

Workforce Development Board Herkimer, Madison & Oneida Counties, Inc.



STRATEGIC ACTION PLAN January 2020

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**Workforce Development Board
Herkimer, Madison & Oneida Counties, Inc.**

Strategic Action Plan

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ACKNOWLEDGEMENTS

Thank you to the HMO Board of Directors, Ms. Alice Savino, Executive Director and the HMO staff for their commitment to the process and subsequent ownership of the strategic priorities and implementation action plan to guide their efforts during the next three years.

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HMO Workforce Development Board

Strategic Plan: 2020 – 2022

Executive Summary

Introduction

The Board of Directors and Executive Director, Ms. Alice Savino, of the Workforce Development Board Herkimer, Madison and Oneida Counties, Inc. (HMO) recognized the importance of the organization's role as a driver, primary resource and partner in ensuring a talented and well-trained workforce as an essential ingredient for the long-term economic sustainability of the service area. In 2019, HMO engaged strategic planning and economic development consultants Susan Payne and Margaret Lawrence to facilitate and guide a strategic planning process.

Planning Process

The HMO Workforce Board of Directors and staff were actively engaged in gaining an understanding of today's workforce landscape and the projected challenges. Based on an understanding of the demand and workforce dynamics in the services area, the Board of Directors established mission and vision statements for the organization and also agreed on a set of measurable strategic objectives and an action plan to address the top five strategic priorities. The process provided focus and serves as a guide for the organization's activities in 2020-2022.

Highlights of the Situational Analysis

An analysis of demographics, employment trends, industry sector growth patterns was conducted. This was combined with a review of the organization's strengths, weaknesses, opportunities and threats (SWOT analysis) to identify and agree on the most important issues HMO Workforce should address over the next one to three years.

At the top of the list will be the need to fill 156,833 jobs over the next ten years resulting from a combination of retirements and newly created positions. The issue is further challenged by the ability of the region to attract workers to jobs where the wages are not competitive with other regions in New York State.

These challenges drive the importance of having a strategic plan in place designed to provide key support services, effective communication with employers and members of the labor force, and collaboration with partners to continue a focus on education and training in key career paths for the current and future workforce.

Top Issues Identified by Employers

- Pool of skilled workforce at all levels due to aging of the population and a shrinking labor force.
- High level of competition for skilled workers.
- Lack of soft skills, work ethic and technical skills to meet current need.
- Demand for higher salaries due to the high rate of competition for skilled workers.
- Inadequate public transportation and childcare services for workers.

HMO Workforce Development Board
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MISSION AND VISION STATEMENTS

Through the strategic planning process, the Board confirmed a clear and concise statement of the purpose of the organization, agreed on a vision and used the analysis of data and information about challenges and opportunities to develop five data driven strategic objectives that will enhance the organization’s ability to effectively prepare workers to meet employment needs.

Mission

The Workforce Development Board of Herkimer-Madison-Oneida counties serves as the leader for workforce development programs and services, and as a regional partner, creating impactful strategies to meet the region’s immediate and long-term workforce needs and economic development priorities.

Vision: 2020-2022

The Workforce Development Board of Herkimer – Madison – Oneida counties is a leader, a catalyst and a strategic partner focused on developing a skilled and qualified workforce.

HMO Workforce Development Board
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Strategic Priorities: 2020-2022

1. Increase visibility and awareness of HMO's role and value among the labor force, employers, key stakeholder groups and the broader community.

2. Work with employers to meet their immediate needs for qualified and productive workers.

3. Increase the number of workers who utilize and benefit from HMO Workforce programs and services.

4. Take a leadership role in working with employers and stakeholders to effectively meet the long-term workforce needs in support of the region's economic development strategies.

5. Strengthen internal capacity to achieve these strategic priorities.



HMO Workforce Development Board Strategic Plan: 2020 – 2022 Executive Summary

Implementation Action Plan

1. Increase visibility and awareness of Workforce HMO's role and value among the labor force, employers, key stakeholder groups and the broader community.

1.1 Develop a common brand to be used across the organization that is recognizable to employers, workers and those considering employment.

1.2 Develop a communication and promotion program designed to increase both broad awareness in the service area, as well as, accessibility to workforce programs and services among employers, and unemployed and underemployed persons. Basic elements should include:

1.2.a. Update the website and include links to partnering agencies.

