85% of wine production in the Empire State. Spending by visitors to the region ripples through the local economy many times over. This in turn helps fuel additional job creation in industries throughout the local economy via tourism's employment multiplier. Economic Modeling Specialists Intl. (EMSI) estimates that for every 100 new tourism jobs created in the Finger Lakes, an additional 56 jobs are generated within the region.

Going forward, travel and tourism is poised to play an even greater role in the regional Finger Lakes economy. Long-term industry projections underscore this expected growth. The job counts in accommodation and food services (+16.5%) and arts, entertainment and recreation (+10.2%) are expected to outpace the region's overall rate of job growth (+7.0%) between 2012 and 2022. Through the economic multiplier effect, the travel and tourism sector is creating jobs in many parts of the Finger Lakes economy, while also becoming an increasingly important source of exports for the region.

Health Care and Social Assistance - Growth in health care industry employment is driven more by demographics than by overall economic conditions. Almost all health care occupations are expected to be in demand over the next decade as Finger Lake's population continues to age. Health care

sectors on the significant industries list include ambulatory health care services (NAICS Industry 621), hospitals (NAICS Industry 622), and social assistance (NAICS Industry 624). All of these sectors employ large numbers of people and added jobs between 2009 and 2014. All are expected to continue on this growth pattern. The net change in employment from 2012 to 2022 is projected to be 12,300 new jobs or a 15% increase.

Hudson Valley Region (Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester Counties)

Construction - The construction sector which had been decimated by the collapse of the housing market has rebounded nicely. All three industries from this sector make the “significant industries” list, and combined to add almost 2,000 jobs from 2009–2014. Construction of buildings (NAICS Industry 236) gained 1,300 jobs, specialty trade contractors (NAICS Industry 238) added 400, and heavy and civil engineering (NAICS Industry 237) rounded out the group with a gain of 200 jobs. While funding issues that plagued the sector during the economic downturn have lessened, access to capital remains a challenge, as the government exercises more stringent control over lending practices. The outlook for the sector is very bright, with a number of large projects on tap for the year. Job opportunities will arise from the construction of the \$3.9 billion new Tappan Zee Bridge; the \$1.1 billion Adelaar Destination Resort; and the \$100 million Hudson Valley Loop retail complex. Combined, these three projects are expected to add several thousand jobs to the region. Impending retirement of the baby boomers will also contribute to more job opportunities.

Arts, entertainment and recreation - Amusement, gambling and recreation (NAICS Industry 713) is the only industry from the broader arts, entertainment and recreation sector that made the list of significant industries. The sector has an above average growth rate (9.6 %) over the period, and is projected to grow by more than 38 percent through 2022. The outlook for the industry is bright, as the region was awarded one of three gaming licenses to operate a full-scale casino. The Montreign Casino, part of the larger \$1.1 billion Adelaar Entertainment Resort in Sullivan County, will further enhance employment opportunities for job seekers in the region.

Health Care - Job growth in health care (NAICS Industries 621; 622; 623) is driven by demographics trends. The sector is less sensitive to economic conditions than most. From 2009 -2014, health care added 4,300 jobs, with average annual wages ranging from \$37,200 in nursing and residential care facilities, to \$66,700 in hospitals. Ambulatory health care services, up 5,600, accounted for the most new jobs in this sector over the period. An aging

population fueled a demand for health care specialists, including nurses, home health aides, medical assistants and other health care specialists. The region's baby boomer population now stands at more than 600,000.

Long Island Region (Nassau and Suffolk Counties)

Professional and Business Services - The professional and business services sector includes a range of industries reflecting Long Island's wide-ranging skills and capabilities in science, engineering, and technology. It also reflects Long Island's small business-based economy. The professional, scientific, and technical services (NAICS 541) industry sector includes key research and development laboratories as well as companies providing computer systems design, engineering consulting, accounting, and legal services. This industry is the fourth largest employer in the region and pays wages well above the all-industry average annual wage (\$73,400). Because services to buildings and dwellings are a large part of administrative and support services, this industry is closely tied to the health of the overall economy. Between 2009 and 2014, the industry grew rapidly gaining more than 6,400 jobs, and it is projected to grow by 28.8 percent. Many of its largest occupations, including janitors and landscaping workers, require only short-term training and offer wages well below the median wage for all occupations.

