

Comprehensive Three-Year Local Plan

Onondaga County

**New York State
Department of Labor**

**Workforce Development and
Training Division**



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I. Local Workforce Investment Area Profile

By its very composition, the Local Workforce Investment Board (Local Board) facilitates a partnership approach to meeting the needs of business, providing career opportunities for workers, and assuring meaningful education and employment experiences for youth. Board composition should align with an approach to workforce development which recognizes workforce development as an economic development tool.

The Workforce Investment Act (WIA) requirement to develop a Comprehensive Local Plan (Local Plan) offers Local Boards the opportunity to re-evaluate their current system's delivery of employment and training services in light of economic shifts, new initiatives, new mandates, and its vision for the economic and workforce development of the area. In accordance with the flexibility granted to the states, this planning guidance is provided to assist local areas in the development of a three-year plan. Creating a meaningful three-year plan is an opportunity for the Local Board to reprioritize and incorporate changes into a local system that will guide and inform the delivery of services over the next three years. The Local Plan is the key to supporting strategic activities that will result in achieving a workforce system that provides high quality services to its business and job-seeking customers.

Strategic planning for your local area should also include a regional focus. To the extent that local areas share similar population trends, emerging or declining industries, education resources, transportation needs and other economic or workforce challenges or to the extent that regional planning efforts could result in the sharing of labor market information or the provision of services across boundaries, it will be beneficial to include a regional outlook and perspective in this plan development.

Planning strategically for the future requires an assessment of the previous five-year plan and how effective the plan was in accommodating the needs of the current workforce system. The evolution of the local workforce system through the previous five-year plan is the foundation for determining how the local area will move forward in providing services, meeting performance standards and meeting the economic and workforce challenges of the communities it serves.

Complete the Profile by including both data elements and narrative statements in the following table to present a clear picture of the state of your local workforce area and One Stop system.

Local Workforce Investment Area Profile

1. Provide an overview of the current population in your local workforce investment area:

#	<u>458,336</u>	Population (Total, all ages)
#	<u>238,431</u>	Population of labor force age (15-64)
#	<u>63,327</u>	Population age 15-24 (Emerging labor force)
#	<u>98,284</u>	Population age 0-14 (Children)

Comment on the challenges that have emerged as a result of population shifts and trends and the changing demographics and characteristics of the local workforce. Describe how the One Stop system will respond to these challenges.

Challenges that have emerged due to population shifts include an aging population of baby boomers who will be retiring over the next 5 to 10 years with not enough emerging workers to take their place in regards to overall numbers and workplace skills (i.e. skilled trades people). In addition, a major challenge is to retain emerging workers so that they find jobs in the county instead of moving away. Students who are educated at the area's many universities and colleges also must be made aware of the job opportunities available in the local area so they will remain in the county.

Note: The population data requested is Census 2000 data. It may be found on the following website: <http://www.census.gov>. Click on American FactFinder. Select your state. Then type your county or city; click Go. An age breakdown of the population is available by clicking on "show more."

Provide the annual average unemployment rates and labor force participation rates for the past five Calendar Years (CY).

	CY 2001	CY2002	CY 2003	CY 2004
Unemployment rate (%)	4.1%	5.0%	5.2%	5.2%
Labor Force	236,338	237,898	237,429	239,761
Employment	226,584	225,995	225,047	227,313
Unemployment	9,754	11,903	12,382	12,448

Note: After April 15, 2005, annual average unemployment rates and labor force, employment and unemployment levels may be found on the NYS Department of Labor's website: <http://www.labor.state.ny.us> Click on Labor Market Information. Click Data, and then click Unemployment Rates and Labor Force (LAUS). Estimates are provided for counties, cities and towns of 25,000 population or larger.

Workforce Investment Board: Onondaga County – CNY Works

Provide the total number of WIA Adults, WIA Dislocated Workers, WIA Older Youth, WIA Younger Youth and Wagner-Peyser funded customers served by your LWIA for the past four years and planned service levels for PY 05.

Total Number Served	PY 01	PY 02	PY 03	PY 04	Planned PY 05
WIA Adults	142	474	983	714	2000
WIA Dislocated Workers	353	567	847	1,581	2400
WIA Older Youth	85	115	77	68	295
WIA Younger Youth	578	851	911	598	245
Wagner-Peyser Funded Customers*	n/a	22,198	16,499	13,325	13,192

Note: The total numbers served for WIA Title IB are in the WIA Annual Reports.

PY04 WIA Title IB data is found through the most recent WIA Quarterly Report.

*Please consult with the Wagner-Peyser LWIB member for assistance in obtaining and understanding Wagner-Peyser numbers.

2. The local One Stop system, as defined through our local One Stop recertification process, is currently composed of:

- # 1 Certified Full-Service One Stop Centers
- # 0 Affiliate Sites (as defined by your local area)
- # Other Access Points to the system (e.g., through means such as electronic access, partners, libraries, etc.) www.cnyworks.com, www.infochamba.com, Syracuse City School District, OCM BOCES, SUNY EOC, Syracuse Housing Authority, JOBSplus, VESID, PEACE, Inc., Native Employment and Training Agency, Onondaga Community College, Office of Aging and Youth, Syracuse University, MACNY, Economic Development partners, Onondaga County Public Library System, to name a few.
- # 14+

Describe the criteria used to identify Affiliate Sites.

n/a

Describe how the scope of the One Stop system has evolved over the duration of the previous five-year plan and identify how the system's ability to sustain and grow services has been impacted by available federal resources and the board's ability to leverage resources.

The LWIB has widened its scope substantially by assuming its leadership role and clearly defining and promoting its mission as the convener and facilitator of the workforce development system in Onondaga County. The Board recognizes that the system's ability to sustain and grow services will be impacted by how successful the LWIA will be in leveraging available public and private resources.

The WIB is forging stronger relationships within the economic development community and taking an active roll in the initiatives and committees established by these organizations in our area. During the strategic planning phase (of this planning process), the LWIB established work teams made up of board members, business leaders, economic development entities, WIB staff, Wagner-Peyser staff and community organizations who reviewed and discussed the development of this plan.

The LWIB will continue to engage in collaborative efforts that extend beyond mere cooperation and explore innovative ways to strengthen our human capital and grow emerging and established businesses. These relationships will foster a system that will serve our community dynamically and be more responsive to economic shifts, new and re-defined industries and new government initiatives and mandates. Collectively, we can pool our resources to make the most impact on the constituencies we serve.

What are the Board's plans to adjust services available through its One Stop system based on their projection of available resources?

The teams (referenced above) will convene quarterly or as issues arise to address emerging and/or changing workforce issues. These meetings will provide a forum in which new information, workforce issues/trends, recommendations, One Stop capacity and performance measures will be considered. It is the LWIB's intention to foster a system that will maximize the human resources and business capacity of our region. The Board will make recommendations to adjust services available through its One Stop system based on these ongoing discussions and in consideration of all resources available to our area.

The LWIB has also considered more co-location opportunities and aligned staff for closer collaboration with required partners and other community partners who can provide services at our One Stop. In addition, the LWIB plans to develop the capacity of the staff to meet unmet needs and organize work teams focused on

implementing the many recommendations that have been introduced in this plan. Tasks will be assigned more strategically. Work teams will be designed around an internal collaboration model rather than “units” that in the past operated independently and less effectively.

3. *List the mandated and non-mandated partner programs which have been “key” to supporting your system during the past five years through cash, in-kind resources and/or through the integration of staff to provide workforce services at the One Stop centers. Here, the term One Stop system refers to the workforce, educational and human service entities which receive public funding to collaborate on the delivery of services designed to improve the employment outcomes of its customers.*

- 1) ***BOCES*** _____
- 2) ***Onondaga Community College*** _____
- 3) ***NYSDOL*** _____
- 4) ***VESID*** _____
- 5) ***Onondaga County Office of Aging and Youth*** _____
- 6) ***JOBSPlus!*** _____
- 7) ***Syracuse City School District*** _____

Identify the mandated and non-mandated partner programs whose active participation in the One Stop system and One Stop centers the Board seeks to strengthen over the next three years through enhanced efforts to leverage resources and integrate staff:

- 1) ***PEACE, Inc.*** _____
- 2) ***Syracuse Housing Authority*** _____
- 3) ***Native American Employment and Training Agency*** _____

Workforce Investment Board: Onondaga County – CNY Works

Identify non traditional partners, including economic development, faith based and certain community organizations, with whom the Board plans to initiate or strengthen its relationship in furtherance of the strategic objectives set forth in the plan:

- 1) **Metropolitan Development Association (MDA)**

- 2) **Manufacturer’s Association of Central New York (MACNY)**

- 3) **Empire State Development**

- 4) **Onondaga County Office of Economic Development**
City of Syracuse Economic Development Department

- 5) **Greater Syracuse Chamber of Commerce**

- 6) **Greater Syracuse Economic Growth Council**

- 7) **Onondaga County Industrial Development Agency (OCIDA)**

- 8) **City of Syracuse Industrial Development Agency (SIDA)**

- 9) **Organized Labor**

4. *Beyond standard WIA formula allocation, identify other grants, awards and funds that the local area has leveraged to support workforce needs and, in particular, training initiatives in the local area (e.g., state-level WIA grants, state funded grants, private/foundation grants, private sector support that provide additional funding to the area’s budget). Identify by funding source and total dollar amount.*

NYS BUSINYS	\$3,000,000	TANF SUMMER YOUTH.....	\$286,725
SMART 17K	\$222,675	PROMISING PRACTICES	\$25,000
OCIDA	\$125,000	OLDER WORKERS	\$317,000
JR GREEN TEAM	\$200,123	DPN	\$150,000

5. *Identify challenges the Board encountered during the past five years in supporting the local workforce system infrastructure. Describe the Board’s strategies to work through those challenges over the next three years.*

During the first few years of WIA, most of the infrastructure costs, were supported by WIA funds. Over the past few years, NYSDOL Division of Employment Services has provided increasing contributions to the system through staff support and core and intensive services. The WIA-Wagner-Peyser partnership improved significantly when DOES began to co-locate its Wagner-Peyser staff in the new Franklin Square One Stop Center site.

Recently, DOES began to support the infrastructure costs with cash contributions. During the first quarter of PY 2005, the LWIB closed the Molloy Rd. affiliate site. Planning is underway to integrate the Division of Employment Services Unemployment Insurance staff into the One Stop Center.

The LWIB plans to use teams of business and career services staff throughout the community as the need arises, e.g. staff providing core and intensive services to

youth at a centrally located technical school during the summer months.

Through its three-year strategic planning process, the LWIB has engaged new partners. The LWIB has demonstrated competence and capacity in delivering quality business services. The Board intends to build upon this reputation to encourage more collaboration and to access more funds (e.g. leveraging private dollars and public funding to support the growth of local consumer and business services).

When all staff is integrated, the services at the One Stop will be integrated and staff cross-trained to reduce duplication, improve program efficiency and customer service.

6. *Describe the key sectors which will help shape the workforce policies of the Local Board throughout this three-year plan. Identify the skills essential to the growth of these sectors and how existing skill assessments of the local workforce align with the emerging workforce demands in your regional economy.*

Central Upstate New York has what it takes to compete in the new economy - a highly educated workforce, a strong network of universities with research capabilities related to the region's technology clusters, and a high quality of life. With over 2,200 emerging technology companies, the region is rapidly transitioning into a knowledge-based economy.

The Department of Labor economists have identified the following key sectors which will help shape the workforce policies of the Local Board throughout this three-year plan:

Health Care – An aging population, people living longer, and an increased emphasis on preventive medicine will accelerate the demand for health care workers. Employment in the health care field is at a record high level in the LWIA. Health care is a very large industry in Onondaga County with a high concentration of hospitals, research organizations, doctors' offices, nursing and residential care facilities and many other health-related organizations. Currently, not enough students are entering the health care field to meet the growing needs of this industry. For example, there continues to be a shortage of registered nurses in the local economy. Science skills, problem-solving skills, and people skills are important in this field.

Engineering, Computers and High-Technical Sectors – Demand for high-tech products and services are increasing locally, especially within the defense, biotech, medical devices, environmental, and communication fields. Business expansions at local high-tech firms are helping to fuel growth in these industries. Not enough people are entering training in these highly skilled fields to meet the growing demand. Computer, science, math, and problem-solving skills are essential in these fields.

Skilled Trades – Not enough students are entering these fields to replace skilled trades people who will be retiring in the next 5-10 years. In addition, not enough individuals are retraining for occupations in this field. These occupations require math skills, problem-solving skills, spatial skills, and the ability to manipulate objects.

Customer Service, Sales, Information Technology, and Customer Management – There is a growing concentration of call centers and customer service operations in the local economy. Workers in this field need communication, problem-solving, and people skills.

The LWIB intends to continue collaboration among local stakeholders to plan, align and refine skills assessments so that our workforce system (One Stop, system partners, educational entities, etc.) can respond to the emerging workforce demands in our regional economy.

Through the strategic planning process, the LWIB established an Oversight Committee represented by economic development, business organizations, NYSDOL and the LWIB. Each of these organizations have conducted surveys and implemented strategic plans designed to maximize the human resources and business capacity of our community as it transitions from an economy heavily dependent on manufacturing to one fueled by advanced technology, knowledge and service. Various initiatives have been developed to capitalize on the existing assets, encouraging the expansion and growth in the key sectors identified, including established industries and budding entrepreneurs.

CNY Works will task itself to anticipate trends, changes and challenges, align the skill assessments with the LWIA's emerging workforce demands so that we can design services and foster initiatives that will provide our workforce, employed and unemployed, and our business customers, with the tools that they need to thrive.

CNY Works is forging stronger partnerships with business leaders and organizations such as the Metropolitan Development Association, the Manufacturers Association of Central New York, and the Greater Syracuse Chamber of Commerce who are working tirelessly to promote a renaissance in both the business climate and the quality of life of Central Upstate New York.

Together we will shape and expand a vision with a more regional focus and design the blueprint for a workforce development system that is inclusive, flexible and continuously stretching itself to meet the goals set for our community.

7. *Highlight noteworthy business customer services, which evolved over the past five years, and any other business services that will be meaningful in attracting new business customers. (Business service examples include activities such as recruitment and placement, workforce training, employee assessment, pre-screening of jobseekers, business related workshops.)*

Noteworthy services to businesses have included customized recruitment and placement activities; pre-employment workshops to prepare and pre-screen job candidates; assistance with job postings at cnyworks.com and through the Department of Labor (America’s Job Bank); accessibility to basic computer skills training for employed workers (classes conducted at One Stop at no cost to employer); pre-screening and testing of job candidates per company testing instruments; employee training development and assessment; technical assistance for developing employee training strategies and identification of grant opportunities (local WIA, NYSDOL, other public, and private funds); detailed orientation and technical assistance on the grant process, requirements and development of successful applications; and business related workshops.

8. *Describe any successes that have helped to enhance your local area’s system, broker new partnerships, or respond to workforce or community needs.*

The LWIB engaged business organizations and economic development agencies by providing outstanding technical assistance to businesses as they developed training strategies and grant applications. This has engendered a spirit of cooperation and collaborative working relationships that extend beyond information exchange. Teaming with economic development, business organizations and governmental entities (e.g. NYSDOL, Empire State Development) to facilitate access to a full array of grant opportunities and tax incentives has resulted in high quality services to businesses, cross- referrals to various private and public initiatives/programs, a reduction in duplication of services and new partnerships. A concerted effort is being made to meet with existing and emerging industries/companies early in their planning, relocation and/or expansion process. Our workforce community has benefited by leveraging more funding sources through this early “intervention” strategy.

Also, of note, is the LWIB’s outreach activities to community-based organizations that assist immigrants including: Spanish Action League, West Side Learning Center and Refugee Program. Our common efforts have included sharing job leads, referring customers to appropriate services, facilitating bilingual orientations (in Spanish), etc.

II. Strategic Planning

During 2003, the NYSDOL provided local workforce investment areas with the opportunity to receive a grant to incentivize them toward the achievement of local and regional coordination of WIA activities. Most local areas responded to the Strategic Planning for a Human Capital Advantage grant announcement and were subsequently provided with funds to either support the initiation of strategic planning activities or to aid the local area in the continuation of a process already underway. As part of their strategic planning process, many grant recipients created a State of the Workforce report which summarized past efforts and accomplishments, analyzed the current trends and emerging workforce and economic issues and established a vision for the future.

Section II of this Local Plan guidance, Strategic Planning, is provided in two segments. **You will complete only one segment, Section II-A or Section II-B, depending upon your responses to the following questions.**

1. Were you awarded the NYSDOL funded Strategic Planning for a Human Capital Advantage grant? No
2. Have you achieved the third benchmark of that project and received the third payment under the grant? N/A

If you answer “No” to either or both of the two questions, provide your local strategic planning by completing **Section II-A on page II-2** and do not complete Section II-B.

If you answer “Yes” to both questions, provide your local strategic planning progress by completing Section II-B on page II-5 and do not complete Section II-A.