1.2.b. Utilize a broad range of communication channels including social media, print, tv and radio. For example:

- Post updates on program and services on social media sites such as Instagram and Twitter.
- Advertise on social media sites such as LinkedIn, Facebook and Craigslist, and websites such as <https://www.indeed.com/jobs?q=&l=herkimer%2C+ny>
- Create YouTube videos featuring people who have secured interesting jobs.
- Send email blasts of accomplishments and new programs.
- Promote interviews with board members and/or staff on local radio and TV stations.
- Work with TV and radio news stations to feature "success stories" of people who have used HMO Workforce programs/services.

2. Work with employers to meet their immediate needs for qualified and productive workers.

2.1. Provide employers with information and tools on the best ways to find and attract prospective workers with job opportunities.

2.2. Conduct partner and employer satisfaction surveys to ensure immediate and long-term needs are met or will be addressed.

2.3. Provide additional business services representation to area employers to increase favorable employee/job matching outcomes.

2.4. Assist employers with re-evaluating skills and experience requirements by position to expand and align the potential workforce pool.

3. Increase the number of workers who utilize and benefit from Workforce HMO programs and services.

- 3.1. Target the labor force audience using a continuum of messages via multiple communication channels, including both digital and virtual.
- 3.2. Conduct non-traditional job fairs such as partnering with companies to host picnics or virtual career fairs.
- 3.3. Partner with employers to develop virtual 60-minute bootcamps on select jobs. Share video links via social media such as YouTube, Instagram, Facebook, Snapchat, and Twitter.
- 3.4. Actively reach out to people engaged in the social services pipeline and underemployed persons who could benefit from HMO's programs and services.
- 3.5. Engage and provide support services and skill development to discouraged populations to aid in their entry or re-entry into the workforce and career progression. For example:
 - Identify and address barriers before initiating job search.
 - Focus on the growing importance of soft skills and strong work ethic.
 - Establish work and life mentoring relationships.

4. Take a leadership role in working with employers and stakeholders to effectively meet the long-term workforce needs in support of the region's economic development strategies.

- 4.1. Develop and strengthen partnerships/collaborations critical to success, particularly employers, economic development agencies, chambers of commerce and providers of education and support services.
- 4.2. Take a leadership role in bringing together partners to create a well-coordinated and data-driven workforce pipeline strategy that provides clear pathways for members of the workforce to secure services, gain skills training and education, and pursue a career.
- 4.3. Use real-time data and employer input to maintain a constant understanding of the Supply-side and Demand-side of the workforce issues.
- 4.4. Support education, workforce and economic development partners to develop a K-12 pipeline strategy.

5. Strengthen internal capacity to achieve these strategic priorities.

- 5.1. Use real-time data and employer input to maintain a constant understanding of the supply-side and demand-side of the workforce issues.
- 5.2. Be data-driven in determining annual priorities and allocation of resources.
- 5.3. Direct staff resources to support strategies.

HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

BACKGROUND

The Workforce Development Board Herkimer, Madison and Oneida Counties, Inc., referred to as HMO WDB, is a not-for-profit corporation, established by and certified by the Governor of New York State, pursuant to the Workforce Innovation and Opportunity Act of 2014.

Workforce Development Boards (WDB) are part of the Public Workforce System, a network of federal, state, and local offices that support economic expansion and develop the talent of the nation's workforce. State and local WDBs serve as connectors between the U.S. Department of Labor and more than 2,500 local American Job Centers that deliver services to workers and employers.

The HMO WDB is a not-for-profit organization with a board representing business, education and the community. It sets regional workforce development strategy for the 20-partner Working Solutions consortium, which operates four Working Solutions Centers in Rome, Utica, Oneida and Herkimer. It is a consortium of state and local agencies, including the Department of Labor, Colleges, BOCES, Chambers of Commerce, Job Corps, and social service agencies across the three counties for employers and members of the workforce.

HMO WDB has an outstanding record of success in developing a demand-driven workforce system, through meeting its federal performance outcomes. The staff work with employers in all three counties to provide Customized Training and On-the-Job Training for eligible workers. The HMO is a pioneer in implementing the National Information Technology Apprenticeship System (NITAS), and its health care efforts were honored with a 2004 One-Stop Collaboration Award from the U.S. Dept. of Labor, Region 1, for One-Stop/Business Collaboration.

The Career Resources provided by HMO WDB include:

- One-stop Career Centers
- On the job training
- Job Market Information
- Apprenticeship Programs
- Career Pathways Program
- Job search skills and tasks

HMO also is at the hub of a network of resources. Its staff work every day to link employers with workers, and workers with the resources they need to secure employment and develop their careers. Examples of assistance include the following.

