

Greater Capital Region Workforce Development Boards (3)  
[Capital Region WDB, Columbia-Green WDB, Saratoga-Warren-Washington WDB]

# Regional Plan

July 1, 2021 – June 30, 2025

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## Regional Service Strategies

- a. Identify regional plan strategies and specifically provide detail on how regional plan strategies relate to the workforce needs of local businesses as well as the priority projects from the Regional Economic Development Council (REDC).

Regional Plan Strategies...

How they relate to the WF needs of business and REDC priority projects...

The Capital Region Workforce Development Board, Columbia-Green Workforce Development Board and Saratoga-Warren-Washington Workforce Development Board (the three Workforce Development Boards) have shared strategies and ideas for decades between their local workforce development areas (LWDAs). In addition, we have jointly pursued regional grant opportunities for many years to benefit all three LWDAs. We continue to be alert to new grant opportunities.

These successful grant awards have historically led to cooperative projects and in some cases cooperative service agreements. Notable examples resulting from these joint activities include, but are not limited to:

The development and ongoing operation of the Greater Capital Region Workforce Coalition. This coalition, coordinated by the WDBs in our region and the FMS WDB in an adjacent region, encompasses dozens of regional education, economic development, state/local agencies and community agencies. The group convenes quarterly to discuss and share workforce initiatives and topics of interest. The goal is to share information, develop collaboration and establish connections to benefit workforce customers throughout the region. The ongoing funding of the coalition is shared by the WDBs and will continue.

Collaboration is our tool for communication and understanding our mutual interests for the Greater Capital Region's workforce development needs. In addition to the Greater Capital Region Workforce Coalition mentioned above, another collaboration has developed to proactively respond to service delivery needs during the 2020 pandemic.

The Greater Capital Region Career Center Leadership Group started to meet weekly during the pandemic to join forces in service delivery. In addition to newly developed virtual service delivery models, this collaboration yielded outreach to local government, Education Partners at BOCES, and SUNY, as well as regional Chambers of Commerce and regional Economic Development organizations for forward planning. We compared notes, identified trends/patterns of workforce training needs during the pandemic and developed looking-forward plans for reopening of the economy post-pandemic. The group has recently moved to bi-weekly meetings as we emerge from the pandemic, but is currently focused on planning ahead for the end of the Federal Stimulus, more people re-entering the job market, business/industry growth, sector development, market innovation and reenergizing skilled trades recruitment for upcoming large-scale projects.

The REDC has devised funding allocation strategies into 5 key areas; Building the workforce of tomorrow, connecting markets and businesses, capturing our next growth

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horizons, accelerating ideas, entrepreneurs and business, and building vibrant cities for businesses and families.

The Capital Region Regional Plan is focusing its' energies on Talent, and building the workforce of tomorrow. We continue to monitor/modify systems and offerings to meet the needs of workforce development. As we emerge from the Pandemic, this is a time like no other, and we continually balance proaction and reaction to the needs of job seekers and business.

Our current and projected in-demand sectors and occupations are expansive, while our labor force is shrinking based upon NYSDOL statistics and our regional experience as workforce professionals. We have a diverse region, which encompasses both urban and rural landscapes. Our businesses range from sole proprietors to global companies in a variety of sectors.

There is a plethora of opportunities as we look ahead. We will have both opportunities and a variety of resources for workforce development. We already possess strong partnerships with economic/community development, higher education, chambers of commerce, and regional agencies that support workforce development (i.e., education, training, apprenticeships, career pathway development, skill-building, re-skilling, up-skilling, and OJT. Now we need to ensure we are engaging all those ready, willing and able to join or rejoin the workforce and contribute to rebuilding our regional workforce to meet the needs of business and industry.

Our Region has good highway systems to facilitate reasonable commutes. However, some transportation barriers exist for those without their own vehicle. There have been recent developments in widening the availability of public transportation and shuttles for regional businesses who want to attract talent in this tight labor market. More needs to be done, but much has been accomplished in the last 6 months with our partners at Tech Valley Shuttle.

