



MAY 2010 *Local Government Council*

Community Colleges Align Workforce Development Goals

By Kimberly G. Finnigan, Esq.
Cooper Erving & Savage LLP

On April 27, 2010, the Local Government Council was joined by local community colleges in a lively discussion about the role of community colleges in supplying the workforce pipeline required by GLOBALFOUNDRIES and other companies in the region. Philip White, Dean of the School of Business and School of Engineering and Industrial Technology at Hudson Valley Community College outlined the programs HVCC has developed in collaboration with GLOBALFOUNDRIES. HVCC started a semiconductor manufacturing technician program in 2005 in anticipation of fab construction. It also is building the TEC-SMART campus next to GLOBALFOUNDRIES in an effort to work closely with the company to ensure that students have the right skills to fill the company's needs. GLOBALFOUNDRIES has indicated that nearly two-thirds of their employees will be wafer fab techs. The campus will train 300 to 500 technicians in the next three to five years to work at the plant and for other companies. Dean White

explained that students will also be trained in the soft skills needed for professional success, such as team building, conflict resolution, and business writing.

Dr. Carolyn Curtis, Vice President of Academic Affairs at HVCC, educated the LGC about non-credit programs available through HVCC's Workforce Development Institute, dedicated to providing the Capital District with superior training conducted by professionals working in the field. Programs include a certification program in photovoltaic systems. Also housed at HVCC is The Center for Energy Efficiency and Building Science (CEEBS), which delivers energy efficiency and building science courses at a network of regional learning centers in New York State.

Dr. Greg Truckenmiller, Provost and Vice President of Academic Affairs at Fulton Montgomery Community College, explained that FMCC also offers courses to prepare students for tech jobs in the semiconductor industry. FMCC's Center for Engineering and Technology is a strategic initiative that is directly tied to the goal of supporting economic >>

Economic Development Lessons from the Trenches

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On May 11, 2010, the Local Government Council welcomed Dr. Martin Gillo, Member of Parliament and Former Minister of Economic Affairs, Saxony, Germany; and David Lawrence, Principal at Lawrence Resources, Hillsboro, Oregon, for a discussion about their experiences with

expanding regional technology clusters. Dr. Gillo likened our region's growth to building a new economic eco-system. He emphasized that there must be a commitment to industrial policy in order to take advantage of the opportunities we face. Industrial policy means consciously deciding to fund the future, as opposed to prolonging the life >>

The Local Government Council (LGC) was founded in 1997 to give local government leaders a forum to identify issues of importance to municipalities, to discuss opportunities for regional cooperation and to foster working relationships among local leaders.



Co-Chair
Gerald D. Jennings
Mayor of Albany



Co-Chair
Kathleen M. Jimino
Rensselaer County
Executive

Upcoming LGC Meetings

Speaker: Professor Gerald Benjamin
September 28th 2010 | 11:30am – 1:15
United Way of the Greater Capital Region, Albany

Membership Matters

The Center for Economic Growth (CEG) is a membership-based non-profit economic development organization. All regional municipalities are encouraged to join CEG as members.

Membership ensures CEG has the funding to continue to staff the Local Government Council with topics and presenters that engage and educate the members on key issues, in addition to supporting continued regional growth activities in the II-county region.

For more information or to join, contact Brian Hannafin, Executive Vice President, Business Development and Marketing at CEG at brianh@ceg.org or (518) 465 - 8975 x226.



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growth and workforce development in the region. FMCC is partnering with the University at Albany, a leader in the nanotechnology field, and the college is building a demonstration clean room (available Fall 2010), an automated manufacturing lab and associated equipment such as an atomic force microscope. These initial efforts establish the infrastructure to support not only technical training for industries such as semiconductor manufacturing, but also to enhance instruction in the basic sciences.

Denise Brucker, Acting Dean of Workforce Development, and Penny Haynes, Dean of Academic Affairs, highlighted Schenectady County Community College's workforce development program. SCCC's Office of Workforce Development works with businesses to deliver programs, trainings, and services to meet the ever-changing needs of the community. They work closely with underemployed and unemployed individuals to train them in basic job skills or improve their skill set. They also work with veterans' groups to determine the best way to transition military skills to the employment needs at companies like GLOBALFOUNDRIES and GE. SCCC is also partnering with Shenendehowa High School to find ways to prepare K-12 students for the jobs of the future. As the need for a professional technological skill set continues to increase, students will need better math, science and reading skills.

LGC's speakers and members joined in a discussion about the best ways to get students, parents, teachers, and school districts to understand that

workforce needs are changing, and the education system needs to respond. The push to find local workers has created partnerships among colleges, the state Department of Labor and the Center for Economic Growth, which are encouraging high school students and unemployed people to train for jobs at GLOBALFOUNDRIES.

It is important to take advantage of these opportunities and have community and business leaders speak directly, with a consistent message, to students, guidance counselors, teachers, and parents to underscore the growing importance of science and math skills. Right now there is not enough interest in technology fields, and without the workforce and skills, it will be hard for GLOBALFOUNDRIES and other companies to recruit employees. The message that pursuing a two-year degree is a good choice, especially given the opportunities in our region, needs to be shared not only with schools, but with not-for-profits and community groups. We need to reshape our thinking so that a career is not the end of the line, but rather the beginning. Higher salaries, tuition reimbursement programs, and management training will make technology jobs requiring a two-year degree more attractive to many people in our region – not only recent high school graduates, but underemployed individuals who may need only three or four courses to become lab technicians. □

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of a dinosaur. It is a reality that there are declining industries, and while it is tempting to fund the past, in the long run, our region benefits greatly from funding the future.