Section II-A - Local Area Strategic Planning Process

This section of the plan is to be completed by those local workforce investment areas that have not participated in the Strategic Planning for a Human Capital Advantage project or who have participated, but have not achieved benchmark number three (receipt of a third payment from the State) in their strategic planning process.

It is anticipated that some local areas will not be able to fully complete Section II-A prior to the deadline for submitting the local plan. At a minimum, each local area must complete and submit Section II-A (1), Economic Environment and Key Workforce Issues, with your local plan. If the local area is unable to complete Section II-A (2), *Engaging Community Partners in Workforce Solutions*, Section II-A (3), *Aligning Service Delivery*, or Section II-A (4), *Measuring Achievement*, by the submission deadline, a detailed timeline (See Attachment B, Timeline for Submitting Complete Local Plan) must be included indicating when these sections will be completed and submitted to NYSDOL. In no event may the timeline extend beyond December 31, 2005. Any local area that fails to fully complete this section and submits a timeline for completion will only be eligible for a contingent approval of their local plan. Full approval may only be granted following receipt and approval of a completed Section II-A.

1. Economic Environment and Key Workforce Issues

Local Board strategic planning focuses on the alignment of demand driven economic and workforce development needs with the policy, governance and operational effectiveness of the local workforce system. As a starting point, available economic and workforce data should be examined allowing for the identification of trends and emerging issues. This provides the foundation upon which to build a consensus as to the major workforce related issues facing the local area.

Describe the current and projected future economic outlook for your local area and the larger region. Within your response, address the following points:

- *What are the key existing and emerging industries; what industries are in decline?*

Currently in Onondaga County, key growing industries include educational and health services, leisure and hospitality, and professional and business services. All three sectors have been reaching record high employment levels. Research and development and high-tech firms are growing locally.

Declining industries include durable goods manufacturing, information, and government sectors which all lost jobs over the past year. Key emerging industries in the area include biotechnology, “green” environmental services systems, renewable energy sources, security products, and environmentally friendly technology.

The Syracuse Post-Standard reported in July that the Central New York area is in a growth mode. Quoting NYSDOL, the paper said, “The Syracuse area gained 4,000 in June, 2005, compared with the same month last year, as manufacturing losses declined and most other industry sectors expanded.”

In graphic representations, the paper showed the following increases:

- **4.1% increase in professional and business services, an addition of 1,400 jobs**
- **2.1% increase in education and health services, 1,100 jobs**
- **2.5 % increase in leisure and hospitality, 700 more jobs**
- **.9% increase in trade/utilities/transportation, adding 600 jobs**
- **3% in mining/natural resources/construction, 400 new jobs**
- **1.7 % in financial activities, 300 jobs**
- **.8% increase, 100 jobs, in “other services”**

Industries that declined include:

- **.3% decline in manufacturing, down 100 jobs**
- **2.8% decrease in information, losing 200 jobs**
- **.5% decline in government, down 300 jobs**

Manufacturing continues to decline and re-tool, but at a slower rate. The reporter for the Post-Standard posited that “the area’s factory job losses have finally bottomed out.” NYSDOL added that “part of the manufacturing sector is showing signs of growth.” Makers of durable goods lost 200 jobs, but the makers of non-durable goods employed 100 more people in June.

One Stop staff are seeing high paying service jobs decrease (e.g. AT&T) as service jobs in industries demanding greater knowledge and high tech skills (e.g. Verizon) increase. Health care continues to record shortages opening the way for the creation of mid-level positions to fill the gaps.

NYSDOL Division of Research and Statistics list growing companies including:

**BANK OF NEW YORK
BYRNE DAIRY
CINTAS CORP. (industrial laundry)
LOWE’S HOME IMPROVEMENT STORES
SENSIS CORP. (air defense systems)
SYROCO INC. (plastic lawn furniture/wall decorations)
TOMPKINS BROTHERS CO. (security machine mfg.)
TESSY PLASTICS INC. (plastic parts mfg.)**

Lockheed Martin Corp. in Salina will hire 500 engineers in 2005 based on two major contracts (100 were already hired by March 2005). In 2003, the company received a \$413 million contract to build the next generation of radar system for the U.S. Navy’s E-2C Hawkeye patrol plane and in October 2004 it received a \$625 million contract to design and build radar systems for the Medium Extended Air Defense System (MEADS). Lockheed hired 170 engineers during 2004, most after the MEADS contract announcement in October 2004.

AXA Financial Inc. plans to create 300 jobs in Syracuse, bringing total local employment to 1,000. New employees will work in customer service and information technology. AXA Financial deals in financial protection and wealth management.

Sutherland Global Services, a customer management company, will create 125 new inside sales positions at its downtown Syracuse office at the beginning of 2005.

New Visions PLC, LLC, a cutting-edge power line communications company, will create 153 new jobs and invest nearly \$1 million to establish a state-of-the-art network operating center at its new location in Syracuse. The company will provide affordable high-speed Internet access over existing electric power lines.

Rapid Response Monitoring Services in Syracuse will add 120 new jobs by the end of 2005. The company provides central monitoring services for alarm companies in 50 states.

Welch Allyn (medical devices maker) currently has job openings available in its manufacturing, customer service, and engineering departments. Since January 2003, the Skaneateles company has created 200 jobs.

Magna International Inc. (a Canadian auto parts supplier) closed on a \$431 million deal to purchase 80 percent of the New Venture Gear plant in Dewitt from Daimler Chrysler. In September 2007, Magna will buy out Daimler Chrysler's remaining 20 percent share. Magna will invest \$75 million over 3 years in what will be known as the New Process Gear Inc. plant. Daimler Chrysler has also promised \$250 million in new work for the plant. Current workers' wages will remain the same until 2011 while new hires will earn lower wages resulting in a two-tier wage structure.

Syracuse Research Corp. needs 150 engineers and support staff to fill pressing needs in its research and manufacturing operations. The nonprofit company is seeking individuals to design, build and test state-of-the-art radar and communication systems. About half of the workers are needed at the Cicero headquarters while the rest are needed to fill positions in offices across the country. Syracuse Research Corp. researches and builds products or provides services for the military, intelligence agencies, the EPA (Environmental Protection Agency) and companies.

Actus Lend Lease LLC of Napa, California will build 711 new homes for soldiers at the overcrowded Fort Drum Army base near Watertown (Jefferson County). Actus came to Syracuse recently looking for subcontractors – excavators, framers, electricians, plumbers, etc. – to do the work over the next four years. Requests for proposals will go out during the coming months with work beginning in April 2005. Actus has also met with contractors in Watertown, Utica and Rochester.

The Central New York Biotechnology Research Center signed a 75-year lease of 4 acres of land owned by the VA medical center in Syracuse. Construction will begin

in 2005. The Center is a partnership with SUNY ESF (Environmental Science and Forestry), Upstate Medical University, and the Metropolitan Development Association (private economic development organization). It has developed collaborations with industry groups, corporations, and academic partners. Academic classes in biotech are being planned as well.

Southern Wine & Spirits of Upstate New York Inc. (a major national liquor distributor) plans to open a distribution center and offices employing 100 people.

Verizon Communications plans to hire as many as 150 people over the next two years to staff a call center in DeWitt. The center will help customers throughout New York and New England who order Verizon's new fiber-optic services.

Consumer electronics wholesaler WYNIT Inc. in DeWitt is continually expanding and recruiting workers. With 225 employees, the company expects to grow to at least 325 by 2007. The company spots fast-moving consumer trends and helps manufacturers bring new products to market (i.e. GPS devices, digital memory and printers).

The First Bank of Oak Park has taken over the troubled Hotel Syracuse, settled its back taxes, and is in the process of selling it.

Summary of Recent Company Closings & Layoffs:

- Bristol-Myers Squibb Co. cut 70 scientists, chemical engineers, managers and support staff from its East Syracuse and New Jersey operations and is phasing out its antibiotic manufacturing operations in East Syracuse over the next one to two years. The company cut 60 positions immediately in production and support services and will cut 60 additional jobs. Bristol also informed 500 members of its sales force that they would lose their jobs as part of a restructuring at the company. Laid off workers can apply for one of 250 available positions at the firm.
- In March 2005, AT&T Corp. closed a Syracuse call center staffed by 209 employees who make an average of \$50,000 a year. In addition, twenty-two customer care managers were laid off on February 15, 2005. The closure comes as AT&T shifts its focus away from small-business customers of the sort served by the call center.
- Delhi Steel Company in Kirkville laid off 83 people on January 26, 2005. Delhi makes and installs structural and ornamental steel.
- Seaboard Atlantic closed on May 20, 2005. The entire company is being liquidated, including an operation in Syracuse. According to the owner, the garment manufacturing firm cannot compete with big companies and overseas manufacturing anymore. Seaboard Atlantic had 75 full-time employees and

hired between 25 and 50 temps at a time. To help workers, the firm held job fairs with temp agencies, brought in representatives from unemployment, and applied for a TRA re-training grant.

- *Where is the main focus of local economic development occurring in your local area? In your region?*

The LWIA is home to a number of organizations that are developing unique and innovative approaches and plans to accelerate the transition of the Central Upstate Region of New York State to a knowledge-based economy. The LWIB has assumed a leadership role bringing these organizations together to begin meaningful discussions on the state of our workforce. The LWIB intends to support these efforts, encourage collaboration, leverage additional resources and reduce duplication of efforts and services.

Much of the local economic development has been focused on tourism-related industries, including the leisure and hospitality sector. Hotels, convention centers, restaurants, retail trade, recreation facilities have all been actively recruited. Recruitment of call centers, biotech firms, scientific research and development firms, and renewable energy sources is also occurring in Onondaga County and the Central New York Region as a whole.

Companies like Verizon, Inc., with its Fiber-to-the-Premise technology, are investing in the Syracuse area making the LWIA one of the most “wired” communities in America. Syracuse was named one of the nation's top 50 cities for business expansion and relocation by Expansion Management magazine. A national survey by Scarborough Research ranked Syracuse in the top 20 cities for Internet penetration.

The County of Onondaga has taken a proactive and project-oriented approach to the management of its Empire Zone status. It has maximized the potential of tax incentives available by initiating and supporting many efforts aimed at improving the productivity of the area's workforce, encouraging the competitiveness of the County's employers, and promoting the LWIA's attributes as a place to do business.

The County has fostered an aggressive economic development marketing campaign with a four-year, \$1 million grant. Representatives of the Greater Syracuse Chamber of Commerce, the City of Syracuse, Niagara Mohawk Power Corporation and Onondaga County economic development professionals, meet on a monthly basis with national site location consultant firms to promote the local area.

The LWIA has an international presence through Onondaga County's affiliation with the Sesame International Business Exchange. Businesses and governments meet annually to explore and develop working relationships, partnerships, and affiliations. In recent years, Onondaga County has participated in Sesame Business

Exchanges in Zhengzhou, China; Lafayette, Louisiana; and Parma, Italy. The County's economic development office also participates annually in the Hanover Business Fair, which is the largest industrial trade show in Europe. And, as a Foreign Trade Zone grantee, the County has begun an active campaign to educate area economic development professionals about the benefits of Foreign Trade Zone operations.

Important economic development initiatives in the LWIA include the following:

- **Metropolitan Development Association (MDA)**, is a private, not-for-profit planning, research and development organization. Its membership is limited to chief executive officers of the largest corporations in manufacturing, finance, distribution, bio-technology, real estate, construction, medical technology, education and law in Syracuse and Central New York.

The MDA's agenda is project oriented. Most noteworthy is its recent Essential New York Initiative™ developed in consultation with the Battelle Memorial Institute and Catalytix, a firm co-founded by Dr. Richard Florida – author of the best-selling book *The Rise of the Creative Class*. This initiative has brought together the many businesses, not-for-profits, economic development agencies, chambers of commerce, public officials and private individuals/the leadership of a 12-county region it calls Central Upstate Region. The twelve counties (Cayuga, Cortland, Herkimer, Jefferson, Lewis, Madison, Oneida, Onondaga, Oswego, St. Lawrence, Seneca and Tompkins) share not only geographical proximity and cultural resemblance, but also the assets to succeed in the knowledge-based economy. In addition, it has extended an invitation to Canada where ten million residents live within a four-hour drive of the center of the region.

Six strategies have been developed as a framework for achieving success:

- Aggressively targeting middle-market companies with high potential for expansion and supporting existing industries
 - Optimizing key industry clusters (biosciences, packaging, digital and electronic devices, environmental systems and precision metalworking)
 - Creating, retaining, and attracting talent in Central Upstate New York
 - Leveraging the region's 60 colleges, universities and post-secondary institutions "knowledge corridor" as economic and community growth engines
 - Encouraging the Creation and Growth of a Stronger Entrepreneurial Culture
 - Developing a Broader Regional Consciousness
- **Greater Syracuse Chamber of Commerce** is a not-for-profit business organization whose mission is to create an economic climate that enhances growth, prosperity and quality of life for all who live and work in Greater Syracuse. The Chamber is home to a number of economic development initiatives that have generated

additional community wealth creating and retaining jobs and attracting new business to Central New York. A few highlights are:

- The Entrepreneurial Council was formed in 1999 to help provide or connect to a comprehensive array of programs to support the development of entrepreneurial ventures in Greater Syracuse
 - The Samuel W. Williams, Jr. Business Center, built in 1986 and expanded in 1990 offers rental space and shared services in addition to office and light manufacturing/industrial space to new ventures, entrepreneurs and expanding businesses
 - The Technology Garden, a 33,000 sq. ft. incubator facility located in downtown Syracuse, offers one-stop access to leading business and technical service providers
 - The Greater Business Development Corporation (GSBDC), a not-for-profit corporation, assists businesses in Onondaga, Madison, Cayuga and Cortland Counties with their expansion and financing needs.
- **The Greater Syracuse Economic Growth Council** is a collaborative effort of the community's economic development organizations. With the guidance of Greater Syracuse Chamber of Commerce, the Council was formed in June 1996 to bring together over 20 organizations directly or indirectly involved in economic development to address job retention and creation. Its mission is to enhance community prosperity and opportunity through economic growth. Its goal is to develop and promote the attributes of Onondaga County and its communities to the global marketplace as a logical location from which to operate a business thereby producing additional employment, population, income and growth.
- **The Onondaga County Industrial Development Agency (OCIDA)** is a public benefit corporation of the State of New York created in 1970. They are committed to assisting established business and industries expanding their local operations and facilitating the location of new firms to the area. The goal of the agency is to help existing and new companies to invest and grow in Onondaga County. The agency offers business assistance in four core categories of Financing, Tax Management, Training Grants, and Infrastructure Support.
- **The City of Syracuse's Office of Economic Development** is designed to assist firms in relocation, expansion, and improvement of business enterprises within the City of Syracuse. The office of Economic Development has a number of economic development tools at its disposal to assist business development. The City of Syracuse in 2002 was one of seven newly created Federal Empowerment Zones in the country. This designation provides regulatory relief and tax credits to promote job growth and generate community revitalization. The City of Syracuse Empire Zone offers tax credits and incentives to qualified zone certified businesses.
- **Syracuse Industrial Development Agency--The Syracuse Industrial Development Agency (SIDA)** is a non-profit corporation created in 1979 to enhance the City's economic development capabilities and is empowered to finance the acquisition,

construction or reconstruction of a manufacturing, warehousing, research, commercial, industrial, and pollution control projects within the city limits.

- **Empire State Development** - As New York State's economic development arm, Empire State Development (ESD) provides one-stop access to the entire array of the State's products and services for business. ESD offers a full menu of choices, ranging from financial incentives to technical expertise, to assist businesses in expanding or locating in the State serving counties of Cayuga, Cortland, Madison, Onondaga and Oswego.
- **The Central New York Regional Planning and Development Board (CNY RPDB)** is a public planning agency established in 1966 by the legislative bodies of Cayuga, Madison, Onondaga, and Oswego Counties. The CNY RPDB was formed to help address a range of issues affecting the quality of life in Central New York. The agency administers a comprehensive economic development program that includes project development planning, a business loan program, regional marketing, and research activities.
- **The Central New York Technology Development Organization (CNYTDO)** is a not-for-profit economic development organization that works directly with technology and manufacturing companies to develop successful business strategies, implement state of the art technologies, assist in the transfer of university-developed technologies, and smooth the transition from start-ups to mature organizations. CNYTDO serves as NYSTAR's designated Regional Technology Development Center for Central New York and is one of nearly 350 MEP locations across the country. Significant financial support comes from the New York State Office of Science, Technology and Academic Research (NYSTAR), New York's high-technology (NIST) Manufacturing Extension Partnership (MEP).
- **National Grid**, formerly Niagara Mohawk, offers a full range of economic development initiatives. Listed here are a just a few:
 - **Shovel Ready Infrastructure Program**- grants of up to \$100,000 for the installation of electric and natural gas infrastructure by local development agencies to New York state designated "Shovel Ready" BuildNow NY sites
 - **Brownfield Redevelopment**- grants to fund utility related infrastructure improvements and other costs that are necessary to progress the redevelopment of a brownfield site or vacant building.
 - **Business Expansion**- discounts for Niagara Mohawk eligible customers who are evaluating an expansion of their existing usage
 - **Revitalization**- designed to retain large manufacturing facilities in danger of closure due to financial distress

Other Initiatives Supporting Economic, Business and Workforce Development:

- **The Lakefront Development Corporation (LDC)**, a non-profit corporation, was created by the City of Syracuse and the Metropolitan Development Association, to facilitate and coordinate the redevelopment of approximately 800 acres of land between downtown Syracuse and Onondaga Lake—known as the Syracuse Lakefront Development Project. The LDC assists incoming businesses locating within the various development districts, coordinates the many infrastructure projects occurring in the area, and is working closely with the New York State Canal Corporation to redevelop the Syracuse Inner Harbor.
- **The Small Business Administration** since its inception in 1953 has helped small businesses succeed, from start-up through the many stages of growth, offering management assistance, business planning, financing, access to federal contracts, etc.
- **Syracuse Research Corporation (SRC)**, an independent, not-for-profit, multidisciplinary research and development organization, that has played a leadership role in technology programs of national significance by supporting a broad range of federal government organizations and agencies. SRC has developed a trusted reputation in a wide array of technology areas ranging from advanced sensor systems and signal processing design, through information technology development, to environmental chemistry risk assessment. The Corporation's activities also focus on initiatives associated with economic development, technology innovation, environmental quality, and academic-to-industry coupling.