REDC's wants to focus energies on developing talent pipelines in several clusters. However, some of the staffing needs of the area's tourism and hospitality sectors are seasonally-based and divert talent from other sectors seeking year-round talent. The REDC is striving for industry diversification which is happening now and will continue. Our workforce development efforts will be channeled toward recommending and supporting those career paths that job seekers can rely upon for year-round sustainable employment, making a living wage with a benefit complement that will support career satisfaction and self-actualization.

Helping both job seekers and the businesses who employ them, will support achieving the REDC's goal of countering the rise of rural and urban poverty in the Capital Region, which has ranged from 15.5% to 22.9% over the years 2014-2019. Our regional priority sectors include: Manufacturing, Healthcare & Social Assistance, Transportation & Warehousing, Professional-Scientific & Technical Services, Construction, Educational Services, Accommodation & Food Services, Finance and Agriculture. There are occupational areas

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that cross a variety of these sectors including information technology and transportation related jobs.

The Capital Region will have one of the first Off-Shore Wind tower production facilities in the US to be built at the Port of Albany with 350+ permanent production positions, along with the hundreds of construction jobs needed to build the facilities. This will surely solidify the regional advanced manufacturing industry's growth rate.

The continued growth in pharmaceutical and medicine manufacturing positions, led by significant expansion from Regeneron, will provide opportunities to meet CREDC's vision.

There are also several large Capital Region construction projects that will be taking place over the next few years that will provide significant growth opportunities in the skilled trades.

As we emerge from the pandemic, the Education sector is reimagining itself and how remote learning will transform the current higher education model. The University at Albany has recently been selected as a National Oceanic Atmospheric Administration (NOAA) Severe Weather Research Institute Partner, which comes with an award of up to \$208 million in research funds over the next five years.

The university is also home to the nation's first College of Emergency Preparedness, Homeland Security and Cybersecurity. In the fall, the university will launch ETEC, a new \$180 million complex to house both entities along with NOAA's Albany Weather Forecast Office at the Harriman State Office Campus in Albany.

Our Regional efforts will also work to support Semiconductor innovation/expansion, the exploding Logistics/Distribution sector, Life Sciences drug and medical device manufacturing, as well as the expansive Healthcare sector.

- b. Provide a list of executed cooperative agreements where applicable and define how local service providers, including additional providers, will carry out the regional strategies.

The three workforce development boards currently have no executed cooperative agreements. We will work together to fill gaps in resources needed to carry out regional strategies, including funding for industry sector advocates/liasons in advanced manufacturing, construction/trades, transportation and warehousing, financial and insurance, professional/scientific/ technical services, healthcare and social assistance, accommodation and food service, as well as a labor market data solution to help. Specifically, each workforce development board will scan available grant opportunities for funding with a regional scope that might fill the identified priority sector gaps. As we discover potential opportunities, we will convene the three workforce development boards to decide whether to pursue the opportunity and to select a lead agency and other regional partners.

Note: As mentioned in Regional Service Strategies (a) our WDB Directors regularly meet as a Coalition, which includes our partners in Fulton-Montgomery-Schoharie County WDB, as well as meeting bi-weekly with the Greater Capital Region Career Center Leadership

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Group. Therefore, we will continue to communicate and collaborate to identify strategies that we can collectively implement to meet regional workforce development needs.

## Sector Initiatives for In-demand Industry Sectors or Occupations

### a. Identify in-demand industry sectors and occupations.

According to the NYSDOL 2019 Capital Region Significant Industries Report, there were 11 sectors, which fell into eight major industry groups: Construction; Manufacturing; Transportation & Warehousing; Finance & Insurance; Professional, Scientific and Technical Services; Education; Health Care and Social Assistance; and Accommodation and Food Services.

The 11 Industries designated as Significant include: construction of buildings; specialty trade contractors; chemical manufacturing; computer and electronic product manufacturing; warehousing and storage; insurance carriers and related activities; professional, scientific and technical services; educational services; ambulatory healthcare services; nursing in residential care facilities; and accommodation.

Construction of buildings subsector. Common occupational titles include: carpenters; construction laborers; first line supervisors of construction trades and extraction workers; office clerks, general; office clerks, general and operations managers; operating engineers and other construction equipment operators; secretaries and administrative assistants except legal medical and executive; construction managers; cost estimators; and sales representatives.

