

Workforce Development Board Herkimer, Madison & Oneida, Inc.

Local Plan

July 1, 2021 – June 30, 2025

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Strategic Planning Elements

Local Workforce Development Areas (LWDAs) and Regional Demand Lists are now maintained [online](#). Changes to the Demand Lists can be made by following the directions on the webpage.

I attest that the priority ranked list of the LWDA's demand occupations was last updated on [specify date in the text box below].

May 14, 2021

How is this information shared with the Local Workforce Development Board (LWDB)? What was the last date on which it was shared?

Information is shared with the board during regular board meetings. The last date on which it was shared was May 14, 2021.

a. Provide an analysis of regional economic conditions, including:

i. Existing and emerging in-demand sectors and occupations; and

According to the Workforce Development Board Herkimer, Madison & Oneida Counties, Inc. Strategic Action Plan 2020-2022, existing in-demand sectors for the region include healthcare, education services, manufacturing, social assistance, and hospitality and food services. As for emerging in-demand sectors, they include call centers, and CREE high tech advanced manufacturing.

ii. The employment needs of businesses in those sectors and occupations.

Some of the top issues identified by employers in the HMO Strategic Action Plan were:

- 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.

b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

Across the board employers are reporting that the greatest weakness, beyond the lack of access to a large and diverse local talent pool, is that current applicants lack soft skills and

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work ethic, have unrealistic expectations for the job including wages and hours, and lack technical skills including basic computer, math, and reading skills.

Additionally, some chronic issues that were found is that 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 in 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 also 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 a major challenge for members of the labor force as well.

c. Provide an analysis of the regional workforce, including:

i. Current labor force employment and unemployment numbers;

According to the New York State Department of Labor, the unemployment rate in the Utica-Rome Metropolitan Statistical Area (MSA) increased from 5.1% in March 2020 to 7% in March 2021. The unemployment rate fell from 7.8% in February.

For the 12-month period ending March 2021, the nonfarm job count in the Utica-Rome MSA decreased 8,500, or 6.8%, to 117,400. Private sector employment fell 5,900, or 6.3%, to 87,800.

Natural resources, mining and construction (+100) gained jobs over-the-year. Job losses were posted in: education and health services (-2,600), government (-2,600), leisure and hospitality (-1,500), manufacturing (-800), other services (-700), trade, transportation and utilities (-200), information (-100), and professional and business services (-100).

Additionally, the unemployment rates by County are:

Herkimer County: Unemployment in March 2020 was 9.4%, in February 2021 it was at 8.9% and by March 2021 it had fallen to 8.3%.

Madison County: Unemployment in March 2020 was 5.5%, in February 2021 it was at 7% and by March 2021 it had fallen to 6.3%

Oneida County: Unemployment in March 2020 was 4.9%, in February 2021 it was at 7.5% and by March 2021 it had fallen to 6.7 percent.

ii. Information on any trends in the labor market; and

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The workforce in Herkimer, Madison, and Oneida Counties is greying, and many people are starting to retire. There is not a ready and trained workforce to fill these positions. Most positions now require a high school diploma or more and that number is predicted to grow. Even entry level positions in distribution centers require technical skills such as computer skills. Additionally, most positions require the use of soft skills such as communicating in the workplace, team work, ability to work independently, and time and attendance. There is also a loss in the population of younger people who leave the area to attend college and do not return.

Additionally, the HMO Strategic Action Plan summarized the Workforce Landscape with the following information:

Population in Herkimer, Madison and Oneida Counties is declining annually at the rate of -.03%.

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%.

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.

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.

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%.

The annual wage increases in the HMO area lags New York State: 3.8% vs. 5.2%.

20% of Utica's population is foreign born.

Approximately 50% of occupations require either a higher education degree or technical skills level training, increasing the retention and recruitment challenge.

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.

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.

The HMO Workforce Strategic Plan Situation Analysis identified the education and healthcare sectors as being the dominate employers in the three-county industry mix.

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.

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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.

- iii. Educational and skill levels of the workforce in the region, including individuals with barriers to employment.

According to the HMO Workforce Strategic Plan, 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.

- d. Provide an analysis of workforce development activities, including education and training, in the region.

- i. Identify strengths and weaknesses of these workforce development activities.

