



[Local Area Name]  
**LOCAL PLAN**

JULY 1, 2013 - JUNE 30, 2014



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**The following attachments are provided separately:**

- Attachment C: Signature of Local Board Chair
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## Labor Market Overview

WIA §118 (b) The local plan shall include - (1) an identification of—

(A) the workforce investment needs of businesses, jobseekers, and workers in the local area;

(B) the current and projected employment opportunities in the local area; and

(C) the job skills necessary to obtain such employment opportunities;

1. Based on consultation with NYSDOL’s Labor Market Analyst, and a review of your Regional Economic Development Council’s (REDC) Five-Year Strategic Plan, describe the current and projected employment opportunities in your local area and region. Provide a priority ranked list of the local area’s demand occupations for PY 2013 that includes SOC codes and job titles.

Our area considered the issue of employment opportunities and priority by taking into consideration both the employment levels/trends in the area and the economic impact of local industries expressed by the gross domestic product (GDP) in our area. Based on this, key private sector industries include:

1. Manufacturing
2. Health Care
3. Accommodations and Food Service
4. Retail
5. Professional and Business Services

Based on projections developed by our DOL Labor Market Analyst and bearing in mind the objectives identified in the REDC’s Five-Year Strategic Plan, many of the current and anticipated employment opportunities in this three county region exist in several fields. The REDC has identified careers related to Science, Technology, Engineering and Math (STEM) as a priority for our area with good potential for employment and earnings.

Manufacturing offers significant employment opportunities and includes positions for machine operators, machine service technicians, machine maintenance and repair as well as such specialized areas as computer numerical control (CNC) machine tool operation. Discussions with area business have identified a need for both specific technical skills and general employability skills to satisfy their hiring needs. Also, with the start up of Global Foundries, our area is benefitting from an influx of STEM related jobs in computer chip fabrication as well as the jobs brought by other companies supporting the chip plant manufacturing process.

With Baby Boomers over the age of 65 as the fastest growing segment of our population, we need to continue to focus on training individuals for careers in health care. Over the years, many of our customers have had success finding employment in the health care

industry. RN/LPNS and Nursing Assistants are listed as rapid growth Occupations in O-NET. Although the major hospitals in the area no longer intend to hire LPN's, that occupation is still in demand in other employment settings such as nursing home facilities. Nursing Assistants and Home Health Aides will continue to be in demand as well as other health related careers such as Health Information Technicians, Radiologic Technicians and others.

Additionally, in view of the fact that this region is a popular resort area, there are myriad employment opportunities in the travel and tourism industry for a range of positions from chefs/cooks and food servers to host/hostesses and reservation specialists.

Below is a link to the priority ranked list of key demand occupations for our area. This list is not inclusive of all occupations to be considered for training support. Rather, it represents noteworthy higher priority occupations that our area has an interest in supporting based on past performance, labor market projections, local input and emerging needs. Other key areas we will be considering include electrical, mechanical and industrial engineering technicians covering a variety of sectors including engineering services, advanced manufacturing and medical device.

Link to key demand occupations:

<http://www.labor.ny.gov/workforcenypartners/lwia/local-plan-overview.shtm>

2. Explain how your demand list was shaped. Describe the data source(s) used to develop/support your demand list.

Specific factors and data to take into consideration to develop a demand list include the following:

- total net projected gains in an occupational area
- replacement hiring needs related to factors such as retirements due to an aging workforce and turnover rates,
- Labor Market Information (LMI) provided by the NYS DOL, the expected growth rates of occupational areas with significant numbers employed in the region and advice of NYS DOL Labor market Analyst
- key local industries determined by numbers employed and economic impact (GDP) and their related occupational staffing patterns

- emerging industries
- direct input from local businesses describing workforce needs and critical hard to fill positions
- wage levels for high demand jobs
- local training capacity for specific occupations
- available jobseekers for various job titles

Our primary source to determine demand occupations is the "employment prospects" data published by the Labor Market Information Division of the NYS Department of Labor. The data identifies the future employment outlook for occupations and ranks the outlook from very favorable to very unfavorable. Per our training policy, we support those indicated as favorable or very favorable giving priority to employment in our key industry sectors and taking into consideration the other factors listed above as well. Other information on the state website also provides data on "Long term occupational projections" which includes data separating employment projections by growth projections versus replacement worker projections for occupations and can rank them showing those with the greatest potential. Finally, data on jobs currently in demand, industry data and other related data to the elements listed above can also be found here. Another link to wage information on the labor statistics webpage provides related wage information for occupations we are interested in supporting through training. Other sources for data are derived from the US Bureau of Economic Analysis (BEA) website depicting industry and employment data and trends.