Assistance to Employers

- Recruit employees.
- Find grants and train workers.
- Strengthen your work force.
- Access labor market information.
- Create custom employment solutions.

Assistance to Job Seekers

- Interview Skills.
- Job-search tasks including resumes, search strategies and career planning.
- Access to training grants, education and other ways to improve skills.

HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

In 2019, the Workforce Development Board Herkimer, Madison and Oneida Counties, Inc. Board of Directors decided to undertake a planning process to strategically guide the organization's focus and activities during the period 2020-2022. This document includes a summary of the strategic planning process, analysis of the situation, updated mission and vision statements, strategic priorities, and an implementation action plan.



Commitment to the Strategic Planning Process

Throughout the planning process the board of directors and staff were pragmatic and committed to:

1. Understanding the workforce development landscape today and anticipated dynamics for the future.
2. Identifying the major internal and external challenges and opportunities expected in the next 3-5 years.
3. Agreeing on a mission statement that clearly and concisely defines the purpose of HMO.
4. Establishing a realistic vision to achieve in the next 2-3 years.
5. Setting measurable strategic objectives to address each major issue.
6. Developing an action plan designed to achieve each strategic priority.

HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

STRATEGIC PLANNING PROCESS

The Board of Directors and Executive Director, Ms. Alice Savino, of the Workforce Development Board of Herkimer, Madison and Oneida Counties (HMO) recognized the importance of the organization's role as a driver, primary resource and partner in ensuring a talented and well-trained workforce as an essential ingredient of the long-term economic sustainability of its service area.

The HMO engaged strategic and economic development consultants Susan Payne and Margaret Lawrence to facilitate and guide the strategic planning process.