Other Creative Efforts Designed to Support Economic and Workforce Development:

- **The daVinci Project** is a consortium of colleges, universities and companies that are focused on recruiting and retaining top talent for their organizations by promoting the exciting career and lifestyle opportunities that are available in Central and Upstate New York. The initiative covers a wide range of professions, industries, and disciplines including: Software, Electrical, Environmental, Civil, Chemical, Biochemical, and Mechanical Engineering; Medical and Healthcare Products and Services; Defense, Aerospace, and Security; Information technology; Education; Sales, Marketing, and Communications; Management, Finance, Accounting, and Administration; Academic Research and Development
- **Come Home to Syracuse**, an organization of 100 volunteers dedicated to attracting people to Central New York to live and work
- **CNY Edge, Inc.**, developed by the MDA, as a second tier to the *Come Home to Syracuse* campaign, is a not-for-profit organization of professionals striving to create a positive and exciting environment for young professionals living and working in Central New York

- **Upstate Venture Association of New York (UVANY)**, the region’s first venture capital network
- **40 Below** initiative is part of MDA’s effort to encourage young professionals to establish roots/remain in the Central Upstate Region
- **The Falcone Center for Entrepreneurship at Syracuse University**, a nationally-recognized entrepreneurship program

Important development projects highlighting the potential of the LWIA:

- **Syracuse University** is planning an historic move to downtown Syracuse to help integrate the University more closely with the City of Syracuse. The University will buy 11 buildings and lease one other. The Architecture College will temporarily move downtown and a new art center will be created. The University plans to help identify and analyze citywide problems. They will then pool resources to address the issues.
- **Destiny USA** obtained a \$340 million loan to expand Carousel Center Mall in downtown Syracuse. The loan keeps the project eligible for a 30-year payment-in-lieu-of-taxes agreement.
- **A Predator Unmanned Aerial Vehicle (UAV) squadron** will be based at Hancock Field, home to the 174th Fighter Wing of the New York Air National Guard as part of a plan to enhance the nation’s intelligence gathering and improve homeland security. It also brings the promise of 460 new, high-tech jobs for the region’s economy. The equipment for the new squadron will arrive in October 2008; staff will need to be in place and trained.
- On October 17th and 18th, **fuse2005** will highlight major technology developments, business growth initiatives, and a number of broadband communications efforts that showcase the region’s emergence as a center for technology-enabled business opportunities. The event will feature high powered keynotes; interactive panels among executives; industry experts and thought leaders; a venture capital “pitch fest” bringing together entrepreneurs and investors; innovative technology demonstrations; and a considerable amount of time for peer networking and relationship building. The hope is to spark new investment in the area by bringing together venture capitalists and decision-makers from high-tech, entrepreneurial firms. Organizers say Syracuse’s broadband infrastructure is actually ahead of other communities. Some of the local organizations involved include Verizon, Syracuse University, Summit Software and Communication.
- Three international high-tech companies announced they will bring at least 800 jobs to the Syracuse area over the next two years as the first tenants in the Destiny USA Research and Development Center in Salina. Construction on the 1-million-square-foot research and development complex is slated to begin later this year and house companies specializing in renewable energy, technology and security products. The

concept behind the park is that it will house companies involved in developing the Destiny USA project.

- *What are the current and projected future employment opportunities in the local area, and in which occupational fields will they occur?*

Current Growth Industries in Onondaga County:

**Professional, Scientific & Technical Services
Administrative & Support Services
Nursing & Residential Care Facilities
Social Assistance
Credit Intermediation & Related Activities**

- *Where is significant new job growth expected to occur?*

Health Care – An aging population, people living longer, and an increased emphasis on preventive medicine will accelerate the demand for health care workers. Employment in the health care field is at a record high level in the County. Health care is a very large industry in Onondaga County with a high concentration of hospitals, research organizations, doctors’ offices, nursing and residential care facilities and many other health-related facilities. Currently, not enough students are entering the health care field to meet the growing needs of this industry. For example, there continues to be a shortage of registered nurses in the local economy. Science skills, problem-solving skills, and people skills are important in this field.

Engineering, Computers and High-Technical Sectors – Demand for high-tech products and services are increasing locally, especially within the defense, biotech, medical devices, environmental, and communication fields. Business expansions at local high-tech firms are helping to fuel growth in these industries. Not enough people are entering training in these highly skilled fields to meet the growing demand. Computer, science, math, and problem-solving skills are essential in these fields.

Skilled Trades – Not enough students are entering these fields to replace skilled trades people who will be retiring in the next 5-10 years. In addition, not enough individuals are retraining for occupations in this field. These occupations require math skills, problem-solving skills, spatial skills, and the ability to manipulate objects.

Customer Service, Sales, Information Technology, and Customer Management – There is a growing concentration of call centers and customer service operations in the local economy. Workers in this field need communication, problem-solving, and people skills.

- *Identify data resources that were utilized and which substantiate these projections and outlooks.*

CNY Works has convened a number of business leaders, economic development entities and community partners to discuss current workforce issues, emerging trends, and workforce requirements for Onondaga County and the region. The LWIB’s efforts with Metropolitan Development Association (MDA), Greater Syracuse Economic Growth Council, Greater Syracuse Chamber of Commerce, Onondaga Community College, Syracuse Workforce Development Center, AFL-CIO, and NYSDOL has resulted in greater awareness of current - future issues, understanding of current – future projected capacity and how *CNY Works* can develop and integrate resources to meet workforce demands. The LWIB has become increasingly focused on how CNY Works can serve in a leadership role as an integrator of workforce development services and collaborator with the Greater Central New York community.

In its analysis the LWIB used a number of sources to characterize the state of the workforce. While the information organized differently, i.e. county vs. region, short vs. long-term focus, sector vs. cluster vs. industry, an approach was developed based on several clarifying suppositions.

First, Onondaga County demographics and economic outlook have been and appear to continue to be representative of the region. Based on trend data the LWIB has established a strategic planning approach that assumes that the regional data, as well as the MSA data, parallel the County information. With this in mind, the LWIB has been able to merge information with little variance in findings and resultant strategy. The Board’s conclusion is that a successful workforce development system requires synergistic strategy with other WIBs in the 12-county region.

Second, *CNY Works* is uniquely positioned as an apolitical, multifaceted coalition builder in the county and local region. With representatives from multi-sectors and partners in a seven-county region, the LWIB seeks to coalesce and unify initiatives focused on business and workforce development. As such the LWIA can build upon the multiple initiatives of the various organizations (MDA, MACNY, etc.) in supporting unified efforts and filling in the gaps.

ONONDAGA COUNTY ECONOMY

NYSDOL Research and Statistics Report, July 2005

A report included in this section includes labor market trends, important economic initiatives, sector employment, payroll trends (2000-2004), and a synopsis of growth industries and job expansions projected.

Community Audit Report, Summer 2003

Jointly sponsored by Onondaga Community College, Syracuse Workforce Development Center and the AFL-CIO and funded by CNY Works, this report was prepared to research the workforce development needs of Central New York MSA.

The goals included:

- Identification of current industry/labor mix
- Identify current voids in workforce skills
- Inventory training venues and capacities
- Ensure training providers meet performance
- Collectively engage stakeholders in understanding CNY needs

This report identified seven industry segments:

Transportation/Communication/Utilities, Manufacturing, Construction, Retail Trade, Food Service & Hospitality, Education and Health Care.

MACNY Public Policy Agenda (2005-2006)

The Manufacturers Association of NYS with 300 members represents a strong advocacy and development association for CNY manufacturing related organizations. The eight critical issues and initiatives set are key indicators of the importance of manufacturing to our area and set the stage for the synergistic efforts of CNY Works.

2005 Economic Forecast – 2005, Greater Syracuse Chamber of Commerce

The Chamber outlined a synopsis of past, present, and outlook (future) of each industry sector. This has provided a guide to continue to annually monitor the “community’s perceptions” of workforce trends, issues.

Essential New York Initiative, February 2004

The Metropolitan Development Association developed a 12-county regional report providing the foundational issues and essential strategies for regional economic growth. Their regional and cluster focus have been instrumental to structuring the LWIB’s strategic focus for the next three years.

Identify key workforce issues impacting on the above-described economic outlook and the steps taken by the Local Board and other key stakeholders in the community to arrive at these issues. Within your response, address the following points:

- *Discuss the research and analysis being done by the Local Board to identify trends, emerging issues and available assets. What data resources are being utilized by the Local Board to analyze the needs of its businesses and workers and the capacity of the education community?*

CNY Works has participated in numerous initiatives to ascertain current workforce issues, emerging trends, and to anticipate workforce requirements for Onondaga

County and the region. The LWIB's efforts with MDA (Metropolitan Development Association), CNY Growth Council, Greater Syracuse Chamber of Commerce and Onondaga Community College, Syracuse Workforce Development Center, AFL-CIO, and NYSDOL have resulted in greater awareness of current - future issues, understanding of current – future projected capacity and how CNY Works can integrate resources to meet workforce demands. The LWIB has become increasingly focused on how CNY Works can serve Greater Central New York as an integrator of services and collaborator with the community in workforce development.

In the analysis of the aforementioned reports the LWIB has attempted to understand and collate the outlook, and recommended strategies with the LWIA's key issues and initiatives.

Summary of Key Issues and Strategies Identified by Community Stakeholders:

In synthesizing the key workforce issues and developing strategies the LWIB has integrated the research studies mentioned with its past experiences and trend analysis. The Board will consider and support, to the degree feasible, the following issues and strategies:

ISSUE #1 EMERGING COMPANIES NEED MORE SUPPORT TO GROW

The region's economic development agencies need to do more to identify and support the region's many emerging companies and industries with high growth potential. These businesses have not had access to adequate networking opportunities, professional mentoring or critical seed and venture capital. As a result, many of the region's start-up and emerging technology companies struggle to expand. Global competition is also forcing traditional industries, especially manufacturers, to focus on developing innovative new products and processes or risk faltering in the new economy.

STRATEGY: SUPPORT HIGH POTENTIAL MID-MARKET COMPANIES

Spur immediate job growth by capitalizing on the region's 2,200 existing small technology companies with high potential for expansion. Small businesses account for more than half of the U.S. private sector employment and make up nearly 80 percent of all net job growth nationwide. The 12-county Central Upstate New York region is home to tens of thousands of small businesses, including more than 2,200 small technology-based companies. By identifying those small businesses which are best poised to grow and connecting them with the necessary support systems, the region's economic development groups can generate immediate job growth, expand the region's economic base and develop its next generation of major employers. By strategically targeting its efforts, the region can also help existing industries and manufacturers move up the value chain to focus on developing innovative new products and processes that will maintain their competitive position and both retain and create jobs.

ISSUE #2 BUSINESS SYNERGIES NOT CAPITALIZED

Without an organized effort and sufficient resources, the region will fail to capitalize on the high potential of its industrial and occupational clusters. Clusters – groups of complementary, competing, and interdependent businesses within a given industry – drive the creation of innovative products, processes, and jobs in a region. While Central Upstate New York has significant concentrations of companies within certain industries, the region’s businesses have not yet developed the connectivity necessary to support the growth of robust industry clusters and related employment. Links must be created or fortified between the region’s firms, among its research institutions, and between industry and research institutions.

STRATEGY: OPTIMIZE KEY INDUSTRY CLUSTER

Expansion of the region’s key clusters will create jobs and sustainable long-term growth. Central Upstate New York has a strong foundation of several important industrial and occupational concentrations upon which to build. These include environmental technology, biosciences, digital and electronic devices, precision metal working, packaging, and the knowledge/learning industry which includes educational institutions, research firms and consulting practices. With the proper organizational framework and assistance, the region can maximize the growth of these key clusters, which have the potential to drive long-term economic development and job creation, and speed the transition to the knowledge-based economy.

ISSUE #3 EDUCATIONAL INSTITUTIONS NOT LEVERAGED

The region has not maximized the potential of its colleges and universities to be key economic drivers. Many of the region’s research institutions lag behind their peers when it comes to building their R&D bases, capturing the intellectual property generated by their faculty and graduate students, and tailoring research and educational programs to the needs of industry partners for the purpose of product and process development. The region’s institutions of higher learning, in partnership with businesses and the community at large, must do a better job of transferring technology, connecting university research with industry needs, finding ways to connect students with local businesses and organizations, providing more useful internship opportunities, promoting student volunteerism, and building stronger ties with the local community.

STRATEGY: LEVERAGING COLLEGES AND UNIVERSITIES AS GROWTH ENGINES

The region’s colleges and universities can lead the successful transition to a knowledge-based economy. The region is home to 35 colleges and universities with an enrollment of more than 130,000 students. Central Upstate New York’s five largest research universities receive more than \$600 million in R&D funding per year and have the capacity to attract more. When linked with targeted investments in technology commercialization, product development and university-industry relations, these assets provide a strong foundation upon which to build a successful

transition to a knowledge-based economy. However, achieving this will require leadership and commitment at the highest levels within each of the universities.

ISSUES #4 LOSS OF YOUNG PEOPLE

The region is losing too many of its young people which comprise much of its future workforce. Between 1990 and 2000, the Central Upstate New York region experienced significant declines in population. The region is exporting college graduates to other parts of the country. A study of 102 metropolitan areas, conducted by the University of Michigan, found that Syracuse's suburbs had the single-greatest decline in their under-35 population between 1990 and 2000. These facts are particularly troubling in light of a recent Bureau of Labor Statistics report which projects that by 2008 there will be 10 million more jobs across all employment sectors in the United States than there will be people to fill them. In the battle for America's most talented individuals, the 12-county Central Upstate New York region is losing to other communities.

STRATEGY: CREATING, RETAINING AND ATTRACTING TALENT

The region can capitalize on its strong base of creative talent to fuel future economic growth. With more than 13 percent of its workforce in the Super Creative Core – defined as those employed in education, computer engineering, the sciences and the arts – the Syracuse MSA ranks in the top 15% of American metropolitan areas – putting it in the same category as cities like Minneapolis and San Diego. By taking proactive steps to address existing shortcomings in the areas of tolerance, diversity, brain-drain and more, the region can build on this key strength and further position itself as an attractive location for talented and creative people of all backgrounds and persuasions. With more than 130,000 college students in the region, a high quality of life and a workforce that is more educated than the national average, Central Upstate New York is in a strong position to compete for the people – the talent – that will enhance its competitive position.

ISSUE #5 EMERGING ENTREPRENEURIAL CULTURE

Central Upstate New York is beginning to develop and encourage a strong entrepreneurial culture. Though the region does not have a long history of entrepreneurship, Central Upstate New York is encouraging an entrepreneurial culture in which new firms will be created, new products invented and commercialized, and new markets developed. Central Upstate New York is moving towards capturing a significant portion of the intellectual property generated in its research institutions to provide the necessary support to entrepreneurs of all sorts, from restaurant owners to civic entrepreneurs.

STRATEGY: ENCOURAGE THE GROWTH OF AN ENTREPRENEURIAL CULTURE

Recent initiatives are beginning to build a network to support the growth of new companies. The recent creation of UVANY, the Upstate Venture Association of New York, offers real hope for the region's first venture capital network. The Falcone Center for Entrepreneurship at Syracuse University is positioning itself to become one of the nation's premiere entrepreneurship programs in the nation. The Greater

Syracuse Chamber of Commerce is launching a new initiative focused on local entrepreneurial development that should be supported and expanded. Similar efforts are underway in Cortland with the Emerging Technology Alliance, at Cornell University and in the North Country.

ISSUE #6 LACK OF STRATEGIC FOCUS ON SPECIFIC SECTORS

The Central New York community has been plagued with political and special interest groups vying for resources in an unplanned integration manner. CNY Works has a unique opportunity to unify the community focus on clusters which our research indicates will provide strong sustained value to the community.