The HMO workforce development initiatives are particularly strong in the focus on being responsive to local employer needs. By promoting training programs, based on in-demand occupations in the region, the HMO workforce development board ensures that it is devoting its resources to provide training that will prepare job seekers for those occupations area employers have a need for. Since the pandemic began, HMO Workforce was able to continue supporting jobseekers by offering virtual options for services, such as online skills training and job fairs. Additionally, our area includes two community colleges, one SUNY school, and two private colleges. In addition we also have several BOCES (Boards of Cooperative Education Services) programs. All have strong educational programs, many of which can be customized to meet local employer needs.

Although all the education and training providers have strong links with local industries, the primary weakness is the need for a "critical mass" of trainees to make the customization of training programs profitable for the training providers. The Workforce Development Institute is a strong partner in providing funding for many of these customized training programs.

Additional weaknesses found by the HMO Workforce Strategic Action Plan identifies the following barriers and challenges to overcome:

- 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.

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- 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.

- ii. Does the local area have the capacity to address the education and skill needs of the local workforce, including individuals with barriers to employment, and the employment needs of businesses? Please explain.

The local area does have the capacity to address the education and skill needs of the local workforce. The area has four Working Solutions career centers that offer comprehensive services to job seekers, including: assessment, career counseling, skills training, job placement, follow-up services, and more. The HMO Workforce Development Board is committed to working with all job seekers, including those identified as having barriers to employment (such as limited English proficiency or literacy, disability, skills gaps, and ex-offender status) to plan the services best suited to their individual needs and provide access to partner resources. These services are provided directly at the One Stop career centers by workers responsive to individual needs. Additionally, program partners will work together to implement and monitor services for individuals with barriers to employment, public assistance recipients, other low-income individuals, veterans and eligible spouses of veterans, and individuals who are basic skills deficient.

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- e. Describe the LWDB’s strategic vision and goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

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. The vision of Working Solutions of Herkimer, Madison and Oneida counties is to provide high quality services to all businesses and job seekers. Our goal is to develop a first-rate workforce and serve our customers efficiently by focusing on meeting their needs. We provide a wide range of services aimed at addressing the broadest needs of our customers.

- i. How do the local area’s workforce development programs, including programs provided by partner agencies, support this strategic vision?

The local area’s workforce development programs attempt to address the strategic vision of the area by concentrating on programs and initiatives that provide job seekers with the skills and abilities that employers are looking for. The HMO Development Board actively promotes and supports programs that provide basic skills training, occupational training in career pathways, and so much more. Additionally, the HMO Development Board continues to develop sector partnerships with local employers and training facilities to identify opportunities for training that supports local business needs.

According to the HMO Workforce 2020-2022 Strategic Action Plan, benefits and opportunities to leverage include: 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.

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- ii. How will the local area, working with the entities that carry out the core programs, align available resources to achieve the strategic vision and goals?

The HMO Workforce Development Board also continues to expand its outreach efforts to participants to make them aware of all of the career services, income supports, and other services available through a connection with our four One-Stop career centers. An important goal of the HMO Workforce Development Board, as part of its support of individuals seeking training or employment assistance, is to provide services that will allow them to accept and maintain living-wage employment. Services include: job development, job posting, job match and referral, labor market information, as well as other employment support services. The HMO Workforce Development Board will also promote and incentivize the use of On-the-Job-Training (OJT) strategies and work with businesses to identify how such strategies could be modified to increase use, especially for individuals facing barriers to employment.

- f. Describe the LWDB’s goals relating to performance accountabilities measures. How do these measures support regional economic growth and self-sufficiency?

The HMO Workforce Development Board's Working Solutions System strives to provide exemplary services to jobseekers and business customers, alike. The Board currently uses or is in the process of developing additional instruments to measure areas such as jobseeker and business customer satisfaction, continuing improvement of quality and relevant services at a time of reduced funding, and a focus on training and job placement in career pathways reflecting local and regional priority demand occupations that will lead to quality jobs and financial independence for jobseekers and a quality workforce for our businesses.

Local Workforce Development System

- a. Identify the programs, whether provided by the Career Center or any partners, that are a part of the local area’s workforce development system, including:

- i. Core programs;

Six WIOA Core Programs provide services through the Comprehensive Centers. They are: WIOA Title I (Adult, Dislocated Worker, and Youth); Title II Adult Education and Family Literacy services, Title III Employment Services including Wagner-Peyser, TAA (Trade Act Assistance), Veterans, UI (Unemployment Insurance); and Title IV Vocational Rehabilitation (ACCES-VR).