Health Care and Social Assistance - Growth in health care industry employment is driven primarily by demographics rather than by overall economic conditions. Many health care occupations are expected to see strong demand over the next decade as the population continues to expand and age. Growth in health care also benefits from continued technological innovation which creates more demand for health care services and requires new types of technical skills. Ambulatory health care services (NAICS 621), which includes doctor and other health care practitioner offices as well as testing and diagnostic laboratories, is both the largest and fastest growing part of the health care sector. Between 2009 and 2014, growth in ambulatory health care services outpaced that in hospitals as pressure mounted to reduce costs by shifting to outpatient care. This trend will continue under health care reform. New technologies will facilitate remote care monitoring and ease the sharing of health care information and treatment expertise. Skill levels are expected to rise for home health care workers, and staffing shortages are expected to increase beyond nursing to include technical occupations and fields such as doctors and surgeons.

While employment at hospitals (NAICS 622) is projected to grow at a much slower pace compared to ambulatory health care services (NAICS 621) over the 2012-2022 period (7.4% versus 33.2%), hospitals remain a major employer on Long Island.

More than most industries, health care industries offer a wide range of occupational opportunities. There are health care occupations with large numbers of jobs, or occupations that are rapidly growing and require few skills, but offer low wages (home health aides). There are also technical jobs that require some training and offer average pay (dental assistants) and high wage jobs that require considerable training and educational credentials (registered nurses). These health care industries are also major employers of clerical and administrative workers.

Social assistance (NAICS 624) is a large industry that has enjoyed steady growth for many years and is expected to continue to perform well in the future. It is similar to jobs in health care and education in that many of the services this industry provides are not directly tied to the economic cycle, but tend to be required even during downturns.

Mohawk Valley Region (Fulton, Herkimer, Montgomery, Oneida, Otsego and Schoharie Counties)

Health Care and Social Assistance - Growth in health care and social assistance employment is driven more by demographics than by overall economic conditions. Almost all health care and social assistance occupations are expected to be in demand over the next decade as the Mohawk Valley Region's population continues to age. Four significant industries within the health care and social assistance sector include: Ambulatory health care services (NAICS Industry 621), Hospitals (NAICS Industry 622), Nursing and residential care facilities (NAICS Industry 623), and Social assistance (NAICS Industry 624). Of these industries, social assistance added the most jobs between 2009 and 2014, on both an absolute and relative basis. Ambulatory health care services also added jobs, while employment in hospitals and nursing and residential care facilities declined. Nursing and residential care facilities (\$29,900) and social assistance (\$22,700) have wage levels below the all-industry average. Average annual wage levels at hospitals (\$57,900) and ambulatory health care services (\$49,600) in 2014 were much higher than the regional average annual wage (\$38,400). This is largely a reflection of the mix of occupations within each industry. For example in nursing and residential care facilities, the two most common occupations are relatively low-paying. They include nursing assistant and home health aide.

Warehousing and Storage – This industry (NAICS Industry 493) is made up of establishments primarily engaged in operating general merchandise, refrigerated and other warehousing and storage facilities. These establishments provide facilities to store goods for customers. They do not take title to the goods they handle. These establishments take responsibility for storing the goods and keeping them secure. They may also provide a range of services, often referred to as logistics services, related to the distribution of a customer's goods. Logistics

services can include labeling, breaking bulk, inventory control and management, light assembly, order entry and fulfillment, packaging, pick and pack, price marking and ticketing and transportation arrangement. The most common occupations are:

- Laborers and Freight, Stock, and Material Movers, Hand (share of industry workforce is 32.4%, median wage is \$41,511, and projected employment change between 2012-2022 is 5.4%);
- General Maintenance and Repair Workers (share of industry workforce is 2.0%, median wage is \$49,577, and projected employment change between 2012-2022 is 8.5%);
- Security Guards (share of industry workforce is 0.9%, median wage is \$36,606, and projected employment change between 2012-2022 is 16.4%);
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners (share of industry workforce is 0.9%, median wage is \$40,138, and projected employment change between 2012-2022 is 9.4%).

North Country Region (Clinton, Essex, Franklin, Hamilton, Jefferson, Lewis and St. Lawrence Counties)

Trade, Transportation, and Utilities - Between 2009 and 2014, employment in the general merchandise stores (NAICS Industry 452) sector fell slightly. However, this industry employs more than 5,000 workers throughout the North Country, and employment is projected to increase by nearly 10 percent over the next few years. The most common occupations are:

- Retail Sales Persons (share of industry workforce is 36.2%, median wage is \$20,610, and projected employment change between 2012-2022 is 6.6%),
- First-Line Supervisors-Managers of Retail Sales Workers (share of industry workforce is 7.9%, median wage is \$34,308, and projected employment change between 2012-2022 is 3.9%);
- First-Line Supervisors-Managers of Office and Administrative Support Workers (share of industry 3.3%, median wage is \$28,948, and projected employment change between 2012-2022 is 8.0%);
- Laborers and Freight, Stock, and Material Movers (share of industry workforce is 3.0%, median wage is \$19,990, and projected employment change between 2012-2022 is 8.8%).