STRATEGY: FOCUS AND SUPPORT UNITED COMMUNITY-WIDE VISION AND THEMES

The LWIB's "Community Audit" has been used throughout the community as a recommended guide for a united workforce development approach. Seven vision themes emerged that we will embrace:

1. **Center for Arts, Recreation, Tourism**
Becoming a center for arts, recreation and tourism is a primary vision-theme that emerged around the Central New York marketplace in discussions with regional planning and economic personnel.
2. **Center for "Green" Technology Development**
The Central New York region is being targeted to serve as a hub for environmental technology growth.
3. **Hub for Warehousing and Distribution**
Seizing upon Central New York's transportation venues, a number of planners are envisioning the region as a warehouse and distribution hub.
4. **Retain Current Manufacturing and Promote High-Tech Non-Durable Goods Manufacturing**
Economic leaders are growing the availability of non-durable goods manufacturing opportunities and locational space, while simultaneously seeking to retain the existing manufacturing base.
5. **High-Tech Business Development and Incubator Site**
There are current initiatives underway to highlight the Syracuse area as an incubation center for high-tech business development and entrepreneurship.
6. **Nano-Technology Specialty Site**
Within the CNY region, there are two property locations that are being promoted as optimal sites for nano-technology firms.

7. Biotechnology Research

Combining expertise from local educational facilities, planners are envisioning the region as a biotechnology research center.

ISSUE #7 COUNTY FOCUS LACKS CRITICAL MASS

Individual communities within the region lack both the scale and resources to be competitive on a national and international level. Compared to its benchmarked competitors, Syracuse, Utica-Rome, Watertown, Auburn, Geneva and Ithaca all lack the critical mass necessary to provide prospective residents with adequate choices with respect to employment, culture, education, recreation and a general diversity of lifestyle choices. Likewise, these communities lack sufficient density to provide prospective employers with abundant, qualified talent. The individual communities also lack the level of deal flow necessary to attract significant venture capital. Furthermore, the cities in direct competition with these local communities are beginning to think and act more regionally.

STRATEGY: SYNERGISTICALLY WITH OTHER WIB FOCUS ON REGION

An expanded region will compete more effectively for jobs and growth. By expanding the self-defined boundaries of the region to encompass twelve counties, local communities can expand the scope of their territorial assets, draw from a larger resource base, exert greater influence in Albany and Washington, D.C., and compete more effectively with developing regions across the nation and around the world.

- *Summarize the current state of the workforce. Describe the current business demand for workers and skills, current worker skills and characteristics, current capacity of training and education entities to meet demands and resources and programs currently available to meet workforce needs.*

Summary of the current state of the workforce:

The Syracuse Post Standard reported in July, 2005 that the Syracuse area's unemployment rate was 4.8%, slightly higher than May, 2005 but "well below the 5.6%" of June, 2004. "The state's unemployment rate in June (2004) was 4.7%, and the nation's was 5.2%," the paper said. Quoting a NYSDOL source, the reporter summed up the gains in Madison, Onondaga and Oswego counties as a "healthy growth rate" of 1.2% that is widespread.

Onondaga County's economy is stronger today than it was a year ago. An increase in business activity and a diversified industry base have enabled Onondaga County to add jobs. The largest job growth has occurred in service-providing sectors. Employment in educational and health services, leisure and hospitality, natural resources and mining, and professional and business services is at all-time record high levels. The manufacturing industry is starting to turn around as firms slowly begin to hire, especially within high-tech industries (defense, biotech, medical devices). The local economy is the strongest since the year 2001.

- **Onondaga County’s May 2005 unemployment rate of 4.4 percent was below the year-ago level of 4.9 percent and below the May 2005 rate for the state (4.8 percent) and nation (4.9 percent).**
- **Onondaga County’s labor force rose 4,200 over the year ending in May 2005 as the number of people employed rose by 5,300 and the number of people unemployed but looking for work fell (-1,000) over the year.**
- **Total jobs rose 1,111 (+0.5 percent) in Onondaga County between 2003 and 2004 (most recent jobs data available for the county). The largest job growth occurred in educational and health services (+1,319), professional and business services (+861), and leisure and hospitality (+659) sectors. Sizeable over-the-year job losses occurred in manufacturing (-1,402) and construction (-307).**

Challenges that have emerged due to population shifts include an aging population of baby boomers who will be retiring over the next 5 to 10 years with not enough emerging workers to take their place in regards to overall numbers and workplace skills (i.e. skilled trades people). In addition, a major challenge is to retain emerging workers so that they find jobs in the county instead of moving away. Students who are educated at the area’s many universities and colleges also must be made aware of the job opportunities available in the local area so they will remain in the county.

**EMPLOYMENT, FIRMS, AND PAYROLL BY SECTOR
ONONDAGA COUNTY, 2000-2004
PREPARED BY KAREN KNAPIK-SCALZO, DRS-BLMI, 7/19/05**

<u>SECTOR</u>	<u>YEAR</u>	<u>EMPLOYMENT</u>	<u>PAYROLL</u>	<u>FIRMS</u>	<u>WEEKLY PAY CHECK</u>
TOTAL EMPLOYMENT	2000	251,882	\$8,205,146,366	12,233	\$626
TOTAL EMPLOYMENT	2001	248,911	\$8,347,222,236	12,368	\$644
TOTAL EMPLOYMENT	2002	244,008	\$8,614,081,739	12,286	\$698
TOTAL EMPLOYMENT	2003	243,714	\$8,754,696,203	12,289	\$690
TOTAL EMPLOYMENT	2004	244,825	\$9,055,759,215	12,429	\$711
CONSTRUCTION	2000	10,225	\$390,578,989	1,145	\$737
CONSTRUCTION	2001	10,252	\$408,081,798	1,147	\$765
CONSTRUCTION	2002	9,800	\$401,098,416	1,122	\$787
CONSTRUCTION	2003	9,933	\$417,572,419	1,112	\$808
CONSTRUCTION	2004	9,626	\$409,972,071	1,107	\$819
EDUCATIONAL & HEALTH SERVICES	2000	34,424	\$1,038,633,533	1,244	\$580
EDUCATIONAL & HEALTH SERVICES	2001	35,393	\$1,109,917,375	1,242	\$603
EDUCATIONAL & HEALTH SERVICES	2002	35,645	\$1,185,475,254	1,286	\$639
EDUCATIONAL & HEALTH SERVICES	2003	36,698	\$1,239,814,288	1,306	\$667
EDUCATIONAL & HEALTH SERVICES	2004	37,017	\$1,306,110,112	1,302	\$683
FINANCIAL ACTIVITIES	2000	15,767	\$647,419,251	1,237	\$789

Workforce Investment Board: Onondaga County – CNY Works

SECTOR	YEAR	EMPLOYMENT	PAYROLL	FIRMS	WEEKLY PAY CHECK
FINANCIAL ACTIVITIES	2001	15,695	\$654,701,849	1,277	\$802
FINANCIAL ACTIVITIES	2002	15,356	\$666,438,807	1,257	\$834
FINANCIAL ACTIVITIES	2003	15,277	\$675,352,349	1,358	\$850
FINANCIAL ACTIVITIES	2004	15,257	\$722,981,356	1,387	\$911
INFORMATION	2000	7,024	\$328,451,031	203	\$899
INFORMATION	2001	6,947	\$360,716,270	211	\$998
INFORMATION	2002	5,885	\$366,278,363	218	\$1,196
INFORMATION	2003	5,812	\$266,208,031	204	\$880
INFORMATION	2004	6,057	\$277,928,049	212	\$882
LEISURE & HOSPITALITY	2000	18,693	\$232,333,385	1,172	\$239
LEISURE & HOSPITALITY	2001	18,754	\$241,168,689	1,183	\$247
LEISURE & HOSPITALITY	2002	19,510	\$251,128,950	1,164	\$247
LEISURE & HOSPITALITY	2003	19,556	\$257,032,781	1,124	\$252
LEISURE & HOSPITALITY	2004	20,215	\$268,247,129	1,149	\$255
MANUFACTURING	2000	35,021	\$1,626,276,723	530	\$893
MANUFACTURING	2001	32,539	\$1,545,405,349	539	\$913
MANUFACTURING	2002	30,402	\$1,535,437,885	505	\$971
MANUFACTURING	2003	28,007	\$1,517,312,814	490	\$1,041
MANUFACTURING	2004	26,605	\$1,482,271,457	474	\$1,071
NATURAL RESOURCES & MINING	2000	694	\$16,366,998	59	\$454
NATURAL RESOURCES & MINING	2001	715	\$17,076,311	61	\$459
NATURAL RESOURCES & MINING	2002	690	\$17,165,900	57	\$478
NATURAL RESOURCES & MINING	2003	709	\$18,037,748	57	\$489
NATURAL RESOURCES & MINING	2004	772	\$22,500,055	53	\$560
OTHER SERVICES	2000	9,365	\$197,751,661	1,249	\$406
OTHER SERVICES	2001	9,280	\$198,119,334	1,237	\$410
OTHER SERVICES	2002	9,067	\$202,455,963	1,233	\$429
OTHER SERVICES	2003	9,069	\$206,469,911	1,204	\$437
OTHER SERVICES	2004	8,749	\$204,490,375	1,196	\$449
PROFESSIONAL & BUSINESS SERVICES	2000	26,768	\$890,381,518	1,831	\$639
PROFESSIONAL & BUSINESS SERVICES	2001	25,770	\$919,954,933	1,824	\$686
PROFESSIONAL & BUSINESS SERVICES	2002	25,364	\$933,179,975	1,754	\$707
PROFESSIONAL & BUSINESS SERVICES	2003	28,201	\$1,077,649,779	1,772	\$734
PROFESSIONAL & BUSINESS SERVICES	2004	29,062	\$1,176,949,549	1,819	\$778
TRADE, TRANSPORTATION, & UTILITIES	2000	55,037	\$1,607,069,557	3,189	\$561
TRADE, TRANSPORTATION, & UTILITIES	2001	54,096	\$1,637,279,036	3,181	\$582
TRADE, TRANSPORTATION, & UTILITIES	2002	52,553	\$1,643,669,461	3,022	\$601
TRADE, TRANSPORTATION, & UTILITIES	2003	51,734	\$1,601,995,381	2,987	\$595
TRADE, TRANSPORTATION, & UTILITIES	2004	51,783	\$1,651,369,771	2,972	\$613
GOVERNMENT	2000	38,779	\$1,228,394,023	352	\$609
GOVERNMENT	2001	39,267	\$1,250,377,415	356	\$612
GOVERNMENT	2002	39,416	\$1,405,087,626	357	\$685

<u>SECTOR</u>	<u>YEAR</u>	<u>EMPLOYMENT</u>	<u>PAYROLL</u>	<u>FIRMS</u>	<u>WEEKLY PAY CHECK</u>
GOVERNMENT	2003	39,341	\$1,468,828,080	365	\$717
GOVERNMENT	2004	39,168	\$1,512,709,374	347	\$742
UNCLASSIFIED	2000	85	\$1,467,697	22	\$332
UNCLASSIFIED	2001	203	\$4,423,877	110	\$419
UNCLASSIFIED	2002	320	\$6,665,139	311	\$400
UNCLASSIFIED	2003	377	\$8,422,622	310	\$429
UNCLASSIFIED	2004	514	\$10,229,917	411	\$382

SOURCE: New York State Department of Labor-Data is Preliminary and subject to revision.

Job/Skill Sets Needed in the Next 10 Years:

- ✓ **Health care occupations (i.e. registered nurses, physician assistants, medical technologists, licensed practical nurses, home health aides, patient care assistants, medical records and health information technicians, pharmacists, physical therapists, respiratory therapists, medical assistants, personal and home care aides, physical therapist assistants, dental laboratory technicians, diagnostic medical sonographers, medical laboratory technicians, medical transcriptionists)**
- ✓ **Computer/high-technical skills (i.e. computer software engineers, computer support specialists, computer systems analysts, database administrators, network and computer systems administrators, network systems and data communications analysts)**
- ✓ **Skilled trades (i.e. machinists, welders, electricians)**
- ✓ **Customer service skills/sales (i.e. customer service representatives; salespeople; sales representatives, wholesale and manufacturing, except technical and scientific products)**
- ✓ **Teachers (i.e. elementary school teachers, secondary school teachers, special education teachers)**
- ✓ **Social services workers (i.e. social workers, human services workers, residential counselors, social and human service assistants)**
- ✓ **Engineers (i.e. electrical, mechanical, software, radar-systems and environmental)**
- ✓ **Transportation workers (i.e. truck drivers, heavy and tractor-trailer)**

Current worker skills and characteristics: Our labor force is available, affordable, and educated and is often cited for its work ethic and labeled as ‘most productive’ when compared to other areas. Whether a business is looking for skilled labor or professional level employees, Central New York can provide them. The prime working-age population continues to increase, providing an abundance of skilled workers, as well as professional,

technical, managerial and clerical personnel. A recent study of the underemployed in the CNY area shows a significant additional pool of labor.

Onondaga County's central position in the Syracuse - Auburn CSA and outstanding network of highways allows for excellent commuting patterns. In fact 19% of the county employees come from outside Onondaga County, while only 6% leave the county for work. The average commute is just over 19 minutes. See the complete details on the CSA commuting patterns here.

Workforce Educational Attainment:

Syracuse / Auburn CSA

Percent of age 25+ population

High School Graduate 32.2

Some College or more 51.6

Some College 17.8

Training Capacity: The LWIA is rich with education and training entities that are able and willing to develop programs to meet the demands of business and workforce needs. The Central Upstate Region boasts 60 colleges, universities, and post-secondary institutions (many of which are within an hour's drive of Syracuse's center-city) as well as numerous private companies that provide workforce development, technical and industry-specific skill-based programs to business and individuals.

- **Onondaga Community College:** The County of Onondaga has committed considerable resources to develop the potential of its community college. OCC provides a variety of training and retraining opportunities to area residents in technology-based fields as diverse as architecture, photography, and manufacturing. The 200,000 square foot, \$35 million, Whitney Applied Technology Center at Onondaga Community College is designed to address the technical training requirements of local companies, including call centers. The Center can design and implement training programs that will accomplish a company's specific requirements. In 2001, the County added an award-winning lean manufacturing training center at the Applied Technology Center.
- **Syracuse University's University College** strives to help build learning communities and coalitions; facilitate collaboration among government, health care, education, and business sectors to assure the success of New York State organizations and their employees. Among their programs are:
 - The award-winning Leadership Institute develops leadership excellence, change management, and executive education programs. Highlights are: Leadership Excellence Program--based on research of the requirements of future leaders by business executives and academic scholars; Project Management System-- designed to provide the guidelines and step-by-step processes to effectively and efficiently lead a project management initiative; Integrated Manufacturing System—designed to develop, train, and guide

managers through assessment planning and the implementation of a world-class unified organization; Strategies of Change-- offered as a three- to six-day classroom course, CD-ROM, or blended learning approach for corporate professions to explore personal change in a creative, strong, behavioral manner, participants learn current +/- strategies of their own behaviors and what they need to do to create and exhibit ideal behaviors.