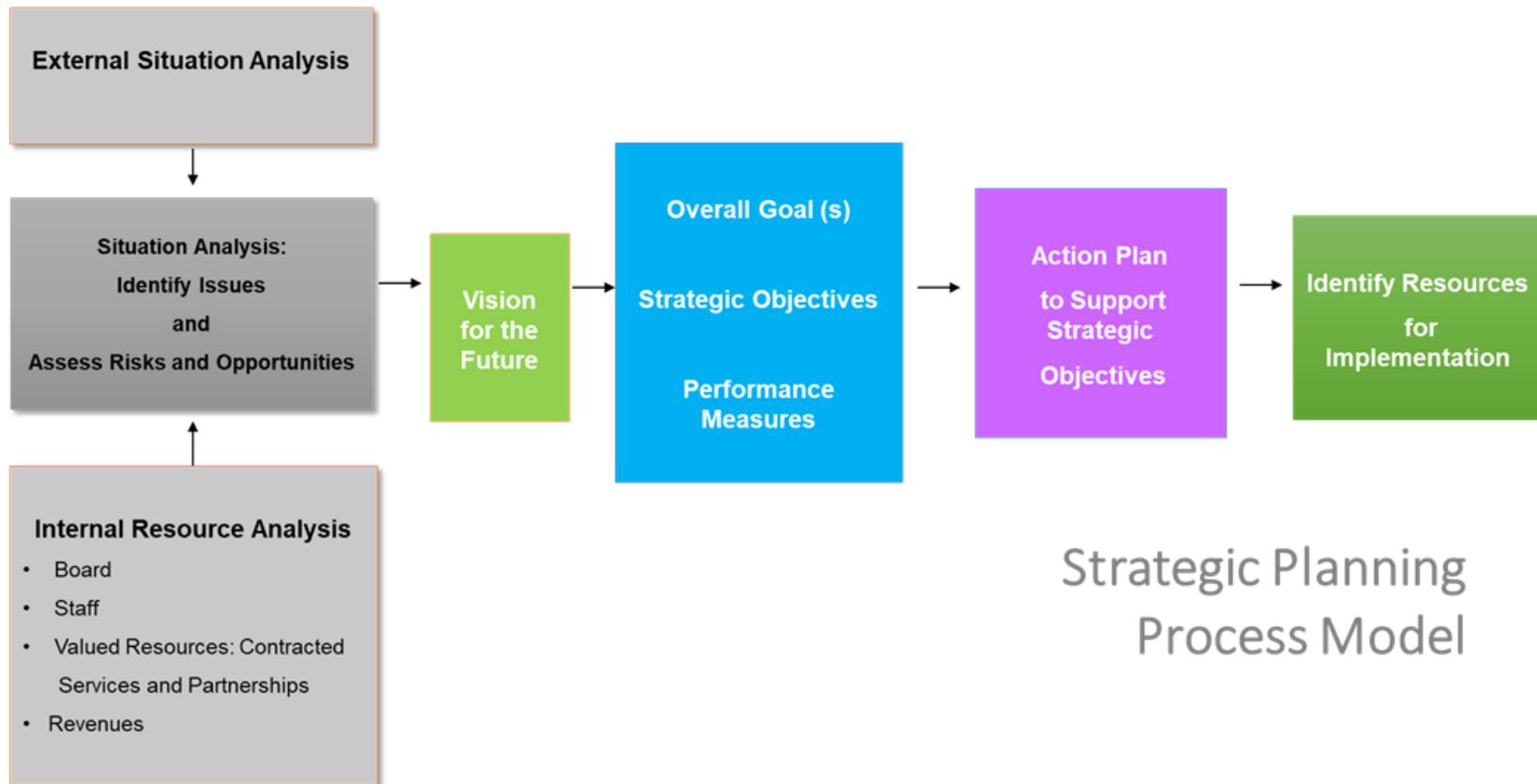


The HMO Staff and Board of Directors each participated in two half-day sessions with the goal to clearly and succinctly state the organization's mission, establish a vision for the future and set measurable strategic objectives to be pursued over the next three years.

1. Clear understanding of the workforce development landscape today and in the future.
2. Agree on challenges and opportunities based on data, staff insights and employers' needs.
3. Agree on the purpose of HMO in the future.
4. Establish a vision for the next 3 years.
5. Agree on the top issues to be addressed in a Strategic Demand-Driven Framework and establish measurable strategic objectives to address each major issue.
6. Develop an implementation action plan.

HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

The consulting team guided the HMO Board and staff through the key steps of the strategic planning process, which began with an assessment of the internal and external issues impacting HMO and opportunities to play a critical role in meeting the workforce needs of the business community.



Strategic Planning
Process Model

SITUATION ANALYSIS

It was important to gain an understanding of the workforce landscape, key challenges being faced by employers and prospective worker, and HMO's image and level of visibility.

These questions were explored.



- How is the region's future economic development trends and strategies expected to change in terms employer and industry mix; and what is the impact on HMO's role?
- What are the major employment sectors?
- What are expected shifts in the industry clusters that are shrinking or growing?
- What is the projected level of replacement in key various industry sectors needed to fill vacancies left by an aging workforce?
- How will it impact the long-term workforce needs of the employers in the region and HMO's ability to be an effective partner?
- What are the education and skill levels among members of the workforce?
- Is the workforce demand being met with the current pool of workers – If not, why not?
- Who and what agencies are essential to collaborate/partner with to achieve HMO's mission; e.g., BOCES, community colleges, etc.?
- What are other partners and their relationships with HMO? (Chambers of Commerce, Industrial Development Agencies (IDAs), the Regional Workforce Development Task Force, and others.)
- Is HMO considered a valued partner in the region?
- Are there emerging opportunities that would enable HMO to more effectively meet the needs of the employers and strengthen the workforce?
- What are the major challenges to members of the workforce: childcare, transportation, major skills gap and language barriers?
- What is HMO's image and level of visibility in the broader community and among its clients, employers and partners?

The Workforce Landscape

The labor supply conditions are a result of the converging effects of population losses including out-migration, an aging and shrinking labor force, and demand for workers with new skill sets. Both recruitment to fill new jobs and the need to fill replacement positions are quickly becoming critical issues for many employers.

1. Population in Herkimer, Madison and Oneida Counties is declining annually at the rate of -.03%.
2. The 2019 unemployment in the HMO region was higher than the national rate of 3.175% and New York State rate of 3.6%: Herkimer: 5.1%, Madison: 3.7% and Oneida: 3.7%.
3. The Labor Force Participation Rate in Herkimer-Madison-Oneida (HMO area) Counties is 58.9% as compared to 63.2% in New York State and the United States.
4. The labor force is shrinking in prime age groups (25 – 54 years) which impacts and creates issues for attracting and retaining production workers, technical professionals and healthcare workers.
5. The workforce is aging. The median age is 41.5 years, as compared to New York State at 38.4 years, and 49% of the workforce are over the age of 48%.
6. The annual wage increases in the HMO area lags New York State: 3.8% vs. 5.2%.
7. 20% of Utica's population is foreign born.
8. Approximately 50% of occupations require either a higher education degree or technical skills level training, increasing the retention and recruitment challenge.
9. There continues to be an abundance of middle skill job openings in health care and educational services and a need to address demand for new skills in the manufacturing sector and growing sectors such as life sciences and cyber security.
10. The concentration of occupations today and the demand in the next decade for workers is predominately in healthcare, education services, manufacturing and social assistance. Coupled with the fact that many of these jobs currently pay \$33,000 or less, make it difficult to attract and retain workers.