Specialty trade contractor's subsector. Common occupational titles include: electricians; construction laborers; plumbers; pipefitters and steamfitters; heating, air-conditioning, and refrigeration mechanics and installers; carpenters; first line supervisors of construction trades and extraction workers; operating engineers and other construction equipment operators; general and operations managers; painters, construction and maintenance; and roofers.

Chemical manufacturing subsector. Common occupational titles include: mixing and blending machine centers, operators, and tenders; chemical plant and systems operators; inspectors, testers, sorters, samplers, and weighers; chemical technicians; chemists; first line supervisors of production and operating workers; industrial engineers; production, planning, and expediting clerks; industrial machinery mechanics; and chemical equipment operators and tenders.

Computer and electronic product manufacturing subsector. Common occupational titles include: architectural and engineering managers; electrical, electronic, and electro mechanical assembler's, except coil winders, tapers, and finishers; general and operations managers, industrial production managers; production, planning, and expediting clerks; first line supervisors of production and operating workers; software developers, systems software; sales representatives, wholesale and manufacturing, technical and scientific products; computer and information systems managers; buyers and purchasing agents.

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Warehousing and storage subsector. Common occupational titles include: laborers and freight, stock, and material movers, hand; industrial truck and tractor operators; packers in packagers, hand; first line supervisors of transportation and material moving workers, except aircraft cargo handling supervisors; shipping, receiving, and traffic clerks; janitors and cleaners, except maids and housekeeping cleaners; dispatchers, except police, fire, and ambulance; maintenance and repair workers, general; general and operations managers; sales representatives, services, and all other.

Insurance carriers and related activities subsector. Common occupational titles include: customer service representatives; insurance sales agents; claims adjusters, examiners, and investigators; insurance claims and policy processing clerks; insurance underwriters; first line supervisors of office and administrative support workers; registered nurses; secretaries and administrative assistants except legal, medical, and executive; office clerks general; and computer systems analysts.

Professional, scientific, and technical services subsector. Common occupational titles include: lawyers; accountants and auditors; software developers, applications; secretaries and administrative assistants, except legal, medical, and executive; civil engineers; mechanical engineers; general and operations managers; computer system systems analysts; management analysts; bookkeeping, accounting, and auditing clerks.

Educational services subsector. Common occupational titles include: teacher assistants; secondary school teachers, except special and career or educational technical education; elementary school teachers, except special education; substitute teachers; middle school teachers, except special and career or technical education; janitors and cleaners, except maids and housekeeping cleaners; office clerks, general; secretaries and administrative assistants, except legal, medical, and executive; bus drivers, school or special client; and graduate teaching assistants.

Ambulatory healthcare services subsector. Common occupational titles include: receptionist and information clerks; registered nurses; emergency medical technicians and paramedics; medical assistants; home health aides; licensed practical and licensed vocational nurses; dental hygienists; dental assistants; secretaries and administrative assistants, except legal, medical, and executive; first line supervisors of office and administrative support workers.

Nursing and residential care facilities subsector. Common occupational titles in the subsector include: personal care aides; nursing assistants; licensed practical and licensed vocational nurses; registered nurses; home health aides; food servers, non-restaurant; child care workers; first line supervisors of personal service workers; maids and housekeeping cleaners; and rehabilitation counselors.

Accommodation subsector. Common occupational titles include: maids and housekeeping cleaners; hotel, motel, and resort desk clerks; waiters and waitresses; maintenance and general repair workers; dining room and cafeteria attendants and bartender helpers; restaurant cooks; janitors and cleaners, except maids and housekeeping cleaners; general and operations managers; dishwashers; and sales representatives.

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We have added the Agriculture subsector to our list as agriculture and agribusiness have significant regional impacts on our economy. Agriculture production (dairy, beef, livestock, field crops, hydroponics, maple syrup, apples, beekeeping/honey, cheese, ice cream, distilling, craft brewing, equine-related pursuits, regional farmers markets as well as service to NYS-area markets, cannabis), agribusiness and agritourism, land preservation, solar development in agricultural spaces, and all the related businesses that are required to support these subsector activities, require a vast array of occupational titles.

- b. Identify and describe sector initiatives that address the needs of the identified in-demand industry sectors or occupations.