- **The WorkKeys Center** offers a complete spectrum of job analysis, skill assessment, instructional support and training services for employers, job seekers, and students, revolving around the well-known "WorkKeys System" developed by American College Testing (ACT). WorkKeys employs a precisely calibrated numeric rating scale to compare the skills of an individual to the skills required for effective performance in any job.
- **The Center for Business Information Technologies Syracuse University** addresses the technical education and training needs of Information Systems employed and unemployed professionals offering 17 part-time technical certification programs and more than 90 courses from Microsoft®, Oracle®, Cisco®, and Sun Microsystems®.
- **Onondaga-Cortland-Madison BOCES** has a long-standing history of developing and providing educational programs and services for the LWIA's businesses and the workforce community. BOCES' Business & Industry Training and Consulting Services works with businesses to develop strategic training plans to meet immediate and long range needs; assess employee workforce skills levels in technical and basic skill areas; and provide on and off site classes.
- **The LWIA has an extensive list of the public and private programs that serve businesses and the LWIA's workforce include SUNY's Empire State College, SUNY's EOC, SCSD's Central Tech's and Johnson Center's training facilities, Crouse-Irving and St. Joseph's Nursing Schools, SUNY at Upstate Medical University, MACNY's Callahan Training Center, New Horizons, Computer Education Services, National Tractor Trailer School, Ridge Associates and Dale Carnegie Associates, to name a few.**
- *What are the key workforce issues that have emerged thus far and how have they been prioritized? Where are there gaps in information, gaps between labor supply and demand, skill gaps, and training capacity and resource gaps?*

The LWIB has identified the following key workforce issues and goals to be considered as we develop policies, programming and process:

Our LWIB has identified the following key workforce issues and goals to be considered as we develop policies, programming and process:

- ❖ **Continuing stream of dislocated workers**
 - **Need to develop comprehensive career planning, skills assessment and training options for dislocated workers**
 - **Encourage the development of training and education capacity that result in marketable skills**
- ❖ **Growing skills shortages from entry-level to professional-level in numerous job categories (e.g. trades, health care, engineering)**
 - **Provide accessibility to career planning and training opportunities for the under-represented populations and individuals with barriers (e.g. lack of education/skill credentials, older workers, economically disadvantaged, individuals with disabilities, underemployed workers)**
- ❖ **Fierce competition and speed-of-light technology changes for businesses**
 - **Align the LWIB's strategic plan to address businesses' needs to compete and train workers (employed and unemployed) as business strategies are revised to meet the growing demand to cut costs, update technologies and hold a place in a global marketplace**
 - **Encourage the development of education/training capacity so that our community can support and respond to the emerging and existing business and/industries**
- ❖ **Emerging workforce that is deficient in basic competencies needed by business**
 - **Motivate and educate an emerging in core competencies in math, science, literacy, communications, critical thinking, problem solving and a strong work ethic**
- ❖ **Employment and training model traditionally focuses on short term goal of "getting the job"**
 - **Change model to one that emphasizes planning a career strategy that is skills-based and responsive to rapidly changing job market**
- ❖ **Shifting demographics (out-migration of young professionals and an aging workforce)**
 - **Foster "strategic networking" possibilities by developing close relationships with company recruiters**
 - **Collaborate on attraction, retention, and on-the-job training strategies targeted towards opening up paths for younger workers using OJT and targeted recruitment activities**
- ❖ **Entrepreneurs represent significant percentage of new economic growth**
 - **Support the growing entrepreneurial development in our region**
- ❖ **WIA dollars are continuing to shrink as needs grow**

- **Effectively and strategically utilize WIA dollars and leverage other resources (state, federal, private) by working collaboratively with other government, business and community organizations**
- **Introduce efficiency concepts, encouraging cross-training and realignment of One Stop staff into work teams (vs. separate units) maximizing capacity of staff, closer collaboration with One Stop partners**

- ❖ **Traditional employment and training service models revolve around programs**
 - **Restructure plan for service delivery and encourage the evolution of a One Stop without walls that is customer-driven**

- ❖ **Adopt the issues set forth by the State in their Two Year Comprehensive Plan including the need to increase labor force participation rates by increasing the availability and access to training; promote programs that contextualize English as a Second Language for the workplace to strengthen our immigrant workforce and turn our attention to aligning economic and labor market needs with the K-12 curriculum to increase the understanding of local economies and the critical role education plays in keeping those economies vibrant.**

The LWIB, partner and community oversight and listening groups will be involved in strategic planning and continuous improvement process. Gaps in information, between labor supply and demand; skill gaps; training capacity and resource gaps will be identified along with strategies to address them.

2. Engaging Community Partners in Workforce Solutions

Local Boards consistently work with additional community partners who contribute to the local area's workforce and economic development; these efforts include such groups as chambers of commerce, business alliances, trade associations, economic development agencies, social service agencies, labor unions, apprenticeship associations, community colleges, universities, training providers, transportation providers, housing assistance agencies, literacy groups, federal initiative programs, providers of services to special populations and others who play a key role in the success of the community.

Discuss the role of the Local Board in engaging community partners and promoting the benefits of new partnerships and alliances for workforce issues. Within your response, address the following points:

- *Having identified the key workforce issues, how is the Local Board determining its need to engage additional partners and who those specific partners should be? What contributions can those partners make toward resolving the key workforce issues?*
- *How is the Board ensuring the business community's needs are fully represented in these discussions?*
- *How is the Local Board engaging additional partners and bringing them to the table?*
- *What short and long-term goals are being jointly established to address workforce issues and close identified gaps? Discuss how the Local Board is identifying the shared benefits to*

the partners and communicating the impact their activities will have on the key workforce issues?

- *What is the role of the Local Board (either leading or supporting another entity) in achieving the stated goals? Which organizations will be given primary responsibility for each of these goals?*
- *What is the process for collecting and evaluating information on the progress toward these goals? How will this progress be monitored and reported?*

3. Aligning Service Delivery

In order to address workforce issues within the local area, Local Boards need to utilize collaborative efforts with One Stop Partners and others to successfully align programs and services.

Comment on how your local area planning process is enabling this alignment of service delivery around the issues and goals previously set forth in this plan. Within your response, address the following points:

- *Comment on how your planning process is enabling the local One Stop system to go beyond compliance and address the economic development needs and key workforce issues of the local workforce area and region.*
- *Describe the One Stop system and how its structure facilitates achieving the stated goals while addressing gaps.*
- *Describe how your local area's service delivery to businesses has been aligned to respond to local market demand and the stated goals set forth from your strategic planning efforts.*
- *Provide a brief explanation on how Core, Intensive and Training services are delivered. Describe how you assure that the delivery of these services is aligned around identified workforce issues and stated goals.*

4. Measuring Achievement

More than ever before the ability to sustain and grow a local workforce system depends upon how effectively the local area can demonstrate in measurable terms that the system is achieving its goals. In addition to meeting the mandatory negotiated WIA performance levels, Local Boards must be able to show to their constituents, customers, stakeholders, and private and public sector partners that resources are being used effectively and invested for greater workforce and economic gains in the community.

Describe how the Local Board is implementing performance measures that relate to the goals established around the key workforce issues identified in its strategic plan. Within your response, address the following points:

- *What data was considered and what entities were involved in helping develop the measures? Identify the measures and the desired outcomes.*
- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*

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- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*
- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

Section II-B - Local Area Strategic Planning Progress

This section of the plan is **to be completed by those local workforce areas that have engaged in the State’s Strategic Planning for a Human Capital Advantage project and have achieved at least benchmark number three** (receipt of a third payment from the State).

N/A

III. Integration of WIA Compliance with Strategic Planning

The Workforce Investment Act requires that Local Boards establish and approve policies that are in accordance with the Act and its regulations that guarantee a consistent local area approach to One Stop system operations and provide a framework for the delivery of services. In this section of the plan, the current published policies and working definitions remain in effect and are the basis upon which the next three years policies will evolve.

Subsection 1 contains those agreements and policies that are the foundations for administering and evolving the local workforce system.

Subsection 2 requests the policies that are and will be essential to the delivery of services and the operation of the local system.

In accordance with the Workforce Investment Act, the Local Board is required to conduct business in an open manner and make information regarding the One Stop system available to the public. Within your discussion of the Local Board's efforts to openly conduct business, address the following points:

- *What is the central location where all local policies and working definitions are published?*

All local policies and working definitions will be published at www.cnyworks.com. Hard copies are available at the WIB's administration offices, 443 North Franklin Street, Lower Level, Syracuse, NY 13204.

- *How does the Board assure that local policies and working definitions, including updates and changes, are readily accessible to One Stop staff, the general public and the State?*

Local policies and working definitions, including updates and changes, are readily accessible to One Stop staff whose offices are located in the same building as WIB administrative offices. One Stop staff, State officials and other interested parties are invited to and routinely attend WIB meetings. Interested parties will be able to download all of the information at www.cnyworks.com.

- *Is there a Local Board website? If yes, please provide the website address.*

The LWIB maintains an online presence at www.cnyworks.com

- *Does the Local Board make information such as Board membership, meetings, policies, definitions, and other workforce information available on the website?*

The LWIB website at www.cnyworks.com will be enhanced to ensure that interested parties will be able to download all of the information. Currently, there is a link to <http://www.workforcenewyork.com>, where both staff and customers (i.e. jobseekers and employers) can access information about statewide policies, grants and programs.

- *How is the website maintained to assure up-to-date information is available?*

WIB staff and technical staff work together to update information and monitor accessibility.

- *By what means does the Board assure that the accessible copies are current?*

WIB staff and technical staff will work together to update information and monitor accessibility.

- *Where can hard copies of this information be obtained by the general public?*

All hard copies can be obtained at the LWIB administrative offices located at 443 North Franklin Street, Syracuse, NY 13204 and will be available to download at www.cnyworks.com.

Subsection 1

The responses to this subsection include both narrative responses and the completion of attachments/forms that are located in **Section IV, Required Certifications and Documents**.

1. Local Plan Submission

The Local Board is responsible for developing the three-year plan in partnership with the Chief Elected official. To properly submit the area's Local Plan:

- a. Complete the **Attachment C, Signature of Local Board Chair**.
- b. Complete the **Attachment D, Signature of Chief Elected Official**, for each unit of local government.

2. Governance and Board Composition

When a Local Area includes more than one unit of government, the Chief Elected Officials of the individual governmental units must execute an agreement that describes their roles and responsibilities in administering the Act, conducting fiscal and program oversight, and assuring that performance standards are met. All local areas must provide the following:

- a. Complete **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.
- b. Attach a copy of the agreement that defines the roles and responsibilities of each of the Chief Elected Officials in a multi-jurisdictional area and describes their interaction in the administration of the Workforce Investment Act (if applicable).
- c. Attach a copy of the Local Board By-laws.
- d. Additionally, please address the following points:
 - How often are the by-laws reviewed? When necessary, what is the process for amending the by-laws?

In the past, By-laws have been reviewed when external issues demanded a review (special audits, changes in legislation, etc.) or when an issue surfaced that current By-laws didn't adequately address. At a minimum, By-laws will be reviewed annually.

- Is the Board incorporated?

Yes, the Board is incorporated as a 501 (C) (3) not-for-profit organization.

- Describe the subcommittee structure for the board and identify the role and responsibilities assigned to each subcommittee. (You will be asked to identify the subcommittee responsible for each activity addressed in Subsection 2.)

The subcommittee structure for the LWIB consists of: Executive Committee, Finance Committee, Programs and Services Committee, Human Resources Committee, and Nominating Committee. In addition, the LWIB has established a Youth Council. The subcommittee structure that exists is currently under review to ensure that the committees more adequately reflect the direction that the LWIB has defined during the strategic planning process. To that end, the LWIB will incorporate an Audit Committee that will develop and be accountable for all policies related to program performance and fiscal management.

- *What is the plan in place for board member recruitment to reflect current and emerging trends and how is that plan being communicated to local elected officials?*

Maintaining a balance between business WIB members and community leaders on the LWIB roster is part of the overall goal to be inclusive and to ensure that the LWIB remains current and knowledgeable about emerging trends and potential economic growth as it relates to workforce development. The LWIB strives to represent sectors that reflect the priorities of important developmental initiatives, as well, as special populations that may be under-represented in economic development projections and plans.

The LWIB is working with business organizations and economic development agencies that have developed reports and initiatives that call for diversity and strategic planning in its economic development efforts. Representatives from these organizations are providing oversight and review as the LWIB develops the Comprehensive Three-year Local Plan.

The LWIB has invited these organizations to recommend potential members on an ongoing basis, e.g. the Metropolitan Development Association (MDA) has agreed to help recruit potential LWIB candidates through its *40 Below* initiative (*40 Below* is part of MDA's effort to encourage young professionals to establish roots/remain in the Central Upstate region).

Also, the WIB's presence as active participants in group economic development efforts like the Greater Syracuse Economic Growth Council and major economic development projects like *Destiny USA* will ensure that the LWIB is informed about current and future opportunities. These efforts provide more exposure for CNY Works and will engender more contacts with business leaders who may be identified as prospective Board members.

Central business organizations (Chamber, MACNY, MDA) will make recommendations to the local elected officials. All Board appointments are coordinated directly with elected officials and indirectly by their representatives on the Executive Committee. The By-laws state that both the Onondaga County Executive and the Mayor of Syracuse must have a high-

level staff person to represent them on the Board and the Executive Committee.

- *What is the process for providing staff to the Local Board?*

Needs are identified, a work plan is developed and appropriate staff members are appointed considering their experience and abilities. For example staff members have been identified to coordinate and support the local function of the LWIB and to work on the Comprehensive Three-Year Local Plan and its ongoing implementation and refinement.

- *Describe the Local Board's plan for Board staff retention and development efforts.*

The LWIB has begun the process of assessing the need for succession planning and the current capacity of staff to implement its vision and the policies developed through the Comprehensive Three-year Planning Process. The Executive Committee is working closely with senior staff to implement improved program delivery and initiatives. The LWIB will provide training and development opportunities for staff through the NYS Department of Labor, NYATEP and private vendors. The LWIB will also encourage staff to develop in-house teams to recommend policy, improve systems, and enhance innovation, thereby improving staff retention and development.

3. Fiscal Agent and Grant Subrecipient

The Local Plan must identify the fiscal agent or entity responsible for the disbursement of grant funds.

Complete **Attachment F, Fiscal Agent/Grant Subrecipient**, located in **Section IV, Required Certifications and Documents**, identifying the local Fiscal Agent and the local Grant Subrecipient (if any) who assist in the administration of grant funds.

Also note **Attachment D, Signature of Chief Elected Official**, requires an attestation that the grant recipient possesses the capacity to fulfill all responsibilities regarding liabilities for funds received, as stipulated in **§667.705** of the rules and regulations.

4. Direct Services & Infrastructure Plan

Complete the following tables displaying how core and intensive services will be delivered and funded by the partners within the One Stop centers and affiliate sites identified in the “Profile”. These tables should aggregate WIA Title 1-B and Wagner-Peyser staffing and infrastructure costs, at a minimum.

Infrastructure Costs in Dollars (Current)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
Franklin Center	166,570	25920	Included w/rent	67,500	30,000	20,000	309,990

Total Infrastructure Cost and Staff Levels in FTEs (Current)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Total Cost</i>	Dedicated to Core Services			Dedicated to Intensive Services		
		<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>
Franklin Center	309,990	8	4	0	2	10	1

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Infrastructure Costs In Dollars (Planned over next three years)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
Franklin Center	508,980	85,795	Included w/rent	222,750	100,000	66,000	983,525

Total Infrastructure Cost & Staffing Levels in FTEs (Planned Over Next Three Years)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Total Cost</i>	<i>Dedicated to Core Services</i>			<i>Dedicated to Intensive Services</i>		
		<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>
Franklin Center	983,525	11	6	0	6	10	1

Management & Administrative Staffing Across All One Stop Centers and Affiliate Sites

	<i>Total FTEs</i>	<i>Planned</i>
<i>Wagner-Peyser Management Staff For Delivery of Core and Intensive Services</i>	2.5	2.5
<i>Total WIA Title 1 Management & Administrative Staff</i>	1	1
<i>Total for the LWIA</i>	3.5	3.5

- Discuss how the Board or one of its subcommittees anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.

The WIB is taking active steps to encourage the coordination of services by forging stronger relationships within the economic development community and taking an active roll in the initiatives and committees established by these organizations in our area. The WIB is also clearly defining and promoting its mission as the convener and facilitator of workforce development.

The WIB has undertaken an aggressive plan to eliminate duplication in service delivery and to maximize resources to support training and other business services by working in tandem with the organizations referenced above. Staff will continue to collaborate with DOL business services staff, economic development and business organizations to promote grant opportunities offered by private sources, in addition to WIA, State and local initiatives. Providing consultation services and technical assistance to businesses has enabled the LWIB to maximize the community’s resources and promote the training for economic growth concept to smaller and mid-size businesses.

- *WIA Regulation Section 652.202 requires all Wagner-Peyser services to be delivered through the One Stop delivery system, through One Stop centers or affiliate sites. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.*

The LWIB has implemented a plan to co-locate additional DOES/DOL staff and combine the One Stop and Unemployment Insurance Benefit orientations. In addition, all One Stop and NYSDOL staff will be cross-trained to give full and seamless service to system customers. In the Fall, representatives from the One Stop career unit, WIB business services, NYSDOL Labor Service Representatives and NYSDOL business services staff will participate in a facilitated planning event to develop an interactive job matching system, strategically targeted networking and recruitment activities. The LWIB’s plan is to forge stronger partnerships with local initiatives like the *daVinci Project* and the Essential New York Initiative who have identified the growing sectors of our local economy and the needs of the employers.

Subsection 2

Based on the maturity of each local system and the key workforce issues and goals identified through the strategic planning process, address the following points within your response:

1. Selecting and Certifying Operators

The Local Board is responsible for selecting and certifying the One Stop Operator with the agreement of the chief elected official [§662.410]. In addition, it is the Board's responsibility to hold Operators accountable for specific goals and evaluate performance against those goals throughout the period of certification or recertification. All LWIAs must submit their recertification application no later than June 30, 2005 or the local plan will be deemed incomplete. The One Stop Operator recertification process is a required part of the local plan. However, local plan approval is not contingent upon approval of the One Stop Operator recertification application. The local plan will need to be modified if the recertification application is not approved prior to local plan approval.

Complete **Attachment G, One Stop Operator Information**, in **Section IV, Required Certifications and Documents**. Also attach a copy of the local area's One Stop Operator Agreement.