Chronic Issues

Several workforce issues in Herkimer, Madison and Oneida Counties are chronic:

- Employers are challenged with their ability to fill new jobs as well as replace existing vacant positions due to aging workers and an overall shrinking labor force.
- There is an anticipated need to fill 156,833 jobs overall the next 10 years resulting from a combination of retirements and newly created positions.
- Attracting workers to jobs where the wages are not competitive with other regions in NYS continues to be a challenge.
- Long-term training and career pathways need to be the focus going forward to enhance skills and reduce turnover.
- Childcare and transportation issues will continue to be major challenges for members of the labor force.

HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

The situation analysis informed the planning process by identifying the education and healthcare sectors as being the dominate employers in the three-county industry mix (see Appendix A).

There continues to be an abundance of middle skill job openings in Health Care and a need to address demand for new skills in the advanced manufacturing sector and growing sectors such as life sciences and cyber security.

The Situation Analysis revealed demand for workforce in the next ten years would be most serious in the healthcare sector, with need to fill nearly 3,600 jobs ranging from RNs to Personal Care Aides and Nursing Assistants. Another large job cluster that will require significant infusion of workers is hospitality and food service with 1,200 janitorial and housekeeper positions and 4,525 food service workers (see Appendix C for detail by occupation).

Further, the participants learned that approximately 50% of occupations in all industry sectors require either a higher education degree or technical skills level training, increasing the retention and recruitment challenge.

In terms of education attainment, the HMO workforce exceeds the NYS average for high school diploma, some college and associate’s degrees; however, it falls short in bachelor’s degree and education at the graduate level (see Appendix B).



Industry Sector	Employees
Healthcare	22,025
Educational Services	17,787
Food Services and Drinking Places	10,394
Manufacturing	9,723
Social Assistance	9,192
General Merchandising and Food and Beverage Stores	6,748
Executive, Legislative, and Other General Government Support	6,508
Accommodations	5,431
Professional, Scientific and Technical Services	5,014

Benefits and Opportunities to Leverage



HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

- Leverage programs and services such as the empowered Pathways program.
- Opportunity to use labor market data and continued collaboration with education systems, economic development agencies in HMO region and other stakeholder organizations to make proactive and informed decisions about priorities and allocation of resources.
- Increasing number of on-line courses available at BOCES and higher education institutions.
- Strong relationships with resources ranging from social services agencies to Chambers of Commerce and economic development agencies.
- Limited resources for growing demand for programs and services such as job fairs creates an opportunity to look at non-traditional job fairs and employer sponsored bootcamps.
- Employers may be willing to consider reevaluating required skills and experience for applicants.
- Changing the way employers recruit employees will require a high level of interaction and communication.
- Collaboration with employers is important, one-on-one time with HMO staff yields favorable results.
- Mohawk Valley Community College is responsive to the needs of employers, need to continue to capitalize on this resource.
- Mohawk Valley Community College offers apprenticeship program, this is viewed as a program with high potential and has the potential to expand.
- Increase awareness of career opportunities in the Trades (electrical and welding were noted).
- Local law enforcement is connecting with high school students to encourage a career pathway in this field.
- Outreach to area K-12 schools to plant the seed as early as the fourth grade of career opportunities and pathways.

Barriers and Challenges to Overcome



HMO Workforce Development Board Strategic Action Plan: 2020 – 2022

- Increasing number of workers who will be retiring in the next five years, particularly in manufacturing, healthcare and education.
- Employer demand exceeds the number of qualified people actively engaged in the workforce.
- Many of the current job openings in healthcare require certifications. The job requirements and compensation are disproportionate, making retention difficult.
- Employers competing for the same pool of workers.
- Employer needs for “job ready” workers, while also understanding the challenges faced by persons entering or re-entering the workforce.
- Employers reducing FTEs by changing to part-time positions to avoid having to pay benefits.
- Short term training options are offered to enable workers to enter the workforce. Long-term training and career pathways need to be the focus going forward to enhance skills and reduce turnover.
- Lack of financial assistance for persons attending BOCES.
- Fear of substantial debt deters interest in an advanced education.
- Strong BOCES, but difficulty finding qualified instructors.
- Lack of adequate public transportation and childcare services. No major employers offer support or childcare programs. Transportation in the evenings, and on weekends and rural areas of the region is lacking.
- Unemployed workers with a criminal record are hard to place.
- Workers may have professional skills, however many lack work ethic and soft skills to meet employers’ expectations.
- Need to increase the HMO’s visibility and employer knowledge about programs and services.
- Growing number of people interested in working from home.