- ii. Programs that support alignment under the Carl D. Perkins Career and Technical Education Act of 2006; and

Mohawk Valley Community College and SUNY Poly provide services through the Carl D. Perkins Career and Technical Education Act of 2006.

- iii. Other workforce development programs, if applicable.

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Other workforce development programs include: Advanced Interviewing Skills, ACCESS-VR Information Seminar, Basic Computers/MS Word/Excel/Access, MVCC Informational Seminar/Money for Vocational Training, Job Corps and Workshops focusing on, Transferable Skills, Job Search, New Computer User and Resumes. As well as Apprenticeship Programs, Career Pathway Programs, Job search skills and tasks, On the job training.

- b. Describe how the local area will ensure continuous improvement of services and service providers.

We will ensure continuous improvement of services and service providers by measuring improvement in the way one-stop partner programs work together to serve job seekers, workers and businesses. Additional measures of success will include an increase in the number of participants with barriers to employment, including customers with disabilities and other special populations. Continuous engagement of customers will be a key measure as well as keeping customers engaged with services until they are successful in meeting their employment goals.

Strategic Priorities include:

1. Increase visibility and awareness of Workforce 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 the Workforce HMO 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

- c. Describe how eligible providers will meet the employment needs of local businesses, workers, and jobseekers.

The board will provide clear and understandable information on career pathways, sector strategies, local demand occupations, growing industries and skill sets to eligible providers of WIOA services. Local providers will be encouraged to utilize this information when designing services as well as training programs.

- d. Describe the roles and resource contributions of the Career Center partners.

All Center Partners contribute towards the infrastructure of the Comprehensive Center or Centers where they occupy space based upon a cost allocation plan that includes costs such as rent, utilities, technology, maintenance, phones, and copy machines. Individual

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cost is determined on a "per desk" basis which includes desk, chairs, computer with Internet access, phone, bookcase, access to conference rooms, videoconferencing equipment, copy machines, and common space. Each of the Partners has a lease agreement with the workforce Development Board based on these costs.

Workforce Development and Career Pathways

- a. Describe how the LWDB will facilitate the development of career pathways, including co-enrollment in core programs when appropriate.

The HMO Workforce Development Board and staff, along with our highly skilled educators and training providers and local legislative leaders will work collaboratively to facilitate the development of career pathways by continuing to focus on sector initiatives and growing sectors. Our focus will remain fixed upon the in-demand job opportunities throughout the Herkimer, Madison, and Oneida counties, while simultaneously working with our partners to ensure that our regional training and educational support systems are strategic and effective.

- b. Describe how the LWDB will improve access to activities leading to recognized postsecondary credentials.

Working more closely with local and regional workforce providers, the Board strives to promote participant access to all partner programs that will increase skills development, training, and provide supportive services necessary to success in attaining recognized postsecondary credentials.

- i. Are these credentials transferable to other occupations or industries ("portable")? If yes, please explain.

Many credentials are transferable to other occupations or industries. Mechatronics credentials, such as Semiconductor Manufacturing can also be used across manufacturing, distribution centers, hospitals and any other industry that using automation. Health care credentials are portable to many other industries including schools, manufacturing concerns, and tourism.

- ii. Are these credentials part of a sequence of credentials that can be accumulated over time ("stackable")? If yes, please explain.

We continue to promote and support "stackable" credentials, in Health Care and Manufacturing sectors, and are looking at the newer sector of Agribusiness and Farm-to-Table businesses as well. An example for Health Care stackable credentials is HHA (Home Health Aide) to CNA (Certified Nurse Assistant) to LPN (Licensed Practical Nurse) to Rn (Registered Nurse).

Access to Employment and Services

- a. Describe how the LWDB and its partners will expand access to employment, training, education, and supportive services for eligible individuals, particularly individuals with barriers to employment.

The HMO Workforce Development Board, Inc. is committed to expanding access to its employment, training, education, and supportive services throughout its four Workforce Solutions Centers and the greater System. The HMO Workforce Development Board, Inc. and its Workforce Solutions System relies on the expertise and guidance of the Title II representative on the Board to ensure that the system is proactive in identifying needs, identifying existing programs, and developing solutions to unmet needs of Title II participants with barriers to employment.

- b. Describe how the local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the use of technology.