2. Contracting for Service Providers

The Workforce Investment Act permits WIA Title I services to be provided through contracts with service providers and may include contracts with public, private for-profit and nonprofit service providers as approved by the Local Board. For those local areas that contract for services:

- *How does the Local Board determine which WIA Title 1 services, if any, should be contracted out? Explain how your decision leverages funding and services already provided by One Stop system partner staff (e.g., Wagner-Peyser funded staff) to maximize available resources without duplication of services.*

The LWIB selected a consortium of One Stop partners to serve as the One Stop Operator to provide core and intensive services. Consistency, continuity, knowledge of labor market, and the experience of the Operator staff were considered with the recognition that there were gaps in the Operator's ability to address all the community's workforce priorities. During the process of setting the goals and priorities of service for the One Stop Operator, the LWIB identified needs that could be more effectively and efficiently provided by other existing community organizations. This has allowed for the maximizing of funding and services already provided by our One Stop system partner staff. The LWIB collaborates with community organizations with the intent of achieving common goals and leveraging funding opportunities. In addition, the One Stop Consortium agreement requires the formal participation of partners. This includes Wagner-Peyser partner staff.

- *Provide the process by which the Board awards contracts to entities other than the One Stop Operator for the provision of One Stop services. Identify any subcommittee responsible for this function. How often is the need for contracting services reviewed?*

The LWIB uses the competitive bid process to identify entities other than the One Stop Operator for the provision of One Stop services, unless an organization is the sole source of a service. The Programs and Services Committee of the Board reviews the process and selections. At a minimum, the need for contracting services is reviewed annually. If a need is identified at any period in between the annual review process, the LWIB will initiate a contracting process that is consistent with the Board's procurement policy.

- *For which services do you currently contract?*

Services currently contracted for are: GED preparation, basic skills remediation, pre-employment preparation, Career Path to Success, at-risk for out-of-school youth.

For example, the LWIB contracts with the Syracuse City School District to provide GED instruction, remediation, pre-testing, and facilitation of testing. This provides Department of Education certification and credentialing through a bona fide local educational agency and seamless high quality services to the customer. In another example, the LWIB is collaborating with the Metropolitan Development Association (MDA) and the University Hill Corporation to provide workshops that highlight pre-employment, recruitment and retention strategies for workers that live in close proximity to employers located in the inner city of Syracuse.

- *Based on current and future key workforce issues and goals, what changes does the Board anticipate with regard to the number and type of services for which it will be contracting?*

The LWIB engaged community partners to identify current and future workforce issues and goals. Once needs are developed, the WIB will evaluate the existing services. When gaps are identified the LWIB will develop services to close the gaps and meet those needs.

3. Priority of Service

The Local Plan must describe the criteria used to determine whether funds allocated for employment and training activities are limited, and the process by which any priority of service will be applied [§663.600 - §663.640].

- *Identify any subcommittee of the local board that is responsible for policies related to priority of service.*

The Programs & Services Committee of the LWIB is responsible for policies related to priorities of service.

- *What is the Board's policy for determining priority of service and its relationship to residency requirements? How often is the policy revisited?*

The policy for determining priority of service was determined during the Comprehensive Three-year Planning Process. The LWIB, in collaboration with community stakeholders, has developed a rating system to determine priority of service. Aside from residency requirements, services will be prioritized based on a combination of factors, such as financial need, education, job objective, marketability of current skills, supply/demand conditions in the local job market, funding source (i.e. adult, dislocated worker, TAA/TRA, youth), availability of funds, and availability of training options (e.g. if training options are available in a neighboring LWIA). All factors will be weighed against their applicability to Economic Environment and Key Workforce Issues identified Section IIA-1 in this Comprehensive Three-year Plan.

The LWIB will give priority to Onondaga County residents and customers who are dislocated from companies in Onondaga County. However, to the extent that funding levels allow and in recognition of the regional economic development focus, the LWIB will consider funding customers outside the local area. One priority that the LWIB has firmly established is serving youth, especially those who are at-risk of committing violence, and out-of-school youth who lack educational credentials and/or employable skills.

- *How will the priority of service plan align with planned operating policies and procedures?*

Throughout the development of the strategic planning process, it has become apparent that the LWIA must clarify operating policies and procedures to ensure that the LWIB's priority of service is fulfilled.

Priority of services will be considered if additional services are prescribed through the Individual Employment Plan development. Requests for services will be measured using the "rating" criteria described in # 3 (above). This will be done using a team-oriented decision-making model to ensure that the operating process and procedures are followed and that the findings of the strategic planning process have been considered. Core services such as labor market information, orientation, eligibility determination, and resource room access will be available to the universal population. The need for staff-assisted core and intensive services will be defined by the One Stop career advisor through the development of a service plan. Further need for services, i.e. ITA, OJT will be recommended by the Career Advisor and presented for final approval through the team process.

4. Self-Sufficiency

Local Boards must set criteria for determining whether employment leads to self-sufficiency [§663.230].

- *Identify any subcommittee of the local board that is responsible for policies related to self-sufficiency.*

The Programs and Services Committee of the LWIB is responsible for policies related to supportive services and needs-related payments.

- *Provide the current definition of self-sufficiency as established by the Local Board.*

Self-sufficiency is currently defined by an individual wage rate that is greater than \$20.00 per hour.

- *Describe how the local definition of self-sufficiency will align with the strategic objectives set forth in the strategic planning portion of this plan.*

The current definition was reviewed by an ad-hoc Review Committee of the LWIB in consideration a review by the Oversight Committee who were involved in the strategic planning portion of the Comprehensive Three-Year Plan. This wage rate aligns with the key workforce issues and strategic objectives established during the strategic planning portion of this plan to:

- **Provide avenues for dislocated workers to transition into new career directions as our region continues its long term shift from its industrial base**
- **Address businesses' skill shortages and needs to compete and train workers (employed and unemployed) as business strategies are revised to meet the growing demand to cut costs, update technologies and hold a place in a global marketplace**
- **Motivate and educate an emerging workforce that is deficient in basic competencies**
- **Support the growing entrepreneurial development in our region**
- **Address the training needs of populations with barriers (education, income, disability, etc.)**

5. Supportive Services and Needs-Related Payments

Local Boards, in consultation with One Stop partners and other community service providers, must develop a policy on supportive services that ensures resource and service coordination in the local area. The policy should address procedures for referrals to such services, including how such services will be funded when they are not otherwise available from other sources. Local Boards may establish limits on the provision of supportive services or provide the One Stop Operator with the authority to establish such limits. Consistent with other regulations, the Local Board must establish the level of needs-related payments for adults [§663.800].

- *Identify any subcommittee of the local board that is responsible for policies related to supportive services and needs-related payments.*

The Programs and Services subcommittee of WIB is responsible for policies related to supportive services and needs-related payments.

- *Describe the process for the periodic review and update of supportive service policies. How often is this review done and who conducts the review? If a multi-county area, how will supportive service policies be coordinated among the counties?*

Ongoing needs and availability of community resources will be monitored and reviewed. The Programs and Services subcommittee LWIB will review this and make recommendations to the LWIB update the supportive service policies as needed.

- *Does the local area make needs-related payments and if so, how and how often is the policy or payment level reviewed?*

The LWIB does not currently provide supportive services and needs-related payments, but will conduct a periodic review and update this policy if the need arises. The LWIB will advocate for support services through the One Stop Partners. In addition, the LWIB will provide ongoing training to One Stop staff who will make direct referrals to services (e.g. Centro Rides Program, United Way Agency Services).

6. Grievances and Complaints

The Local Board must establish and maintain a procedure for grievances and complaints which provides a process for handling complaints, an opportunity for informal resolution or a hearing, a process that allows a labor standards grievance to be submitted for binding arbitration, and an opportunity for local level appeal to the state [§667.600]. Such procedure must be in compliance with applicable federal and state statutes and regulations available at <http://www.dol.gov/oasam/programs/crc/crcwelcome.htm> and Workforce Development System Technical Advisories #02-6, #02-7 and #02-10. Section D, Nondiscrimination and Equal Opportunity Assurance, in **Attachment H, Federal and State Certifications**, requires the local signatories to attest to compliance with these provisions.

- *Identify any subcommittee of the local board that is responsible for policies related to grievances and complaints.*

The Human Resources Committee is responsible for policies related to grievances and complaints.

- *What is the Board's process for collecting, analyzing and utilizing grievance and complaint information? How often is the information analyzed and who is responsible for the analysis? Identify any subcommittee responsible for this function.*

The orientation program includes information on the grievance procedure. Grievance procedure booklets are available at orientations and in the Resource Room. Job seekers who receive intensive services and require an application receive a grievance procedure and sign off verifying receipt at their first interview.

Every attempt will be made to resolve the grievance at the program level. If necessary, the grievance will be referred to the WIB's designated Grievance Officer. Should these attempts fail to resolve the issue, the grievance will come before the WIB's Human Resource Committee and finally, if a resolution is not reached, the Executive Committee. The program manager and/or hearing officer will keep a record of grievances and their resolutions. All grievances will be reported to the WIB. All grievances will be reported, tracked and submitted to the State on an annual basis. The Grievance Officer will report grievance activity (or lack of activity) to the LWIB on a quarterly basis.

- *Has the analysis of the data regarding complaints resulted in policy changes in the local area? How were those changes communicated to the public, the staff and the State?*

The WIB has had to identify a new grievance officer because of changes in personnel. The planning process has prompted the WIB to clarify the grievance procedure and reporting. This policy will be communicated to the public during orientations and will be available online. The staff will be reminded of Grievance Procedure at routine staff meetings.

It has been the State's experience that complaints may include information that is not grievable but rather is related to the business practices of the One Stop centers such as staff capacity, quality of information exchanges, process flow (e.g., provision of outdated grievance contact information, packets of information duplicated so often as to be unreadable, staff providing limited explanations of policies and procedures or not providing copies of Individual Employment Plans).

- *By what means is information regarding non-grievable complaints shared with the One Stop Operator? How is this information used to support the continuous improvement of the One Stop system of service delivery?*

A suggestion box is available in the reception area. Routine customer satisfaction surveys are distributed, compiled and analyzed. Strategies for improvement are discussed and planned at routine staff meetings. Improved services are implemented through strategically structured work teams and monitored by team leaders who report to the One Stop Director.

7. Youth Services

Service Levels

For the past four Program Years, record the number of older youth and younger youth served by your LWIA and the planned service levels for PY 05.

	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
Older Youth	85	115	77	68	295
Younger Youth	578	851	911	598	245

Note: The total number of youth served is found in the WIA Annual Reports.
WIA PY04 data may be found through the most recent WIA Quarterly Report.

Performance

Based on the exit data of the last four years, provide a summary of the local area's performance with respect to the required WIA measures. For each program year, enter the standard, outcome and indicate Pass/Fail of the performance using "P" or "F" as indicators.

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Entered Employment Rate	Older Youth	62	not avail	not avail	64	76.9	P	65	55.2	P
Retention Rate	Older Youth	72	not avail	not avail	71	72.7	P	73	65.8	P
	Younger Youth	41	not avail	not avail	42	44.4	P	47	37.9	P
Earnings Change	Older Youth	3485	not avail	not avail	3418	1339	F	3000	1835	F
Credential Attainment Rate	Older Youth	43	not avail	not avail	45	11.8	F	45	20.3	F
Diploma/GED Rate	Younger Youth	28	not avail	not avail	32	14.0	F	38	53.4	P
Skill Attainment Rate	Younger Youth	67	not avail	not avail	69	77	P	71	89.4	P

Based on your performance answer the following:

- *If the LWIA has failed any of the performance measures in the past, what actions has the Board taken with its youth providers to identify service delivery weaknesses?*

The two performance measures, Earnings Change and Credential Attainment Rate, which our LWIA failed in 2003, improved significantly in PY 2004. PY 2004 3rd quarter results show that our LWIA is on track to pass all youth performance measures for this year. Several actions were taken to make this possible:

- **Quarterly reports were monitored carefully by staff**
- **Contractors were briefed on required performance outcomes**
- **Action was taken if outcomes were not reached**

The following contracts were de-obligated for failure to meet performance standards:

- **Spanish Action League**
 - **Brighton Family Center**
- *What changes have been made to policy, service delivery, providers, engagement of partners, memberships on board and councils, etc., to provide for improved program performance?*

Extensive research was done on credentialing options, including what is attainable for youth in varied situations. Attainment of these credentials has been worked into youth programming where appropriate.

In order to improve recruiting for LWIA enrollees, the Youth Council appointed an Ad Hoc Committee to survey providers of programming for out-of-school youth. This provided a better understanding of the employment programming needs of this population, and allowed LWIA to coordinate better with other youth services providers in order to eliminate or minimize duplication of services. The LWIB engages community partners through its Youth Council ensuring a broad representation for program, process and strategy development. The LWIB membership reflects all community stakeholders including those who advocate for youth.

- *How have those changes been incorporated or aligned with key workforce challenges and planning strategies?*

Extensive research was done on credentialing options, including what is attainable for youth in varied situations. Attainment of these credentials has been worked into youth programming where appropriate.

In order to improve recruiting for WIA enrollees, the Youth Council appointed an Ad Hoc Committee to survey providers of programming for out-of-school youth. This provided a better understanding of the employment programming needs of this population, and allowed us to coordinate better with other youth services providers in order to eliminate or minimize duplication of services.

Changes and planning strategies align with the LWIB’s key workforce issue that states that the LWIA’s “Emerging workforce that is deficient in basic competencies needed by business.”

- *What strategies are being devised to exceed standards, improve services and increase market penetration?*

The LWIB realizes the critical importance of staying focused on performance, improving services and exceeding standards to meet the needs of youth. The LWIB designated a staff person to review management reports on a weekly basis, monitor data entry, disseminate information, provide staff training and ensure that performance is a high priority in designing programs and services.

The mission of the LWIA’s youth program is:

To serve as many youth as possible in appropriate meaningful jobs in safe settings, while providing exceptional supports, academic enrichment and opportunities to gain marketable skills; and to provide the community and businesses a view of our local emerging workforce at its best.

Market penetration through local educational institutions, community-based organizations and the Youth Council is a priority for the LWIB. Special emphasis is placed on reaching under-represented populations and at-risk youth.

Framework and Program Elements

The Workforce Investment Act requires that the Local Plan define the design framework for youth programs in the local area and define how the ten program elements are provided within that framework. With regard to the design framework and program elements, the following questions should be addressed:

- *Describe the Board’s process and frequency for reviewing the design framework and how it evaluates whether the framework is equipped to successfully support emerging trends, current and future workforce goals and workforce strategies as they relate to youth.*

The WIB and the Youth Council are in the process of strategic planning which will define and refine a design framework for youth programs in the LWIA. Literacy and numeracy elements, as well as certificates, have been reviewed and will be integrated into the overall plan. The design framework created will not only incorporate required program elements (tutoring, alternative secondary education, summer employment, work experience, occupational skills, leadership development, support services, adult mentoring, follow-up, guidance and counseling), but will also identify and support overall strategies for our local emerging workforce.

All requests for proposals for youth programming will be evaluated in consideration of the design framework, required outcomes and the LWIB’s stated goals, key workforce issues and emerging trends (as they relate to youth).

- *If a multi-county area, describe how youth program design is coordinated among the counties.*

N/A

- *Describe the type and availability of youth activities in the local area and identify any challenges for serving greater numbers of youth most-in-need, including out-of-school youth.*

The LWIB supports a variety of youth programs and activities, including academic, recreational, work experience, leadership development, career exploration and others too numerous to identify. There are also programs and activities that focus on specific youth populations. While there are pockets of program cooperation and collaboration, it is hoped that the comprehensive strategic planning currently being undertaken will provide an opportunity for a deeper and broader level of cooperation.

CNY Works has been reaching out to serve greater numbers of youth most-in-need, including out-of-school youth. One example is the work done with the Violence Intervention and Prevention Project (VIPPP) and the Employment Networking Coalition. Both groups are charged with helping the most difficult to serve youth. Listening to the concerns of these groups through active participation in their meetings has made closer communication possible. This summer there was a job for every VIPPP youth who was eligible for the program.

- *What efforts, if any, are being made to connect both WIA and non-WIA youth to the One Stop system? How are youth being exposed to career awareness, work readiness and the One Stop system?*

There have been several initiatives to link WIA and non-WIA youth to the One-Stop system.

In April 2005, CNY Works participated with LeMoyne College, Nojaims Market, Coca Cola, Prevention Partners for Youth Development, SUNY University Hospital, Wegmans and Clear Channels Communication to host a Career JAM (Jobs and Money). The event gave youth ages 16-24 information regarding local businesses, their occupational needs, anticipated workforce needs and how to prepare for them.

The summer component of the LWIA youth programs offers opportunities for career exploration and work readiness through the program at Central Tech and through newly developed “Enrichment Days.” During PY 05, more than 250 youth, (14-15 year-olds) participated in a special program at Central Tech, which offered instruction in academic and occupational skills, career development and employability skills related to a variety of career areas. These included: health services, business and office systems, desktop publishing, food service, early childhood education, automotive technology, cosmetology, graphic arts, carpentry, building maintenance and computer literacy.

Central Tech has strong contacts and linkages with the business community, grass roots organizations and service agencies. These connections provide a wealth of

opportunities for exploration, internships and job shadowing for youth participating in the program.