MISSION and VISION

The Workforce Development Board Herkimer, Madison and Oneida Counties, Inc. Board of Directors adopted updated mission and vision statements. These statements form a foundation for the organization's pursuit of its strategic objectives and priorities over the next three years.



The mission statement is a clear and concise statement of HMO's purpose and why the organization exists.

The vision statement outlines the board's aspiration for what HMO will be recognized for in the future; specifically, the period 2020-2022.



Mission

The Workforce Development Board of Herkimer-Madison-Oneida counties serves as the leader for workforce development programs and services, and as a regional partner, creating impactful strategies to meet the region's immediate and long-term workforce needs and economic development priorities.

Vision

The Workforce Development Board of Herkimer – Madison – Oneida counties is a leader, a catalyst and a strategic partner focused on developing a skilled and qualified workforce.

STRATEGIC PRIORITIES



The Workforce Development Board Herkimer, Madison and Oneida Counties, Inc. Board of Directors and staff worked closely with the consulting team to craft a realistic and measurable set of strategic priorities designed to effectively achieve HMO Workforce’s mission and vision over the next three years.

Strategic Priority 1. Increase visibility and awareness of Workforce HMO’s role and value among the labor force, employers, key stakeholder groups and the broader community.

Strategic Priority 2. Work with employers to meet their immediate needs for qualified and productive workers.

Strategic Priority 3. Increase the number of workers who utilize and benefit from the Workforce HMO programs and services.

Strategic Priority 4. Take a leadership role in working with employers and stakeholders to effectively meet the long-term workforce needs in support of the region’s economic development strategies.

Strategic Priority 5. Strengthen internal capacity to achieve these strategic priorities.

Principles to Guide the Process to Establish Strategic Priorities

The process to develop the strategic priorities took into consideration the following principles.

- **Support and advance:** Make certain the priorities support the Mission and will advance the Vision.
- **Limit strategic priorities:** Limit the number to 4-5 that are concrete and focus on what matters most.
- **Realistic timeframe:** Focus on what can be reasonably accomplished within a 2-3-year timeframe.
- **Pull toward:** Focus on positioning HMO to succeed in the future, and not reinforce efforts that failed in the past.
- **Make the hard calls:** Tackle head-on the most consequential and difficult issues facing the organization.
- **Provide concrete guidance:** Use the strategic priorities to decide what to focus on, what not to do, and what to stop doing.
- **Align the Board and staff:** Provide a framework for how the organization as a whole will succeed.

HMO Workforce Development Board

Strategic Action Plan: 2020 – 2022

IMPLEMENTATION ACTION PLAN

The HMO Board of Directors and staff worked closely with the consulting team to identify essential, measurable action items designed to support the mission and advance the vision, while creating alignment and elevating the visibility of the organization.

1. Increase visibility and awareness of Workforce HMO's role and value among the labor force, employers, key stakeholder groups and the broader community.

1.2 Develop a common brand to be used across the organization that is recognizable to employers, workers and those considering employment.

1.2 Develop a communication and promotion program designed to increase both broad awareness in the service area, as well as, accessibility to workforce programs and services among employers, and unemployed and underemployed persons. Basic elements should include:

1.2.a. Update the website and include links to partnering agencies.

1.2.b. Utilize a broad range of communication channels including social media, print, tv and radio. For example:

- Post updates on programs and services on social media sites such as Instagram and Twitter.
- Advertise on social media sites such as LinkedIn, Facebook and Craigslist, and websites such as <https://www.indeed.com/jobs?q=&l=herkimer%2C+ny>
- Create YouTube videos featuring people who have secured interesting jobs.
- Send email blasts of accomplishments and new programs.
- Promote interviews with board members and/or staff on local radio and TV stations.
- Work with TV and radio news stations to feature “success stories” of people who have used HMO programs/services.