The Capital Region WDB's focus on being responsive to the needs of local employers/businesses is strong. Our WDB Director's and Career Center Directors regularly collaborate on local and regional needs and formulate plans to address those needs. That collaboration extends to our regional partners in economic development, chambers of commerce, higher education, adult education, vocational education and school systems. We seek to provide opportunities for career development, and career pathway development that build our workforce, businesses and our communities upwardly, sustainably and inspirationally.

The 500-hour Adult Machine Tool Technology training program in collaboration with BOCES in Washington County. BOCES is currently formulating an Advanced Machine Tool Technology Training Program, which will be a 200-hour program offered in Hudson Falls.

Career Jam (CJ), regional career exploration for 7th and 8th graders. Last year CJ was cancelled and this year was offered in a virtual platform, which will likely continue. We are exploring broadening the reach of CJ to 11th and 12th graders who are yet undecided on career options post-graduation, to explore local career opportunities.

Craft brewers' program with Schenectady Community College.

HVCC partnership...The Micro-Credential in Basic Direct Care Skills is intended to provide a core foundation of knowledge for direct care workers in the area of child welfare. (10 credit hours)

Job Discovery 33rd year in 2021, providing opportunities for job seekers and local businesses to find one another. 2021 was virtual.

Northern Rivers is recognized by the New York State Education Department's State Board for Social Work as an approved provider of continuing education for licensed social workers and offers needed continuing professional education for human services and direct support professionals to obtain and then maintain licensing.

PUSH (Pathways Upward for Success in Hospitality) Hospitality Training Program in Warren County. Potentially expanding or replicating it regionally.

Schenectady County Community College expanded HPOG (Health Professions Opportunity Grant) program in collaboration with FMS Career Center and SUNY Adirondack.

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Finally, the WDB of Herkimer, Madison & Oneida Counties, Inc., was recently awarded a U.S. Department of Labor grant of \$2,500,000 to address rural healthcare workforce shortages in Central and Northern New York State.

The grant aims to increase the number of individuals training in healthcare occupations that directly impact patient care and alleviate healthcare workforce shortages by creating sustainable employment and training programs in healthcare occupations serving rural populations. Targeted occupations include: Substance Abuse and Behavioral Disorders Counselors; Mental Health Counselors; Rehabilitation Counselors; Healthcare Social Workers; Mental Health & Substance Abuse Social Workers; Registered Nurses; Medical & Clinical Laboratory Technologists; Medical & Clinical Laboratory Technicians; Pharmacy Technicians; Licensed Practical Nurses; Home Health Aides; Occupational Therapy Assistants; Physical Therapy Assistants; Phlebotomists.

The individuals served will receive online training in a wide range of subject areas resulting in credentials, from micro-credentials to degrees, based on needs, abilities, and experience to place trainees in jobs where they can advance along career ladders. Outreach campaigns will attract new talent to the sector, and a coalition of partners will ensure placement and support to complete training.

As part of this initiative, the WDB's REACH (Regional Entry & Advancement in Careers in Health) aims to serve some 600 unemployed and underemployed residents across 16 counties, including Oneida, Herkimer, Madison, Chenango, Delaware, Jefferson, Lewis, Otsego, Warren, Washington, Essex, St. Lawrence, Hamilton, Franklin, Fulton and Montgomery.

## Regional Labor Market Analysis

- a. Include an analysis of regional economic conditions incorporating the existing emerging demand sectors and occupations, the employment needs of businesses in those sectors and occupations, as well as noting if the information used in the analysis was provided by the New York State Department of Labor's (NYSDOL) Research and Statistics (R&S) Division (if not, provide what source was used for complete analysis).

The Capital Region's three local Workforce Development Boards have a long history of collecting and utilizing labor market data to inform decision making regarding regional initiatives and local service delivery options. The information we utilize comes from both formal and informal sources.

Our regional NYS DOL Labor Market Analyst consistently provides us with occupational, employment, and industry data. The Analyst's expertise is utilized to help us identify the region's growth, shrinking and emerging industries. The data provided is also the basis for identifying our local and regional in-demand occupations.

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Our Analyst is a regular presenter at our quarterly Workforce Coalition meetings, providing the WDBs and other workforce partners with in-depth information about our priority industries, the jobs they encompass, and the labor force issues that are impacting those industries.