The local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the increased use of our website and social media to communicate information on the services available. Additionally, the local area will provide opportunities for occupational skill development through on-line learning which customers can access from their homes, partner agencies and public libraries in areas with access to broadband. The local area will continue to explore options for using technology to deliver services to the parts of the county that lack broadband access.

- c. Describe how Career Centers are implementing and transitioning to an integrated technology-enabled intake case management information system.

The HMO Workforce Development Board is implementing and transitioning to an integrated technology enabled intake case management information system by using the New York State One Stop Operating System (OSOS) as the primary system to capture information acquired through the assessment process

- d. Provide a description and assessment of the type and availability of programs and services provided to adults and dislocated workers in the local area.

We provide access to self-assessments, career zone, job zone, and other job-seeking tools. Matrix online learning is very important to our customers, many of whom are not yet ready for classroom-based training with its goal of a credential or degree. For those qualified, we also provide employer-based training and classroom training. Additionally, we also work with other partners and programs to access additional services.

- e. Describe how workforce activities will be coordinated with the provision of transportation, including public transportation, and appropriate supportive services in the local area.

There is transit options available throughout the Herkimer, Madison, and Oneida counties but there are challenges with reaching the more rural areas especially for people who work outside of a 9-5 Monday through Friday schedule. Transportation to and from work is addressed with customers during their assessment and supportive services are

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provided either through WIOA or through referral to their partners. Customers are also referred to rideshare and carshare programs as a component of their assessment and employment plan.

- f. Describe the replicated cooperative agreements in place to enhance the quality and availability of services to people with disabilities, such as cross training to staff, technical assistance, or methods of sharing information.

General information on programs to serve people with disabilities is shared at all Partner meetings and Center Staff Meetings. Information on specific customers with disabilities can only be shared by ACCES-VR if the participant is registered with them and has signed a release of information as part of their confidentiality agreement. WIOA participants also sign a release of information of their registration process, but if they are a person with a disability, working with ACCES-VR, they must individually sign a release of information with ACCES-VR.

- g. Describe the direction given to the One-Stop System Operator to ensure priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

The One-Stop System Operator contract is part of the WIOA Services Contract. Requirements for adult career and training services to recipients of public assistance, or other low-income individuals who are basic skills deficient are clearly spelled out in that contract. The One-Stop Operator is monitored for compliance by Workforce Development Board staff, specifically the Executive Director and the Program Management Specialist. Additionally, the One-Stop Operator reports to the Workforce System Oversight Committee of the Board.

- h. Describe how One-Stop System Operators and One-Stop partners will comply with the nondiscrimination requirements of the Workforce Innovation and Opportunity Act (WIOA) (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding:

- i. The physical and programmatic accessibility of facilities, programs, and services;

The One-stop Operator and One stop partners will comply with the non-discrimination requirements of WIOA and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services by: ensuring that all AJC and partner staff receive training on these requirements; -include language related to these requirements in all contracts and agreements to ensure all contractors abide by these regulations in the delivery of services; delivering services and maintaining a culture of inclusiveness; continually assessing physical and program accessibility to ensure compliance with the law.

- ii. Technology and materials for individuals with disabilities; and

All 4 Centers have Resource rooms with assistive technology. Accessibility Inventory: Wheel chair accessible desk and adjustable chair. Programs: Zoom text, Image

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- iii. Providing staff training and support for addressing the needs of individuals with disabilities.

Training is available through monthly staff meetings, presentations by partners, and webinars as available.

- iv. Describe the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

At this time, the HMO Workforce Development Board assumes the responsibility of providing physical and technology resources in the four Workforce Solutions Centers. The full roles and resources contributions can be found in the HMO Partners Services MOU. This may change somewhat in the "other center costs" yet to be determined.

Business Engagement

- a. What strategies and programs, including training programs, will be used to facilitate engagement of businesses, including small businesses and businesses in in-demand sectors and occupations?

HMO utilizes employer-based training programs such as On-the-Job and customized training to facilitate business engagement. Currently, HMO is exploring the use of apprenticeship programs as well. HMO provides space to also hold recruitment events and mini-job fairs. We also partner with local colleges in the area as well.

- i. If applicable, describe the local area's use of business intermediaries.

MVCC, SUNY Poly, and regional BOCES all work closely with businesses.

- b. What strategies or services are used to support a local workforce development system that meets the needs of businesses in the local area?