Dr. Gillo described industrial policy as a bouquet of flowers held by both government and business. It requires a long-term commitment at a very high level. About eight flowers compose the industrial policy bouquet. First is attraction of large corporations. They are the key to the future because they have the ability to easily invest in the region long-term and are willing to stay the course. After all, it's easier to take a college athlete and create a world class athlete than it is to take someone off the street and attempt to do the same.

Second, continue to find political sponsors. The relationship between business and government is crucial to industrial policy, but there is a fundamental dilemma in terms of the purpose of each – businesses are in the business of achieving results and are driven by performance expectations; government is paid for avoiding mistakes. While these are totally different perspectives with legitimate differences, a partnership is feasible when each side understands its role. It is the government's role to make sure the laws of the land are observed and rules are being applied. The government >>

No Man's Land for Power for Jobs

The state's low-cost power program, Power for Jobs, expired in mid-May after legislators and Gov. David Paterson failed to save it. Expiration of the program ends vital access to cheaper hydropower or cash rebates for about 520 businesses in New York State. New York's energy costs are some of the highest in the country, and many companies are still trying to keep their heads above water, hoping for some relief from the recession. Legislators are trying to agree on a broader, longer term program. □



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wants to be careful. It is business's role to make profits and meet expectations. Business wants to move quickly. This tension can be used to each group's advantage. Government and business can make a deal – government will act as a guide, fast-track businesses through the jungle of regulations, and find exceptions to the rule, as long as businesses in turn make government look good. This may mean overachieving from an environmental standpoint. In the end, this overachievement doesn't cost the business more money, because they were able to get to their money-making phase faster with government cooperation. Everybody wins.

Third, retain local talent and invite the return of those who have left. This involves building and reviving excitement about the technology that's growing here and the future that we're building. We need to challenge our youth and help them develop an interest in technology.

Fourth, in order to retain and create talent, it is our duty to instill pride in where our region is headed and give people a reason to feel passionate. It's easy to underestimate the importance of a sense of identity.

Fifth, find opportunities for competitors to cooperate. Create networks between small- and medium-sized businesses. The key is to network the networks, because smaller companies cannot do that on their own. It is crucial to educate businesses on the value of networking because although these businesses will benefit the most from networking, they are also the most fearful because they are afraid another company will steal their ideas. However, Dr. Gillo has seen it over and over – “coopetition” leads to success because the networks can make a much greater splash together than

on their own. The stronger the alliance, the more competitive our region will be globally.

Sixth, build and align centers of research that allow the economic eco-system to continue to develop. Tech Valley has a head start with its nanotechnology sector. Because it is impossible to produce industrial policy in every area, choose which areas Tech Valley wants to concentrate on, then encourage entrepreneurship and educate new companies about the opportunities available to them.

Seventh, create an infrastructure that allows for high-speed logistics. In order to succeed, it must be easy for companies to do business with the region.

Eighth, have a policy of investment first, consumption second. Dr. Gillo admits this is one of the most difficult aspects of industrial policy because it is tough for government to convince the public that investment in business is often more beneficial to the public than additional spending on certain social services.

David Lawrence, with over thirty years of experience in economic development and government relations, agrees with Dr. Gillo. Mr. Lawrence explained that our region's most critical issue with respect to economic development is how to ensure the region is maximizing its opportunities to site associated businesses and suppliers in the area. Attraction and retention of a commercial base for GLOBALFOUNDRIES is key to keeping money and a workforce in the region.

Mr. Lawrence recommended four concepts to keep our region on course. First, keep it simple. Re-focus on the basics that have made this region successful and work from there. Second, run land use planning like a business. If our government can show companies that we have planned

for them, that there is an infrastructure in place and this is how they will fit in, we will create sustainable business deals. This means straightening out the permitting process in many places. Third, consider how the current economic landscape will affect recruitment of businesses and a viable workforce. For example, failed economics united Hillsboro, Oregon. Employment based on the timber industry dropped from 50% to 3%, and they were forced to reconsider how to run their economy. Fourth, have the courage to insist on the support of GLOBALFOUNDRIES in getting social, public, and political commitment to the ongoing process.

Mr. Lawrence also emphasized the importance of a political superstructure. In order to continue developing the economic eco-system, there needs to be a binding alliance in government so that success or failure is not tied to one incumbent. This will help change the collective “shrug of the shoulders” to an emphatic nod.

Both Dr. Gillo and Mr. Lawrence delivered a central, powerful message – be prepared to dance with the bear as long as the bear wants to dance. In other words, there are very few corporations around the world with prowess equal to GLOBALFOUNDRIES. It is imperative that the region does not take this opportunity for granted. Silicon Valley took its success for granted and ended up driving semiconductor companies to other states. As Mr. Lawrence said, our business, community and education leaders are the gardeners of our economic eco-system and have a responsibility to keep the eco-system alive. □