All of this information is used by the Capital Region Workforce Development Boards to identify trends and issues facing the regional workforce. It is this data that informs decisions about developing new initiatives and pursuing grant opportunities and additional financial resources.

According to information provided by the NYSDOL Bureau of Labor Market Information Division of Research and Statistics, priority sectors in the region include: Manufacturing, Healthcare & Social Assistance, Transportation & Warehousing, Professional-Scientific & Technical Services, Construction, Educational Services, Accommodation & Food Services, Finance and Agriculture. These significant industries have been, and will continue to, create occupational job growth regionally as we emerge from the pandemic.

The Manufacturing sector had the highest gross regional product of any sector in the Capital Region adding 2,900 jobs (+10.8%) from 2013 to 2018, compared to job losses experienced across New York State and the nation. Two industries within the manufacturing sector made the significant industries list. Chemical manufacturing (NAICS Industry 325) and computer and electronic product manufacturing (NAICS Industry 334) both added jobs over the period and paid annual wages nearly twice the regional average in 2018. Current projections show continued growth of 53.9% is expected from 2016 to 2026, especially in computer and electronic product manufacturing. Computer, Software and Engineering Management positions are poised for growth (+14 to 20%), as are Industrial Production Managers (+15.2%). Chemical Operators and Technicians opportunities are projected to grow as well as Maintenance Mechanics. There continues to be growth within the medical device manufacturing cluster as market demands increase for non-invasive medical procedures.

The Healthcare & Social Assistance (HC&SA), are expected to experience employment growth and above-average wage rates. HC&SA have 2 industries with the sector that are on the significant industry list. 1. Ambulatory health care services (NAICS Industry 621) is projected to grow by nearly 40% between 2016 and 2026, and is already paying over the regional average wage of \$53,600. Job occupations in high demand that provide mostly outpatient services include EMT's/Paramedics (+46.2%), Home Health Aides (+46.6%), Medical Assistants (+39.3%), Receptionists and RN's (18%), LPN's (+19.7%) and Dental Hygienists (+23.3%) and Dental Assistants (+22.7%). 2. The nursing and residential care facilities (Social Assistance) have experienced 25.4% employment growth from 2013-2018, which can be attributed to the region's aging population. The sector is projected to continue growing through 2026. Occupations and projected change

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rates include: Home Health Aides (+46.6%) Personal Care Aides (+31.5%), LPN's (+19.7%), RN's (+18.8%), Rehab Counselors (+15.4%), and Food Servers (+19.5%) The Finance & Insurance (F&I), employs nearly 15,000 people in the region. Modest growth in this area is expected through service initiatives with roles for customer service (4.2%), sales associates (4.5%), registered nurses (18.8%) and computer systems analysts (9.3%).

The Transportation and Warehousing sector added 1,900 jobs between 2013 and 2018, growing at a rate of 17.3%. The Capital Region is growing into a major transportation hub because of location, infrastructure and access to highway systems connecting much of the Northeast. Within this sector, the warehousing and storage industry (NAICS Industry 493) is highlighted in the significant industries list. Employment in this industry experienced double-digit growth from 2013 to 2018 and is expected to grow even faster from 2016 to 2026. Occupations within this sector in demand will be Truck/Tractor Operators (+8%), Freight Movers (+9%), Packers/Packagers (+13.3%), Maintenance and Repair (+13.2%) and General/Operations Managers (+13.3%).

The Professional, Scientific and Technical Services sector (NAICS Industry 541), contains a diverse list of industries, including consulting, legal, information technology, and veterinary services. This is where many of the Capital Region's "high tech" service-related jobs are found. Employment growth in professional, scientific and technical services (+16.2%) is projected to be higher than the growth rate for all industries (11.2%) in the region between 2016 and 2026. At \$86,100 annually, the industry also paid well above average wages in 2018. Industries usually have a particular expertise and many positions are needed to support operations. They include Lawyers, Accountants, IT Professionals, Business Analysts, and Engineers. Occupational growth changes in these areas are projected from 9-30%.

The Education, Construction and Accommodation & Food Services (A&FS) sectors are all expected to grow. These sectors are influenced by demographics and economic conditions, which will likely affect the rate at which these sectors will expand or contract. There are several large construction projects being proposed by NYS that may provide significant growth opportunities in the Construction sector. Specialty Trades within construction will be the focus of the expected growth. As we emerge from the pandemic the Education sector is reimagining itself. The A&FS sector is likely to continue rebounding as we emerge from the pandemic and tourism begins returns to normal levels. From 2013-2018 A&FS had the 2nd fastest rate of growth of all industries described in this narrative at 37.7%.