Strategies used to support a local workforce development system that meets the needs of businesses in the local area include:

Assistance businesses to find qualified workers, Job Posting/Referral services, Recruitment, Pre-screening and Interviewing assistance, Use of career center for recruitments, Customized training to upgrade the skills of incumbent workers, On-the-job training subsidies to offset the cost of training workers, tax credit information, labor market information, testing site for the certifications, assistance accessing grant funding for employee training initiatives, rapid response services.

- c. Describe how the local area's workforce development programs and strategies will be coordinated with economic development activities.

The HMO Workforce Development Board staff work closely with the local Chambers of Commerce, local economic development organizations, MVCC, SUNY Poly, and the Mohawk Valley REDC to ensure that its strategies and programs mesh closely with the needs of the area as reflected through these organizations.

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- i. Describe how these programs will promote entrepreneurial skills training and microenterprise services.

The Chambers of Commerce promotes entrepreneurial skills training as does BOCES. Local economic development agencies may have access to microenterprise funding. Information on these programs can be found through links on the HMO website, posted on Facebook, or posted in our Center Resource Rooms. Referrals will be made when a customer indicates an interest or willingness to pursue information on one of these programs.

- d. Describe how the LWDB will coordinate its workforce investment activities with statewide rapid response activities.

The Trade Act Coordinator of the HMO Rapid Response Team is staff of the WIOA Services Provider. The Trade Coordinator works closely with the NYS Department of Labor counterpart and staff of the Workforce Solutions Centers to coordinate activities and programs appropriate for Trade Act participants.

Program Coordination

- a. How do the local area’s programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

NYSDOL and WIOA Title I services staff are functionally aligned and together provide services to the UI customer. While WIOA Title I staff have been trained to provide information and assistance on Unemployment Insurance, UI customers are initially seen by a NYSDOL/Wagner-Peyser staff person. However, they may then be scheduled for a series of activities or appointments that include center workshops or working with Resource Room staff, WIOA Title I Workforce Advising staff and indirectly, Business Services Team representatives regarding classroom training or employer-based training.

- b. Describe how education and workforce investment activities will be coordinated in the local area. This must include:

- i. Coordination of relevant secondary and postsecondary education programs;

The HMO Workforce Development Board works closely with the regional BOCES programs, MVCC, SUNY Poly partners and representatives to focus on programs that are sector based and promote clear pathways.

- ii. Activities with education and workforce investment activities to coordinate strategies and enhance services; and

Organizations providing education and workforce development activities will continue to meet regularly through the MOU Partners Meeting to identify any coordination issues and then develop, coordinate, and promote strategies that enhance services to our jobseeker and business customers.

- iii. A description of how the LWDB will avoid duplication of services.

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The local board will use board committees, MOU partner meetings, and one-stop system operator meetings to identify duplication of services and develop plans to reduce and eliminate duplication. Plans to eliminate duplication will include regular assessment of progress.

- c. Describe plans, strategies, and assurances concerning the coordination of services provided by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

The HMO Workforce New York Career Center has been functionally aligned and integrated since 2006. Functional alignment includes common processes, seamless services, and a common data entry system to eliminate duplication and coordinate services. Functionally aligned staff conduct an initial assessment and provide services to all customers.

- d. Provide a list of executed cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local Career Center System. This includes agreements between the LWDB and entities that serve individuals eligible under the Rehabilitation Act. If no such agreements exist, provide an explanation why this is the case and/or progress towards executing such agreements.

We completed a Service Delivery MOU with all one stop system partners in 2017 and the most recent 2020 MOU is currently under review. The MOU describes applicable career services coordination and delivery, referral of system customers and system access.

Title II Program Coordination

- a. Provide a description of the LWDB's strategic vision and goals for preparing an educated and skilled workforce, specifically addressing how to improve access to activities leading to a recognized post-secondary credential, as well as other strategies for serving out-of-school youth (OSY) and adults who have low literacy skills, are English Language Learners, or lack a high school diploma or the equivalent.

The strategic vision and goals of the Local Board to prepare an educated and skilled workforce by providing education, skills/training for youth and individuals with barriers to employment.

- b. Provide a description of how the LWDB will expand access to employment, training, education, and supportive services provided through the NYS Career Center System for Title II participants with barriers to employment.

The HMO Workforce offers services to job seekers such as: customized training, on the job training, job market information, apprenticeship programs, career pathways program, job search skills and tasks. Additional resources include interview skills, job-search tasks including resumes, search strategies and career planning. As well as access to training grants, education and other ways to improve skills.