Approximately 200 youth, ages 16 and older, had an additional component added to their work experience this summer. Four “Enrichment Days” provided an opportunity for youth to gather with others from different areas of the city and county in order to explore issues such as conflict resolution, life skills and job retention, and youth and cultural awareness.

These activities stressed the development and practice of real-world expectations, and brought awareness to participating youth of the various support networks and programs available at community-based organizations. Three of the four Enrichment Days were hosted by Syracuse University, which also worked with CNY Works youth during the year on the Pro Challenge project.

In addition to this, GED, pre-employment and computer classes are held at the One-Stop which are available to WIA and non-WIA youth, and CNY Works youth staff regularly make presentations in the community regarding job readiness for youth.

- *Describe how the Youth Council will incorporate literacy and numeracy elements into the design framework in accordance with USDOL Common Measures Policy.*

All out-of-school youth will be pre-tested to determine whether they meet the required literacy and numeracy competencies. The Youth Council will incorporate literacy and numeracy competencies for all out-of-school youth who do not meet the required standards. At the conclusion of this program component, out-of-school youth will be post-tested to ensure they have attained numeracy and literacy competencies in accordance with USDOL Common Measures Policy. Youth who are deficient will continue to receive program support and remediation.

- *Describe how the Youth Council will incorporate certificates into the design framework in accordance with USDOL Common Measures Policy.*

The Youth Council and the LWIB support the use of certificates to verify program competency and will integrate certificates into the program design framework in accordance with USDOL Common Measures Policy

Youth Council

WIA requires that a Youth Council be established as a subgroup of the Local Board [\[§661.335\]](#).

- *Describe the current and future goals of the Youth Council as aligned with the overall strategic goals of the local area.*

The Youth Council includes members representing agencies and organizations which provide other youth programs and services in the community. The Youth Council began a discussion and review of youth programs sponsored by CNY Works in June 2005. The group brainstormed what is working, what needs improvement and recommendations for change. This will be the foundation for development of future goals for the Youth Council.

Several recommendations specifically addressed integration of youth services including more involvement with and commitment from the educational and employment systems; closer collaborations with Parks and Recreation in year- round sporting activities; programming to train youth to be referees, scorekeepers etc.; and collaborating with human services agencies to develop a training program and credential associated with volunteer work.

The Council also reviewed the mission of the youth programming, and discussed ways to elicit more youth and business participation on the Youth Council. The design framework and future goals of the Youth Council will be incorporated into the overall LWIB strategic plan.

- *What outreach and connections to other youth services and providers will be collaboratively planned (i.e., Youth Bureaus, educational partners) to ensure the provision of integrated youth services?*

The LWIA is rich with youth-serving organizations and programs. The Youth Council membership provides an opportunity to learn about and collaborate with other youth organizations through the Youth Council. This enhances community partnerships, helps to integrate WIA funded programs into the community and helps to maximize scarce resources.

Some of these partnerships and connections are: Math Science and Technology (MST) Corporate Partnership/NSBE Project which engages students in projects that will help them build the skills they will need for success in today’s workforce.

Selecting Youth Providers

The Local Board is responsible for selecting eligible youth service providers based on recommendations of the Youth Council, and maintaining a list of providers with performance and cost information [§661.305].

Workforce Investment Board: Onondaga County – CNY Works

- *Identify your youth providers, the services they provide and the steps that will be taken to leverage additional resources to deliver integrated youth services in a broader youth development context.*

Provider	Services Provided	Population	Contract?
Central Tech	Summer employment, enrichment, career exploration and case management.	Up to 254 qualified youth ages 14 and 15	Yes
Spanish Action League	Case management, job readiness, career exploration, academic support, enrichment and community service opportunities.	15 out-of-school Latino youth.	Yes
Brighton Family Center	Employment and education services	50 out-of-school youth ages 16-21	Yes
Southwest Community Center	Educational skills preparation, job readiness skills training, career/employment development, on-going adult mentoring, personal life/social supportive services, leadership/community service skills building and individual and/or group achievement recognition	30 in and out-of-school youth ages 17-21	Yes
Onondaga Community College	Life skills enhancement, job readiness and career exploration, higher education experience (successful youth earn six college credits)	Up to 20 youth per session.	Yes

The LWIA has a wealth of youth-serving organizations, funded through public and private sources. The CLEOs have made it a high priority to provide quality workforce services to local young people, especially those who are at risk. The LWIA will assume a leadership role to ensure that there is strategic coordination among such entities to optimize and leverage resources available to help develop the emerging workers.

- *Has your partner or vendor mix also changed and if so, how and why? Describe how this mix provides integrated youth services from a youth development perspective.*

The partner and/or vendor mix has not changed significantly in recent years, but the LWIA will use the collaborations described above as a vehicle for further opportunities to develop improved youth services.

- *Describe your Youth RFP process including the frequency of release, review criteria and who reviews the proposals*

The Youth RFP Process includes an annual community presentation outlining project goals, requirements etc. A point scale was developed for proposal review, with an Ad Hoc Committee of the Youth Council reviewing and making recommendations for funding to the WIB.

- For which services has the Board entered into a contract? Are the local Employment and Training offices providing any services to youth?

All of the above are on a contract basis. Yes, core and intensive services, including outreach, recruitment, eligibility determination, labor market information, case management, in-depth assessment, career counseling, resume preparation and job search assistance.

Youth Eligibility

Regulations require that, as part of the process for determining who is eligible for youth services, the Local Board must provide a definition of “deficient in basic literacy skills” and “requires additional assistance to complete an educational program, or to hold and secure employment” [§664.205, §664.210].

- Provide current definitions and describe how these definitions will support the goals the Board has identified in addressing its key workforce issues and what effect they have on eligibility for youth services.

A youth who is “deficient in basic literacy skills” is one who:

- 1. computes or solves problems, reads, writes, or speaks English at or below 8th grade level on standard test.**
- 2. unable to compute or solves problems, read, write or speak English at a level necessary to function on a job, with family or in society.**

A youth who “requires additional assistance to complete an educational program, or to hold and secure employment” is one who:

- has little or no job search experience
- has little or no job or job retention experience
 - has limited skills
 - needs supportive services such as mentoring, child care, transportation etc.

8. WIA Adult and Dislocated Worker and Wagner-Peyser Services

Service Levels

Record the number of WIA Adults, WIA Dislocated Workers and Wagner-Peyser customers served by your LWIA and the planned service levels for PY05.

Total Number Served	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
WIA Adults	142	474	983	714	2000
WIA Dislocated Workers	353	567	847	1,581	2,400
Wagner-Peyser Funded Customers*	N/A	22,198	16,499	13,325	13,192

Workforce Investment Board: Onondaga County – CNY Works

Note: The total numbers served for WIA Title IB is found in the WIA Annual Reports.

PY04 WIA Title IB data is found through the most recent WIA Quarterly Report.

*Please consult with the Wagner-Peyser LWIB member for assistance in obtaining and understanding Wagner-Peyser numbers.

Performance

Based on the exit data, provide a summary of the local area’s performance with respect to the required WIA measures. For each program year, enter the standard, outcome and indicate Pass/Fail of the performance using “P” or “F” as indicators.

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Customer Satisfaction	Participants	70	74	p	72	0	F	71	75.4	P
	Employers	68	74	P	70	0	F	68	73.4	P
Entered Employment Rate	Adults	67	87	P	69	70.2	P	69	79	P
	Dislocated Workers	85	86.1	P	86	86.4	P	86	82.6	P
Retention Rate	Adults	74	96.1	P	75	69.6	P	79	77.9	P
	Dislocated Workers	90	92.5	P	87	86.5	P	87	88.3	P
Earnings Change	Adults	3418	4568.7	P	3351	1982	F	2800	2271	P
Earnings Replacement Rate	Dislocated Workers	87	95	P	88	89.4	P	90	83.9	P
Credential Attainment Rate	Adults	50	26.4	F	60	31.3	F	62	62.1	P
	Dislocated Workers	49	29.4	F	59	36.9	F	52	77.9	P
Job Seeker Entered Employment Rate	Wagner-Peyser	N/A			N/A			N/A	N/A	N/A
Job Seeker Employment Retention Rate	Wagner-Peyser	N/A			N/A			N/A	N/A	N/A

Based on your performance answer the following:

- *If you have failed any of the performance measures in the past, what actions has the Board taken with its program operators and One Stop operator to identify service delivery weaknesses?*

All of the above are on a contract basis. Yes, core and intensive services, including outreach, recruitment, eligibility determination, labor market information, case management, in-depth assessment, career counseling, resume preparation and job search assistance,

- *What changes will be made to policy, service delivery, training providers, engagement of partners, memberships on board and councils, etc., to achieve all performance standards?*

LWIB has instituted an ambitious strategic planning process that engages mandated partners (including Wagner-Peyser), other partners and community stakeholders in an ongoing collaborative effort. Engaging teams representative of key stakeholders, advocates for business, and under-represented groups and training providers opens many avenues for policy and programmatic improvements to the LWIB's workforce system. Strategic planning provides opportunities for closer collaborations between and among these disparate groups. Discussions around regional workforce issues and the need to address performance standards has brought about a greater understanding of grant obligations and strategies that will result in more meaningful policies and programs designed to exceed required standards. The development of strong LWIB leadership has sparked a keen interest in WIB membership, workforce councils and work teams. This has engendered a spirit of cooperation as these community leaders come together to share resources and expertise to plan strategies that address challenging workforce issues and achieve the common goals.

- *What strategies are being devised to exceed met standards, improve services and increase market penetration?*

The LWIB is devising strategies to improve services and increase market penetration by establishing work teams made up of business leaders, economic development entities, WIB staff, Wagner-Peyser staff and community organizations to address the critical questions and workforce issues. Each of these organizations have conducted surveys and implemented strategic plans designed to maximize the human resources and business capacity of our region as it transitions from an economy heavily dependent on manufacturing to one fueled by advanced technology, knowledge and service.

The LWIB has assumed its role as convener to encourage collaborative efforts that will:

- **Foster initiatives that will leverage and market private and public resources**
- **Capitalize on the region's skilled and motivated workforce**
- **Support the expansion and growth of established and emerging industries**
- **Focus on collaborative strategies/avoid duplication of services**
- **Evaluate and identify skill sets needed in area industries (identified in initiatives referenced in IIA Section One of this document)**

Adult and Dislocated Worker Eligibility

WIA regulations set forth the eligibility criteria that adults and dislocated workers must meet to participate in WIA Title I and Wager-Peyser programs. In addition, Local Boards are given responsibility to further establish policies and procedures for One Stop Operators to use in determining an individual's eligibility as a dislocated worker, including the definition of what constitutes a "general announcement" of a plant closing and, for determining eligibility of self-employed individuals, what constitutes "unemployed as a result of general economic conditions in the community in which the individual resides because of natural disasters" [§663.115].

- *Identify any subcommittee of the local board that is responsible for policies related to adult and dislocated worker eligibility.*

The Programs and Services Committee of the LWIB is responsible for policies related to adult and dislocated worker eligibility.

- *How is the definition of a "general announcement" of a plant closing shared with staff to determine dislocated worker eligibility (including partner staff needing to determine dislocated worker "target group" eligibility for Work Opportunity Tax Credit applications)?*

When Rapid Response services are initiated, the CNY Works Career Center Director notifies Career Advisors and partner staff in writing of the general announcement of the plant closing.

- *Describe how the One Stop Operator's policies and procedures adequately address the needs of self employed individuals who become unemployed as a result of general economic conditions in their community because of natural disasters.*

The LWIB adheres to the federal WIA definition of a dislocated worker that includes individuals who were self-employed but are unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters.

As part of the WIA eligibility process, One Stop Career Advisors gather information from customers to verify that the customer is a dislocated worker.

Additionally, the New York State Department of Labor, Unemployment Insurance Division, assists self-employed individuals who become unemployed as a result of general economic conditions because of natural disasters. The Governor files a request asking the President of the United States to issue a Declaration of Disaster. When the Declaration is issued, the NYS Department of Labor publishes newspaper announcements to reach out to self-employed individuals impacted by the disaster. The self-employed individual who becomes unemployed may file a claim for regular Unemployment Insurance benefits. If the individual is not eligible for regular benefits, an application can be made for Disaster Unemployment Assistance. Department of Labor staff may be stationed at Disaster Recovery Centers to explain available benefits and services, including services available at CNY Works.

- *Describe how reemployment services for UI customers are coordinated in your One Stop system. Explain how UI profiling information will be used to target services, including enrollment into the dislocated worker program.*

The Syracuse Division of Employment Services' Unemployment Insurance (UI) Reemployment Services unit will be located at CNY Works. Based on an automated weekly download of new Unemployment Insurance claimants, these customers will be scheduled for a group CNY Works Orientation. All UI customers will be informed of and encouraged to utilize all services offered throughout the One Stop system. These services include job search and placement assistance, job matching, workshops, Labor Market Information, resume preparation/critiquing, and staff assistance in the use of the Resource Room information/tools. All UI customers will be registered in the One-Stop Operating System so that services and referrals may be tracked.

UI customers who are profiled as most likely to exhaust benefits will be identified. A strategy to coordinate reemployment services for these customers will be developed between DOES and CNY Works, based on customer needs and resources available.

Rapid Response

Provide a description of the Local Board strategies to integrate strategies into the One Stop system.

- *Identify any subcommittee of the local board that is responsible for policies related to Rapid Response.*

The Program and Services Committee of the LWIB is responsible for policies related to Rapid Response.

- *What policies can the Local Board enact to foster greater connections with the One Stop system and better outcomes for individuals served through local Rapid Response activities?*

The LWIB has enacted policies that foster greater connections with the One Stop system and better outcomes for individuals served through local Rapid Response by encouraging the co-location and collaboration of DOL DOES, UIB and Rapid Response staff. One Stop Career Advisors and Resource Room staff will participate in a facilitated workshop (Fall '05) along with NYSDOL business services staff and staff representing DOL job bank activities. The focus will be on building a collaborative effort to design an interactive job matching system for all One Stop customers (job seekers and employers). Common terminology for skill sets will be developed and shared so that better matches can be made. All staff will be cross-trained on using this common terminology and methods of identifying skill sets that are common (i.e. transferable) across companies/industries in the region.

The limitations of staff utilization of OSOS will be explored. Staff will be trained to update and expand/refine skill sets and will learn to manipulate the OSOS data to maximize its potential.

This process will be ongoing. Routine meetings with One Stop career staff and NYSDOL business staff will be encouraged so that staff will continually improve this process aligning with the needs/demands of rapidly changing workplaces.

- *Who is responsible for coordinating Rapid Response services in the local One Stop system?*

The New York State Department of Labor has been designated by the Governor as the State agency responsible for the coordination and oversight of Rapid Response activities. When the Division of Employment Services (DOES) Regional Office is notified of an impending layoff or plant closing, the Director of the Dislocated Worker Assistance Center (located in Utica) makes the initial contact with the affected employer’s human resource representative, for the purpose of conducting a reemployment services fact gathering and preliminary planning session. The outcomes from the session are shared immediately with the CNY Works Career Center Director and the DOES Manager for the purpose of cooperatively developing a reemployment services strategy on behalf of the affected workers. A team, comprised of LWIA and NYSDOL staff, is established, and emphasis is placed on early intervention on the behalf of the affected workers. The dislocated employees then access the LWIA’s programs via established service delivery processes.

- *Describe how Rapid Response functions as a business service in your local area. How will Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs?*

Employers are encouraged to consult the New York State Department of Labor, the Local Workforce Investment Board, as well as local and regional economic development officials for assistance in developing a layoff aversion strategy. This strategy may include incumbent worker training to upgrade the skills of the workers and the Shared Work Program to provide partial Unemployment Insurance assistance to workers whose hours are reduced. To assist companies interested in layoff aversion, the State has established a grant program to make funding available to support layoff aversion training activities. The CNY Works Business Services team, comprised of staff from a number of partner agencies, informs employers of various grants.

When layoffs cannot be averted, the Business Services team may contact new and expanding companies that may be interested in hiring the affected workers. Targeted job fairs may be organized by the Business Services team to provide opportunities for the affected workers to meet with the new and expanding companies. Expanding employers may also place job orders and specify that they are particularly interested in former workers of another employer. These job orders can then be matched with those job seekers.

Business Services

Provide a description of the Local Board's strategies to improve services to employers.

- *Identify any subcommittee of the local board that is responsible for policies related to Business Services.*

The subcommittee of the local board that is responsible for policies related to Business Services is the Programs and Services Committee. As a result of the strategic planning process the LWIB, is considering the development of a committee relating to economic development and business services.

- *What is the plan to:*
 - *determine the needs of employers in your local area?*

The LWIB has engaged the business organizations and economic development community to participate in the strategic planning process to identify the needs of our local employers. This team will convene quarterly to review initiatives and plan strategies to refine, redirect or redefine policies and procedures. The LWIB will encourage collaborative efforts that go beyond mere cooperation.