Health Care and Social Assistance - Almost all health care occupations are expected to be in demand over the next decade as the North Country's population continues to age. The health care sectors selected as significant industries are: Ambulatory health care services (NAICS Industry 621) and Hospitals (NAICS Industry 622). Between 2009 and 2014, ambulatory health care services added 600 jobs, a healthy increase of nearly 11 percent, while

hospitals added 200 jobs, an increase of more than 2 percent. Hospitals (\$59,500) and ambulatory health care services (\$49,200) have wage levels above the all-industry average. This is largely a reflection of the mix of occupations in each health care industry.

Leisure and Hospitality - With more than 11,400 workers in 2014, the food services and drinking places (NAICS 722) industry employs the third most workers of any other three-digit NAICS sector of the North Country economy except educational services and public administration. Tourism is the main driver of the food services and drinking places industry. Outdoor recreation is very popular in the Adirondacks and along the major waterways including Lake Ontario, the St. Lawrence River, and Lake Champlain. Average annual wages (\$14,500) are relatively low in this industry because it is characterized by seasonal and part-time workers; however, the food services and drinking places industry provides many employment opportunities for low-skilled workers and youth, especially in the summer, as well as second-job holders. Employment growth in this industry from 2012-2022 in the North Country Region (+7.3%) is expected to be higher than in the overall economy over the next few years.

Southern Tier Region (Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tioga and Tompkins Counties)

Health Care and Social Assistance - Almost all health care occupations are expected to be in demand over the next decade as New York State's population continues to age. The health care sector consists of three main components: Ambulatory health care services (NAICS Industry 621), Hospitals (NAICS Industry 622), and Nursing and residential care facilities (NAICS Industry 623). Of these, hospitals was the only sector to add jobs between 2009 and 2014. Cumulatively, these three industries employed over 33,000 which represent nearly 13 percent of all Southern Tier Region jobs in 2014.

Ambulatory health care services (\$59,300) and hospitals (\$49,200) have wage levels above the all- industry annual average. Annual average wage levels at nursing and residential care facilities (\$32,500) in 2009 were below the statewide annual average (\$43,700). This is largely a reflection of the mix of occupations in each health care industry. In nursing and residential care facilities, for example, the three most common occupations are relatively low-paying. They include nursing assistant, home health aide, and personal care aide.

Manufacturing - The region's food manufacturing (NAICS Industry 311) industry charted a notable 900 - job gain between 2009-2014. This represents an advance of 36 percent which led all regions. Employment gains are anticipated between 2012 and 2022. The average annual wage (\$47,600) was more than the all- industry average annual wage (\$43,700) in 2014.

Machinery manufacturing (NAICS Industry 333) experienced employment growth of 10.3 percent (400 jobs) between 2009-2014. This rate of growth was second among the ten labor market regions in the state. Industry highlights also include above average annual wages (\$60,500).

Transportation and Warehousing - Warehousing and storage (NAICS Industry 493) is part of the broader transportation and warehousing sector. The number of jobs within this sector represents a relatively small amount of total employment regionally, but the breakneck growth rate (150%; 600 jobs) and favorable job outlook deepen this sector's regional imprint.

Western New York Region (Allegany, Cattaraugus, Chautauqua, Erie and Niagara Counties)

Has made a steady comeback from the worst U.S. economic downturn in 75 years. The region has experienced over-the-year private sector job growth every month since April 2010. Since then, the regional economy has added a total of 16,000 private sector jobs, regaining all but 400 jobs lost during the recession.

Wholesale and retail trade sector – These sectors shed 6,700 jobs between April 2008 and April 2009, has experienced a dramatic turnaround in Western New York. Since April 2010, the sector has added back almost 4,000 jobs. In addition, many retailers appear to have regained confidence. Grocery retailers Tops and ALDI, among others, have announced expansions over the past year. Fashion Outlets of Niagara Falls is also looking to expand capacity for 50 additional stores.

Leisure and hospitality sector – These sectors have performed extremely well, adding jobs during both the region's recession and subsequent recovery. This sector provides many entry-level employment opportunities for new entrants into the labor market. The sector has been at or near record high job levels for almost all of 2015.

Manufacturing – This industry has long been the cornerstone of the Western New York economy. However, the last few years have greatly accelerated the changes that have been occurring for decades, as the auto industry in the region significantly downsized. At one point, there was legitimate concern that the industry would no longer exist in the region, since it shed more than 11,000 jobs between 2008 and 2010. However, as the recession ebbed, the industry made a remarkable comeback, adding back 2,300 jobs since April 2010. While smaller than in prior decades, the auto industry remains competitive in Western New York.