As mentioned above in Sector Initiatives...The Agriculture sector was added to our list as agriculture and agribusiness have significant regional impacts on our economy. Agriculture production (dairy, beef, livestock, field crops, hydroponics,

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maple syrup, apples, beekeeping/honey, cheese, ice cream, distilling, craft brewing, equine-related pursuits, regional farmers markets as well as service to NYS-area markets, cannabis), agribusiness and agritourism, land preservation, solar development in agricultural spaces, and all the related businesses that are required to support these subsector activities, require a vast array of occupational titles.

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

To meet the employment needs of businesses in our priority sectors/occupations, a clear and understandable information on career pathways, sector strategies, local demand occupations, growing industries and skill sets to eligible providers of WIOA services is needed. Local providers will be encouraged to utilize this information when designing services and training.

Furthermore, some strategies used to support our regional workforce development system to meet the needs of area businesses include: assistance to businesses to find qualified workers including: Job posting/referral services; recruitment; pre-screening and interviewing assistance; use of Career Centers for recruiting; customized training for incumbent worker upskilling; OJT; training subsidies offsets; tax credit information; labor market information; testing sites for certifications; assistance accessing grant funding for employee training initiatives; and rapid response support services.

The NYSDOL July 2021 Business Workforce Survey Results provided input on those KSA's desired across industries, which include these commonalities:

Technical Skills desired: computer literacy, computer-aided design (CAD), data analysis, e-mail, mechanical skills/aptitude, MS EXCEL proficiency and MS WORD proficiency.

Non-Technical skills desired: attention-to-detail, basic math skills, communication skills, conflict management, English skills/grammar, organizational skills, problem-solving/critical-thinking/decision-making, self-motivation and time management/timeliness/attendance.

Also provided in the survey were barriers to employment, which included: lack of experience, initiative, gap in salary expectations, transportation, insufficient education/training, cannot pass drug screening, child care, scheduling, lack of driver's license, employment gaps and inability to pass a background check.

- c. Provide an analysis of the regional workforce.

On July 22, 2021 on the statewide regional market analyst call from the NYSDOL Division of Research and Statistics provided the following information:

The Capital Region's private sector job count increased by 37,800, or 9.9 percent, to 419,800 in the year ending June 2021. Growth was centered in leisure and hospitality

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(+17,800), trade, transportation and utilities (+7,700) and education and health services (+5,300). Losses were greatest in government (-1,300) and financial activities (-900).

**Change in Jobs by Industry, Capital Region**

Industry	June 2020	June 2021	Net Change	% Change
Total Nonfarm	499,100	535,600	36,500	7.3%
Total Private	382,000	419,800	37,800	9.9%
<b>Natural Resources, Mining and Construction</b>				
	24,300	26,200	1,900	7.8%
Manufacturing	33,300	34,100	800	2.4%
Trade, Trans, & Utilities	81,600	89,300	7,700	9.4%
Information	8,800	9,100	300	3.4%
Financial Activities	28,800	27,900	-900	-3.1%
Prof & Bus Services	59,900	62,900	3,000	5.0%
Edu & Health Services	97,200	102,500	5,300	5.5%
Leisure & Hospitality	31,000	48,800	17,800	57.4%
Other Services	17,100	19,000	1,900	11.1%
Government	117,100	115,800	-1,300	-1.1%

**Unemployment Rates (Not Seasonally Adjusted), Capital Region**

June 2020	May 2021	June 2021
10.4%	4.4%	4.7%

In addition, the Capital Region rates of Unemployment, Labor Force, Employed and Unemployed were:

Ui Rate: July 2021 was 4.8% / July 2020 was 10.3% / July 2019 was 3.6%

Labor Force: July 2021 was 544,800 / July 2020 was 562,200 / July 2019 was 551,300

Employed: July 2021 was 518,600 / July 2020 was 504,100 / July 2019 was 531,700

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Unemployed: July 2021 was 26,200 / July 2020 was 58,200 / July 2019 was 19,700

Our regional workforce is aging and retirements post-pandemic are increasing rapidly. As we can see from the data presented above, our labor force is currently smaller than in prior years. We continue to have regional shortfalls in childcare and transportation options for those in need.