Along with the elements identified above, we want to support and promote high demand occupations and occupations that would lead to stable full-time employment paying higher wages as practical and offering benefits to those employed. We want to discourage lower wage, high turnover positions, some of which may be more dependent on tips /commissions, be seasonal in nature or need further training beyond our capacity to achieve. We chose to take a broad enough approach to address these elements but to also factor in customer choice and direct employer input about local employment opportunities. We developed training policies to address these desires including a requirement that approved training meet a set threshold relative to our required federal performance standards for post program earnings.

3. Identify the job skills/credentials for the occupations that are highest in demand, including those identified as priorities by your REDC. Describe the education and training resources that exist in your area/region to assist individuals to obtain these skills. Training options such as on-the-job training, ITAs, customized training and contracted training should be discussed where relevant.

We developed a close relationship with area training providers over the years which includes working together to identify and develop training options to assist local

businesses as appropriate. Currently, we are reaching out to more area businesses to identify workforce needs/trends with the goal of developing additional resources as possible. One need consistently identified by employers is for job applicants who are better prepared in the soft skills required by businesses. Along with some area educational agencies, we are enhancing our capacity to address this with the recent implementation of the National Work Readiness Credential.

Training options offered in our area include funding for ITAs to help pay for skill training in demand occupations, on-the-job training to help defray the cost of hiring and training a new employee for businesses and e-learning opportunities to offer low cost 24/7 access to on-line instruction.

Our REDC identifies the following core technologies to create new jobs in their strategic plan as follows:

Biotechnology

Nanotechnology

Clean technology

Information technology

Advanced Manufacturing

Below are specific references to demand occupations identified in section #1 above and the REDC core technologies above.

Computer Support Specialists was selected because that seems to be the easiest way for new graduates to break into the job market with an Associate's Degree. Computer Programming and Software development typically require a Bachelor's or even Masters Degree to enter the workforce. Associate Degree or Bachelor degree programs offered via SUNY Adirondack, SUNY Plattsburgh at the SUNY Adirondack campus and Hudson Valley Community College (HVCC).

Commercial Drivers are trained each year but we are diligent to explain the realities of what the working conditions are like and that employers are often looking for experienced drivers. We have begun discussing needs and other potential options with businesses related to this. Commercial Driving requires appropriate licensure and endorsements. Class A CDL and Class B CDL are offered locally by WSWHE BOCES and proprietary schools.

HVCC provides a wealth of opportunities to the job seekers in our region. They have training directly associated with Global Foundries in Malta. This program can lead to work producing "chips" and "wafers" locally at Global Foundries.

CNC machinists need a foundation of math/measuring skills, as well as hands on

experience with traditional machine tool technology to ensure they make the most of the CNC training received. Our local BOCES and Hudson Valley Community College (HVCC) offers training desired by local companies in this field.

Nursing requires passing state exam and licensure. Training is offered locally by SUNYAdirondack, WSWHE BOCES and HVCC. Customers are served using our ITA resources.

Advanced Manufacturing/STEM – various course offerings at SUNYAdirondack, WSWHE BOCES and HVCC. Job skills span from non-credit certificates through Associate Degree and Bachelor's Degree levels.

Health related occupations are a high demand field encompassing skill levels from credential through BA /BS degree. Nursing requires passing state exam and licensure. Training facilities such as SUNY Adirondack, SUNY Plattsburgh, WSWHE BOCES, HVCC and Glens Falls Hospital School of Radiologic Technology offer high quality courses matching customers education plans.