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- c. Identify how the LWDB will facilitate the development of a career pathways and co-enrollment in academic training programs.

The HMO Workforce will facilitate the development of a career pathways and co-enrollment in academic training programs through local partners such as BOCES who offer a variety of academic training programs.

Additionally, HMO Workfroce offers grants and programs that specialize in specific career pathways.

- d. Provide a description of how the LWDB will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs, including those authorized under the Carl D. Perkins Career and Technical Education Act to support service alignment.

HMO Workforce will continue it's current outreach efforts to potential participants to make them aware of the services that we offer as well as maintaing and building partnerships with local businesses.

Youth Activities

- a. Provide contact details of Youth Point(s) of Contact for your local area including: Name of organization, name(s) of Youth Point(s) of Contact, title, address, phone number, and email address. Youth Point(s) of Contact details are primarily used to refer young adults, parents, and partners about youth programs and posted on the [NYS DOL webpage](#).

Herkimer Working Solutions Career Center, Karin Piseck, Manager, 320 N. Prospect Street, Herkimer, NY 13350. (315) 867-1400. kpiseck@herkimercounty.org

- b. Provide the number of planned enrollments in PY 2021 for new Out-of-School Youth (OSY), carry-over OSY, new In-School Youth (ISY), carry-over ISY, and work experience. *

- i. New OSY

100

- ii. Carry-over OSY

25-30

- iii. New ISY

0

- iv. Carry-over ISY

0

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v. Work experiences

20

*Please note that PY 2021 enrollments will provide the baseline estimate for the remaining three years of the Plan.

c. In Attachment F, Youth Services, located on the New York State Department of Labor (NYSDOL) [website](#) under the Local Planning section, identify the organization providing the Design Framework which includes: Intake & Eligibility, Objective Assessments, and Individual Services Strategies (ISS), and 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.

d. Explain how providers and LWDB staff ensure the WIOA elements:

i. Connect back to the WIOA Youth Program Design Framework, particularly the Objective Assessments and ISS; and

At the point in time when staff are first providing framework services, the youth is assessed to determine what services that are lacking or could benefit from. The youth and the worker would discuss these services and decided on a plan using the ISS. The staff person would be familiar with the definitions of the elements and from what agencies they could be delivered. Staff would either provide or refer the youth to the appropriate elements.

ii. Are made available to youth with disabilities by describing specific program practices, tools, and services that are tailored to serve youth with disabilities.

Staff would ensure that the WIOA elements are made available to youth with disabilities in the same way as described above. In addition, they would also connect with any other agency currently working with the youth like: ACCES-VR, RCIL, The Arcs of all 3 counties and any others. If the youth are not currently working with these types of agencies, the staff would arrange to have the individual accessed by those agencies.

e. Describe successful models for youth services from your local area, including but not limited to virtual work experiences, OSY recruitment. and engagement strategies.

Successful models for youth services are ones in which there is intensive case management and frequent contact with the youth to keep them engaged. Programs that offer a variety of elements are necessary to meet and breakdown all of the barriers faced by this population. Supportive services are often needed to ensure program participation and youth work experience is a vital tool to get the youth the experience that they are lacking.

f. Does your local area plan to serve ISY and/or OSY using the “Needs Additional Assistance” qualifying barrier for eligibility?

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Yes (Attach a Needs Additional Assistance policy that defines reasonable, quantifiable, evidence-based, and specific characteristics of ISY and OSY as described in Technical Advisory (TA) #19-2.

No (Not required to attach a policy)

g. Attach a Basic Skills Deficiency policy of youth program as described in the in TA #19-2.

Administration

a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official(s) (CEOs) or Governor.

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

b. Describe the competitive process to be used to award subgrants and contracts for WIOA Title I activities in the local area.

WIOA Title I Adult and DW contracts are awarded to the Herkimer, Madison, and Oneida County Office of Employment and Training to provide all career services, training services, placement and follow up. WIOA Youth contracts are competitively procured through a Request for Proposals (RFP) process. The Workforce Development Board Youth Oversight Committee with board staff assisting create the RFP, seek board permission to release the RFP, evaluate proposals, and make recommendations to the full board regarding the award of contracts.

c. Provide the local levels of performance negotiated with the Governor and CEO(s) to be used to measure the performance of the local area and to be used by the LWDB for measuring the performance of the local fiscal agent (when applicable), eligible providers, and the One-Stop delivery system, in the local area.