2. Work with employers to meet their immediate needs for qualified and productive workers.

2.1. Provide employers with information and tools on the best ways to find and attract prospective workers with job opportunities.

2.2. Conduct partner and employer satisfaction surveys to ensure immediate and long-term needs are met or will be addressed.

2.3. Provide additional business services representation to area employers to increase favorable employee/job matching outcomes.

2.4. Assist employers with re-evaluating skills and experience requirements by position to expand and align the potential workforce pool.

3. Increase the number of workers who utilize and benefit from Workforce HMO programs and services.

- 3.1. Target the labor force audience using a continuum of messages via multiple communication channels, including both digital and virtual.
- 3.2. Conduct non-traditional job fairs such as partnering with companies to host picnics or virtual career fairs.
- 3.3. Partner with employers to develop virtual 60-minute bootcamps on select jobs. Share video links via social media such as YouTube, Instagram, Facebook, Snapchat, and Twitter.
- 3.4. Actively reach out to people engaged in the social services pipeline and underemployed persons who could benefit from HMO's programs and services.
- 3.5. Engage and provide support services and skill development to discouraged populations to aid in their entry or re-entry into the workforce and career progression. For example:
 - Identify and address barriers before initiating job search.
 - Focus on the growing importance of soft skills and strong work ethic.
 - Establish work and life mentoring relationships.

4. Take a leadership role in working with employers and stakeholders to effectively meet the long-term workforce needs in support of the region's economic development strategies.

- 4.1. Develop and strengthen partnerships/collaborations critical to success, particularly employers, economic development agencies, chambers of commerce and providers of education and support services.
- 4.2. Take a leadership role in bringing together partners to create a well-coordinated and data-driven workforce pipeline strategy that provides clear pathways for members of the workforce to secure services, gain skills training and education, and pursue a career.
- 4.3. Use real-time data and employer input to maintain a constant understanding of the Supply-side and Demand-side of the workforce issues.
- 4.4. Support education, workforce and economic development partners to develop a K-12 pipeline strategy.

5. Strengthen internal capacity to achieve these strategic priorities.

- 5.1. Use real-time data and employer input to maintain a constant understanding of the supply-side and demand-side of the workforce issues.
- 5.2. Be data-driven in determining annual priorities and allocation of resources.
- 5.3. Direct staff resources to support strategies.

METRICS AND PERFORMANCE MEASURES

1. Increase visibility and awareness of Workforce HMO's role and value among the labor force, employers, key stakeholder groups and the broader community.

Measures:

- ✓ Increased number of visits to HMO website www.working-solutions.org by 50%.
- ✓ Doubled the number of followers on social media platforms.
- ✓ Increased email distribution list by 50%.

2. Work with employers to meet their immediate needs for qualified and productive workers.

Measures:

- ✓ Increased annual employer satisfaction survey participation rate by 20 - 25 employers annually.
- ✓ Conducted a minimum of three meetings with each employer annually.

3. Increase the number of workers who utilize and benefit from Workforce HMO programs and services.

Measures:

- ✓ Annual participation rate in non-traditional job fairs, boot camps and training programs increased by 25%.
- ✓ Job placement increased by 25%.

4. Take a leadership role in working with employers and stakeholders to effectively meet the long-term workforce needs in support of the region's economic development strategies.

Measures:

- ✓ Number of apprenticeship and internships in area businesses increased by 25%.
- ✓ Number of vacant job postings is reduced by 20%.

5. Strengthen internal capacity to achieve these strategic priorities.

Measures:

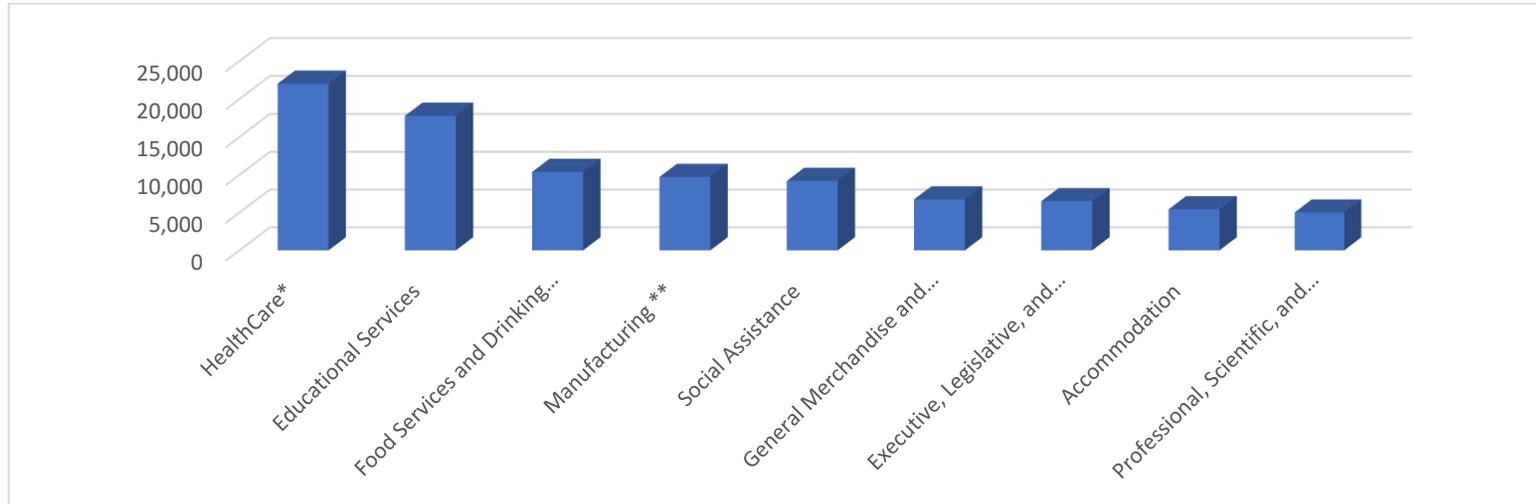
- ✓ Success is achieved when the organization's resources are aligned and strategically allocated to meet the strategic priorities.

SOURCES

- HMO Corporate Bylaws (updated 2014).
- HMO Active Contract List.
- HMO Annual budgets: 2018 and 2019.
- HMO Audited financial statements: 2017 and 2018.
- HMO List of partner organizations.
- HMO Local Workforce Development Area WIOA Primary Indicators Performance Report Program Year (PY) 2017.
- HMO Local Workforce Development Area WIOA Primary Indicators Performance Report Program Year (PY) 2018.
- Chmura's JobsEQ Industry Snapshot HMO WDA. Q1. 2019.
- Chmura's JobsEQ Current Demographics HMO WDA Q1. 2019.
- Chmura's Jobs EQ Occupation Snapshot HMO WDA. Q1. 2019.
- Cornell Program on Applied Demographics.
- New York State Department of Labor, Bureau of Labor Statistics.
- New York State Data Center, Labor Force Demographics.
- NYS Regional Economic Development Council Reports for 2017 and 2018: Central New York Region and Mohawk Valley Region.

APPENDICIES

Appendix A. Employment by Major Workforce Sector in HMO Region



Source: Chmura Jobs EQ. Third Quarter 2019

Appendix B. Education Levels Among Residents of the HMO Region

Education Level	Herkimer- Madison- Oneida	NYS	USA
No High School Diploma	9.8%	12.0%	11.4%
High School Diploma	32.1%	24.6%	26.0%
Some College	19.1%	16.4%	21.2%
Associate's Degree	13.7%	9.5%	9.0%
Bachelor's Degree	15.1%	21.9%	20.5%
Graduate Degree or Higher	<u>10.2%</u>	<u>15.7%</u>	<u>11.8%</u>
	100%	100%	100%

Source: Chmura Jobs EQ. Third Quarter 2019

Appendix C. Employment in 2019 and 10-Year Replacement Demand by Occupation

Occupation	Employ	Avg Ann Wages	Demand in 10 years
Personal Care Aides	5,815	\$25,000	10,526
Home Health Aides	2,296	\$32,900	3,411
Nursing Assistants	2,411	\$28,800	2,445
Registered Nurses	2,987	\$67,000	1,457
Food Preparation and Serving Workers	3,421	\$24,500	6,315
Cashiers	3,754	\$24,000	6,185
Retail Salespersons	4,342	\$27,400	5,688
Waiters and Waitresses	2,494	\$30,000	4,375
Janitors and Cleaners	2,632	\$28,100	3,128
Office Clerks, General	2,552	\$31,700	2,476
Secretaries and Administrative Assistants	2,277	\$36,100	1,835
Stock Clerks and Order Fillers	1,987	\$28,400	2,337
Teacher Assistants	2,111	\$26,100	2,013
Laborers and Freight, Stock, and Material Movers	2,201	\$28,100	2,928

Source: Chmura Jobs EQ. Third Quarter 2019