Administrative occupations that typically require skill levels acquired through local educational/ industry recognized credentials or Associate degrees remain in high demand. Occupations range from computer operators and clerical positions to general business administration. SUNY Adirondack, HVCC and WSWHE BOCES offer wide variety of courses and degree programs for customer choice. In addition, continuing education courses aimed to upgrade a current skill level are available through these same institutions.

In addition to our on-line access to over 5,000 e-learning courses, we are also offering on-line access to industry recognized credentials in computer applications, IT , QuickBooks and more. Further, we are also participating in the NY Wired Metrix pilot Certification program targeted at administrative careers which combines these e-learning tools and access to on-line certifications supplemented by individual and webinar based support.

4. Describe any regional or sector-based training initiatives in which your local area is involved or is planning to be involved during PY 2013. Explain how these initiatives align with the demand occupations on your list.

The Saratoga-Warren-Washington Workforce Investment Board is involved in three regional, sector-based training initiatives.

1. Through a previous regional NYS DOL grant (Regional Transformation Grant), one of the initiatives was to support advanced manufacturing through sponsoring training that would lead to the MSSC certification. The local BOCES had previously initiated a training program to respond to needs of local manufacturing which included their direct input. Subsequently, they received training and approval to offer the first certification training in NYS for the ... (MSSC). In the final year of this grant, the training related to the MSSC was expanded to the capital region BOCES and now Schenectady County Community College is offering related training and certification. Our area remains committed to the value of this

certification and has made it a focus for our new private sector led WIB committees. The committees will take steps to promote the certification to local manufacturers to develop an understanding and subsequent demand for the training which in turn will drive future training investments in this certification to the extent new resources can be identified to support exploring this training initiative.

2. The SWW WIB is a member of a 4 WIB consortium entitled the Greater Capital District Workforce Investment Board (GRCWIB) which recently received a national Workforce Innovation Fund (WIF) grant. The WIF grant will provide funding in the amount of \$2.9 million covering a 3 year period. The focus of the grant will be to address the STEM (Science, Technology, Engineering, Math) skill shortage in the Capital District by developing a pipeline of STEM talent that links the workforce system, employers, educators, and both emerging and returning workers.

Initiatives to be undertaken under the auspices of this grant include a STEM awareness campaign targeting youth and adults and the development of a Two-Step Career Plan. The plan is based on the creation of a partnership between individual job seekers and businesses in which participating employers will guarantee employment to individual job seekers who successfully complete a prescribed STEM related training plan. The training will combine Individual Employment Plans (IEP) and employer funded On-the-Job-Training (OJT).

3. Last year the SWW WIB submitted a CFA through the state's regional economic development councils requesting \$50,000 in grant funding to train 10 interested and qualified unemployed job seekers in Machine Tool Technology. Although this application was not approved, we have identified alternate funding to potentially move forward with this initiative. This region's economy is heavily reliant on advanced manufacturing and manufacturing related businesses supported by the machine tool trade. There are a number of advanced manufacturing concerns including primarily the paper, medical device, and now, computer chip fabrication located in this 3 county area. Additionally, there are a number of large and small specialty machine shops. Both are vitally dependent on skilled machinists without whom manufacturing operations would be sorely impaired and the machine shops would be hard pressed to remain in existence.

There is a dwindling number of machinists caused both by an aging workforce and a severe shortage of people entering the field. Training unemployed workers to become skilled machinists will allow currently vacant positions to be filled while also ideally fostering the development of a pipeline of machinists for the longer term.

In addition to the above, there are ongoing meetings involving local educational agencies and health related organizations that the WIB/One Stop Center staff have participated in to identify needs and resources for health care occupations/training. Finally, we have begun to identify additional business needs through our new WIB committee structure, more

aggressive outreach and interaction with the business community by WIB staff, and enhanced interaction with economic development agencies. As these activities further evolve we anticipate identifying additional areas to consider for initiatives.

## Performance

*WIA §118 (b) The local plan shall include - (3) a description of the local levels of performance negotiated with the Governor and chief elected official pursuant to section 136(c), to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent (where appropriate), eligible providers, and the one-stop delivery system, in the local area;*

Information and documentation produced through the yearly Performance Indicator Negotiation Process will become part of this plan. No additional information is required.