Employment Rate 2nd Qtr After Exit:

>Adult: 70 %

>Dislocated Worker: 69%

>Youth: 67.3%

Employment Rate 4th Qtr After Exit:

>Adult: 70.5%

>Dislocated Worker: 71%

>Youth: 65%

Median Earnings 2nd Qtr After Exit:

>Adult: \$5,500

>Dislocated Worker: \$6,600

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>Youth: \$3,100

Credential Attainment 4th Qtr After Exit:

>Adult: 51.5%

>Dislocated Worker: 33.7%

>Youth: 68.5%

Measurable Skill Gains:

>Adult: 45.5%

>Dislocated Worker: 45.5%

>Youth: 50.5%

- d. Describe the actions taken toward becoming or remaining a high-performing LWDB, consistent with factors developed by the State Workforce Investment Board (SWIB). The LWDB will be defined as high performing if it meets the following criteria:
- i. It is certified and in membership compliance;
 - ii. All necessary governance actions and items have been accomplished, including executing a local Memorandum of Understanding (MOU), selecting a One-Stop System Operator, and implementing all required local policies, etc.;
 - iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
 - iv. The LWDA meets or exceeds all performance goals.

The HMO Workforce Development Board has met the criteria of regarding a Board that is certified, in membership compliance, and that all necessary governance actions have been accomplished. NYS DOL has not yet released the Career Center Certification Process. The LWDA has met or exceeded all performance goals in the past.

Training Services

- a. Describe how training services will be provided in the local area. This may include incumbent worker, on-the-job, and customized training programs.

Training services will be delivered through the HMO Workforce New York Career Center. Training services will include classroom/occupational skills training, On-the-Job Training, Customized Training and when funds are available Incumbent Worker Training. Staff and the customer complete an Initial Assessment, Comprehensive Assessment, Career Research including Demand Occupation List review, training program and provider research, any required applications, any pre-training assessments necessary and the ISS.

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- b. Describe how contracts will be coordinated with the use of Individual Training Accounts (ITAs).

Individual Training Accounts are issued for approved training in demand occupations and provided by Eligible Training Providers. Contracts are utilized for On-The-Job Training, Customized Training and Incumbent Worker Training.

- c. Describe how the LWDB will ensure informed customer choice in the selection of training programs regardless of how training services are provided.

After a thorough assessment of skills and needs customers are directed to the local Demand Occupation list in addition to the Eligible Training Provider list. Utilization of a customer centered process ensures customer choice.

Public Comment

- a. Describe the process used by the LWDB to provide a period of no more than 30 days for public comment and input into development of the plan by representatives of business, labor organizations, and education prior to submission.

As per NYSDOL Technical Advisory 17-8, there is a public comment period of no more than 30 days. There are electronic mailings to all partners, Center Staff, HMO Workforce Development Board Members, and Chief Elected Officials indicating that the Local Plan has been posted on the HMO Workforce Development Board website for public review and comment. Legal notices are published in local newspapers and an announcement of posting is published on the HMO Workforce Development Board Facebook page. In addition to being available electronically, a paper copy of the Local Plan is available to view at the various One-Stop Centers.

List of Attachments

Please complete all attachments listed below.

Attachment A – Units of Local Government

Attachment B – Fiscal Agent

Attachment C – Signature of Local Board Chair

Attachment D – Signature of Chief Elected Official(s)

Attachment E – Federal and State Certifications

Attachment F – Youth Services Chart

Original signature pages for Attachments C, D and E, must be delivered to NYSDOL in one of the following two ways:

- Electronic signature (if the LWDB has the capability for it) – Note that electronic signatures must follow the requirements and guidelines of the Electronic Signature and Records Act ([ESRA](#)).

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LWDBs choosing to submit signature pages via electronic signature may submit these pages via email with the Local Plan.

- Mail original versions – Hard copies of traditional signature pages may be sent to:

Attn: Local Plan
New York State Department of Labor
Division of Employment and Workforce Solutions
Building 12 – Room 440
W. Averell Harriman Office Building Campus
Albany, NY 12240

All other attachments must be submitted via email with the LWDB Local Plan Template.

In addition to these attachments, LWDBs must provide copies of the agreements listed in the Program Coordination section of this template under [\(d\)](#). If possible, it is preferable to provide a list of hyperlinks to these agreements available on the LWDB website.

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