Further, we thought we would be emerging from the pandemic and resume workplace norms. However, the Delta variant is causing a lag in projected gains of adults returning to the workplace as children return to the classroom. Other unanticipated pandemic effects are the desire for many to continue to work remotely, and the ending of pandemic unemployment stimulus payments. It was expected that when the stimulus payments ended, the flood gates of adults returning to the workplace would open. That has not happened at this time and it is unknown when and if that will happen.

There is also a skills gap between jobs available and job seeker skills-base. However, this is not a new phenomenon. According to the results of the Business Workforce Survey Results mentioned previously computer skills are necessary for most entry-level jobs, but not everyone possesses them. The region has many entry-level opportunities available, which require basic skills. We also have many more opportunities for middle-level-skills jobs, which often require a combination of technical and non-technical skills. For both of these opportunities, incumbents require adequate interpersonal skills, often referred to as “soft-skills.” The survey results attest to the importance of those skills in group-process activities across all sectors, and our Career Centers offer training options to build those skills.

The NYSDOL Long-term occupational employment projections for the Capital Region 2018-2028 identify those jobs in demand over the next several years and we have included them in our revised priority occupation lists. We have a significant regional need for nurses which transcends sectors, as does every LWDA across NYS.

## Regional Spending Plan

- a. Include a regional spending plan that includes administrative cost arrangements between LWBDs and the pooling of funds where applicable.

The Capital Region’s local Workforce Development Boards have, in the past, developed regional budgets and spending plans when, as a region, we have been awarded special grant funds. We continue to be on the lookout for additional grant opportunities that may bring in the resources needed to implement appropriate regional programs and services. The pooling of our limited WIOA formula funds is not considered a viable or reasonable option. Currently, our only

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shared cost arrangement goes to support our quarterly Workforce Coalition meetings.

Our three workforce development boards have different organizational and governance structures. Therefore, it is difficult to combine or pool administrative costs.

## Supportive Services

- a. Describe how supportive services will be coordinated throughout the region.

The Capital Region’s Local Workforce Development Boards do not currently coordinate supportive services. However, the LWDBs recognize that the provision of Supportive Services can be critical to the success of WIOA participants in training programs. We agree to share our supportive services policies with all regional workforce staff for their reference so that they can provide the most informed services and referrals to participants and potential participants.

## Economic Development

- a. Describe how economic development and workforce investment activities will be coordinated in the region and specifically provide detail how continued coordination can further relationships between the region and its respective REDC.

The three workforce development boards have closely followed the priorities of the REDC. Additionally, we have been involved as Regional Representatives. We support efforts by our counties, the Regional Chambers of Commerce, and Center for Economic Growth (CEG), Empire State Development and The Business Council of New York State to include workforce development in regional economic development strategies.

## Performance Accountability Measure Negotiation and Reporting Agreement

- a. Include an agreement concerning the Performance Accountability Measure Negotiation and Reporting. Performance Accountability Measure Negotiation and Reporting may be negotiated by LWDBs individually, involving strategies and methods collaborated on at the regional level. If this is the case for the region, include a statement that reflects that the measures were negotiated individually and any collaborative efforts devised and agreed to by the region.

The three workforce development boards will consult with one another before accepting or negotiating local benchmarks for WIOA primary indicators of performance.

We will share our analyses of performance and best practices for performance improvement.

We will also discuss and coordinate performance on any regional customer service indicators.

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## Public Comment

- a. Describe the process used by the region 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.

On September 20, 2021, the three workforce development boards posted our final draft of the regional plan on our websites for public comment, with instructions to e-mail comments to [gsteffan.sww.wdb@gmail.com](mailto:gsteffan.sww.wdb@gmail.com) or [kathleen.drake@gmail.com](mailto:kathleen.drake@gmail.com).

The notice was also sent electronically to our Board members, which includes members that represent business, labor, and education.

The deadline for comments was September 24, 2021. We received [TO BE UPDATED BASED ON RESPONSES]. Submission to NYSDOL on September 27, 2021

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