The LWIB has established a team consisting of, partner business staff (NYS DOL, OCM BOCES, VESID to name a few), Empire State Development, economic development organizations and business leaders who meet regularly to discuss mutual needs and goals. This networking has resulted in a team approach to business customers' needs, e.g. working together combining government and private funding to meet businesses' training and expansion initiatives.

The NYSDOL One Stop staff also identifies the needs of employers through outreach efforts like SHRM (Society of Human Resource Managers) and JSEC (Job Service Employment Committee). The JSEC steering committee is represented by various industries-- education/training institutions and community organizations. They develop workshops and seminars based on businesses' needs, e.g. background checks and drug screening conducted pro bono by a local law firm.

The LWIB will support and contribute to initiatives like MDA's Essential New York Initiative and the Greater Syracuse Area Chamber of Commerce Growth Council and will review surveys and recommendations conducted by the above-named organizations and encourage collaborative efforts to avoid duplication of services.

- *integrate business services, including Wagner-Peyser Act services, to employers through the One Stop system?*

As stated in the above answer the LWIB collaborates very closely with Wagner-Peyser staff. Labor Services and Business Services staff are co-located at the CNY Works One Stop Center. The LWIB has established work teams that are working on strategies, policies and procedures that will further eliminate the duplication of efforts and provide seamless and comprehensive services to employers. As referenced above, an active business services committee that includes DOL and CNY Works One Stop staff and partners (VESID, BOCES, Economic Development,, etc) meet regularly to exchange leads, program updates and share information to better service our business customers.

- *maximize awareness and employer use of available Federal tax credit programs through the system?*

Collaborative efforts referenced above will include cross training on available tax credits, marketing and processing them. Our area’s designation as Certified Empire and Empowerment Zones makes these tax credit and programs more available to employers. Referrals come from State Economic Development (ESCD). A system has been developed that is proactive in marketing (e.g. through notification of a business’s certification, mailings, follow up visits offering technical assistance in completing and processing (state credits) and educating on completion of federal. Onondaga County DOL staff is consistently cited for its volume of tax credit activity, ranking as one of the highest in the State, and giving every advantage available to local businesses.

Coordination and Integration of Services

Provide a description of how the Local Board fosters coordination and integration of One Stop services.

- *Identify any subcommittee of the local board that is responsible for policies related to Coordination and Integration of services.*

The Programs and Services Committee is responsible for policies related to Coordination and Integration of services.

- *Provide a brief explanation on how core, intensive and training services are delivered. Specifically discuss how Wagner-Peyser funded core services are coordinated with WIA Title 1B funded core services. Describe how you assure that the delivery of these services is aligned. Identify any subcommittee responsible for this function.*

Core and intensive services are delivered through CNY Works, a consortium model one-stop, that is certified by the LWIB. Training services are managed by CNY Works and delivered by Board approved training providers. Wagner-Peyser core services and WIA Title IB funded core services are delivered to all customers of CNY Works. These

services are so coordinated and aligned that customers are not aware of the funding sources of the staff. For example, there are 2 greeters – one is funded through Wagner-Peyser, the other through WIA. Services are identical. The Resource Room is staffed by both Wagner-Peyser and WIA funded staff. As needed, staff training is provided to ensure that staff is aware of services available from partner agencies.

The Business Services team includes Wagner-Peyser and WIA-funded staff. These staff coordinate services to employers to prevent duplication and share information about new and expanding companies. They work together to organize job fairs.

- *How will coordination of services provided by each of the required and optional One Stop partners through the One Stop system be improved?*

System partners meet regularly in a forum (One Stop Partners group) designed to enhance coordination, maximize limited resources, improve service delivery, respond to customer service issues and streamline partner relationships.

- *How will freed-up resources resulting from this improved coordination and integration of services be utilized to provide expanded training opportunities?*

The resources that are freed up will be used for services to job seekers and businesses.

- *Describe the level of coordination with Wagner-Peyser in your full-service One Stop centers. In consultation with the local Wagner-Peyser WIB representative, describe what steps toward full integration are planned over the next three years.*

A high level of coordination already exists with Wagner-Peyser staff at CNY Works. Collaborative efforts to serve customers, especially dislocated workers and Unemployment Insurance recipients, will continue. A step towards full integration will be taken when staff from the Unemployment Insurance move into the One Stop facility (specific details to accomplish this are currently being developed). Also, important to this coordination is the implementation of reviews, conducted by Wagner-Peyser funded supervisors and services provided to job seekers and employers. These reviews will be aimed towards ensuring that all staff, regardless of funding source, provide excellent customer services. OSOS records for job seekers and job orders will be reviewed to ensure that information about the job seekers has been gathered and data entered, that appropriate job matches were done and that customers referred to jobs meet the qualifications specified by the employers.

Service to Special Populations

Provide a description of the Local Board's strategies for serving Special Populations.

- *Identify any subcommittee of the local board that is responsible for policies related to Service to Special Populations.*

The subcommittee of the local Board that is responsible for policies related to Service to Special Populations is the Programs and Services Committee.

- *Describe the Board's strategies for anticipated enhancements to service delivery for special populations, including at a minimum Unemployment Insurance claimants, veterans, displaced homemakers, individuals with disabilities, individuals with limited English proficiency, older individuals, and migrant and seasonal farm workers over the next three years.*

With universal access, CNY Works serves all individuals from all of the special population groups identified above.

Unemployment Insurance claimants will receive an orientation to CNY Works' services and will be offered, and encouraged to use, the services available.

A New York State Department of Labor Local Veteran Employment Representative (LVER) is stationed at CNY Works. He works cooperatively with other One-stop staff to ensure that every veteran that seeks services through CNY Works obtains priority of service, as required by federal law.

Displaced homemakers receive services at CNY Works. Additionally, they are referred to the program that specifically serves displaced homemakers.

Individuals with disabilities benefit from the presence of a Disability Program Navigator on site as well a VESID counselor.

Individuals with limited English proficiency: A number of Spanish speaking staff are available provide assistance. Through the limited English proficient (LEP) program, universal access is provided for customers with limited proficiency in English.

Older workers receive universal access and may be referred to the Onondaga County Department of Aging and Youth, one of the One-Stop partners.

Migrant and seasonal farm workers: A Rural Labor Services Representative and a bilingual outreach worker serve multiple counties including Onondaga. These staff members provide Labor Exchange services to employers and MSFWs. The staff has also provided training to CNY Works staff to inform them of these available services.

Demand Occupations, Eligible Training Providers (ETP), Individual Training Accounts (ITA)

The Local Board has responsibility for determining policies regarding identifying demand occupations, instituting eligible training providers and implementing individual training accounts [§663.300- §663.595].

- *Identify any subcommittee of the local board that is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.*

The Programs and Services Committee of the LWIB is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.

- *Describe how the local area ensures that local training providers on the State ETP list are licensed, registered and/or approved by the appropriate State or Federal oversight entities (e.g., proprietary schools regulated by the New York State Education Department, Bureau of Proprietary Supervision, under Article 101 of New York State Education Law), and in compliance with the requirements/standards of these entities.*

The Local area utilizes the established process for authorizing Providers and Offerings through an on-line review process (www.workforcenewyork.com Eligible Training Providers link). All providers that submit applications must meet credentialing criteria as established by the NYSDOL. The LWIB uses appropriate State or federal oversight entity guidelines to review training provider qualifications for utilization in the local area.

- *How are cost and performance data being collected and validated for the provider's offerings and how does it inform the subsequent eligibility review process? How is customer feedback collected; how frequently is it used; and how is it shared with the public?*

Cost and performance data related to training providers and each course offering is collected and reviewed by the LWIB. Customer surveys are distributed, collected and analyzed by LWIB and shared with the public via Career Advisors. CNY Works' website will include such information in the future.

- *Based on current and future key workforce issues and goals, what changes are being considered to the demand occupations, eligible training provider and individual training account review process and how will they be implemented?*

NYSDOL research and statistical data, Labor Exchange (DOES), information from Career Advisors, Business Services Staff, public and private initiatives identified in the LWIB's ongoing strategic planning process (IIA -1 of this document).

- *If a multi-county area, how is the review process for demand occupations, eligible training providers and individual training accounts coordinated among the counties?*

The Onondaga County Local Workforce Investment Area is not a multi-county area but our strategic planning process encompasses the 12-county Central Upstate Region identified by the Metropolitan Development Association’s Essential New York Initiative (See IIA-1 of this document).

- *Describe how contiguous areas’ policies affect your process and any coordination efforts at the regional level.*

The LWIB intends to expand the current informal coordination with contiguous areas and examine policies to develop coordination that will address regional workforce needs and develop mutual goals. LWIB Directors meet several times a year to share policies and enhance coordination at the regional level.

- *How are demand occupations, eligible training providers and individual training account policy decisions and changes communicated to staff? How are they shared with customers?*

Information on demand occupations, eligible training providers and individual training account policy decisions and changes are communicated to staff through regular staff meetings, written communication and team leader oversight. Information is shared with customers through staff orientations, reception area initial assessment and customer service, one-on-one interviews with Career Advisors and contact with resource room staff who provide job search and career planning services.

Customized Training/On-the-Job Training (OJT)

Local Boards are required to establish policy regarding appropriate cost matches for On-the-Job Training (OJT) or other customized training using NYSDOL Technical Advisories #01-5 and #01-5.1 for guidance.

- *Identify any subcommittee of the local board that is responsible for policies related to Customized Training and OJT.*

The Programs and Services subcommittee is responsible for policies related to Customized Training and OJT.

- *Describe the process and frequency for reviewing local policies with regard to OJT, skills upgrading or other customized training. Describe the process for receiving, reviewing and approving requests for OJT, skills upgrading or other customized training; who is the point of contact? Identify any subcommittee responsible for this function.*

The LWIB has developed policies and processes for reviewing and approving requests for OJT, skills upgrading and customized training funds. The review process will include criteria that will assess the impact on the LWIA’s economy by considering the needs of both the job seeker/employed worker customer and the business customer. Some of the issues that will be addressed are employee retention and development;

training that will result in the introduction of new technology and/or process improvement; skills upgrading and the development of transferable skills, marketability of current skills, credentials to be gained and which workforce issues the training request addresses. In addition, the LWIB will support businesses by encouraging training that will spur innovation and growth, as well as training that will enable local businesses to compete in a world economy.

The LWIB, through its strategic planning process, has developed a clearer understanding of the regional economic development initiatives designed to build and expand upon the LWIA existing industry base and to attract and support emerging industries. The LWIB will continue to engage in collaborative efforts with local and regional economic development and business organizations to maximize the impact of training funds.

The LWIB convened an Oversight Committee consisting of WIB members, WIB staff, representatives from city and county government, business and economic development organizations, DOL and community-based agency partners to collaborate on the local strategic plan. This committee will re-convene quarterly to review the policies and procedures to ensure that the LWIB is kept up-to-date on emerging areas of economic growth and initiatives. Changes will be considered at the recommendation of this committee to ensure that these policies are strategically realigned when necessary.

This plan will benefit the job seeker/employed worker by developing selection criteria that identify the skill sets most in demand and skills that will be transferable to other companies/industries.

The point of contact for OJT, skills upgrading or other customized training is the WIB staff.

Trade Act Service Strategy

Local Boards are required to establish local policy for a Trade Act service strategy and must ensure that a dislocated worker eligible for trade benefits is co-enrolled in WIA Title I dislocated worker services for referral to WIA-funded intensive services and Trade-funded training services [TA #04-6].

- *Identify any subcommittee of the local board that is responsible for policies related to Trade Act Services.*

The Programs and Services Committee of the WIB is responsible for policies related to Trade Act Services.

- *Describe the impact, if any, Trade Act petition certifications have had on your local workforce system and how the Board's Trade Act policies will be aligned with the Dislocated Worker policies to benefit the customer in terms of an integrated service delivery model.*

Several companies served by the local workforce system have had Trade Act petition certifications. This has provided additional resources to serve dislocated workers in the LWIA, and has helped the Local Area to serve large numbers of dislocated workers.

Services available for Trade Act eligible customers are fully aligned with services available for the general dislocated worker population. All Local Area One Stop Career staff members are trained to provide the full range of Trade Act services, including training and Unemployment Insurance Benefits within the One Stop service delivery system. The Trade Act policies are aligned with the dislocated worker policies per the WIB’s strategic planning process.

- Describe the process and frequency by which your Trade Act policies are reviewed and the circumstances that would require changes to be made.

The Trade Act policies are reviewed each time a new Trade Act petition is approved. At a minimum all Trade Act policies are reviewed by the Board’s Programs and Services Committee on an annual basis. All Trade Act services are fully integrated with the dislocated worker services provided through the One Stop system. Changes in policy are made in response to customer satisfaction, system outcomes and resource availability.

9. WIA IB & Title III PY05 Performance and System Indicators

The Local Board is responsible for the negotiation and accountability for the WIA Title 1-B performance measures of the local One Stop system [§661.305, §666.310, §666.420].

If available at time of plan submittal, insert your PY 2005 negotiated performance standards. Local PY 2005 performance standards will be negotiated with all local boards once New York State has completed negotiations on statewide standards with the U.S. Department of Labor. At that time, all local areas will be required to modify their local plans to include the PY 05 standards and make them available for public comment.

Measure		Performance Standard PY 05
Customer Satisfaction	Program Participants	75%
	Employers	73%
Entered Employment Rate	Adults	73%
	Dislocated Workers	81%
	Older Youth	65%
Retention Rate	Adults	81%
	Dislocated Workers	88%
	Older Youth	77%
	Younger Youth	52%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,850
	Dislocated Workers	-\$1,950
	Older Youth	\$2,900
Credential/Diploma Rate	Adults	70%
	Dislocated Workers	63%
	Older Youth	51%
	Younger Youth	52%
Skill Attainment Rate	Younger Youth	73%

Describe how the established WIA Performance levels impact services and strategies and how levels are monitored. Within your response, address the following points:

- *Identify any subcommittee of the local board that is responsible for policies related to WIA IB and Title III Performance and System Indicators.*

The Local Workforce Investment Board will establish an Audit Committee that will be responsible for all policies related to Performance and System Indicators.

- *How are the WIA local performance levels communicated to staff, partners, providers and stakeholders so that their role in helping to achieve those performance levels is understood?*

WIA local performance levels are communicated to staff, partners, providers and stakeholders through informational meetings about this Comprehensive Three-Year Plan. Further understanding of performance will be developed through ongoing meetings with staff, partners, providers and other stakeholders. Additionally, training and development opportunities will be provided to these groups when relevant and feasible.

- *How do newly negotiated performance levels affect current policies, procedures and/or local One Stop system initiatives?*

Performance levels are considered when designing current policies, procedures and local One Stop system initiatives. Performance results are monitored quarterly to ensure that the Local Area is on track to attain necessary outcomes. Program processes and service delivery strategies will be adjusted when needed to achieve desired performance results.

- *Describe the tracking system in place and who is responsible for continuously evaluating WIA performance levels. How is the evaluation process integrated so that both program and fiscal performance data is analyzed in conjunction with each other to gain a system view? How are performance issues identified and corrected when they arise?*

Performance levels are considered when designing current policies, procedures and local One Stop system initiatives. Performance results are monitored quarterly to ensure that the Local Area is on track to attain necessary outcomes. Program processes and service delivery strategies will be adjusted when needed to achieve desired performance results.

Within this plan, the Local Board has provided past performance outcomes, current performance standards, population data and trends, and numbers of individuals served. Based on your analysis of this information and a consideration of its inter-relatedness:

- *Describe the adjustments the Local Board will make to improve performance over the next three years.*

The strategic planning process has taken root in teams represented by our Workforce Investment Board, community partners and staff. These teams have been examining our past performance, population data and trends reflecting on such fundamental questions as “Who are we? “What kind of organization must we become?” and most importantly, “What must we do to address what is happening in the larger, business and educational environments?” The LWIB continues to consider such factors as pockets of poverty, unemployment statistics and performance standards. Through this process the LWIB is poised to remain flexible and stay on top of the cycle of change facing our community. The LWIB will monitor its performance and ensure that it meets the expectations of the state and the community by engaging these teams quarterly to continue to revise and refine service strategy, provide oversight while keeping an eye on desired outcomes.

System Indicators

Describe any system indicators and standards that have been put in place and how they will be used toward continuous improvement. Within your response, address the following points:

- *Identify any subcommittee of the local board that is responsible for policies related to System Indicators.*

The Local Workforce Investment Board will establish an Audit Committee that will be responsible for all policies related to System Indicators.

- *Describe how the Local Board has adopted the system indicators identified by the State Workforce Investment Board (Market Penetration, Repeat Customer Usage, Total System Investment)?*

The LWIB, through the Audit Committee, will review and consider the best means of implementing System Indicators identified by the State Workforce Investment Board (Market Penetration, Repeat Customer Usage, Total System Investment). The Board will establish goals associated with each Indicator and system performance will be judged in accordance with the attainment of those goals. The LWIB will work with NYSDOL to identify the means of recording and retrieving data needed to measure market penetration, repeat customer usage and total system investment.

- *Describe any local indicators, in addition to the State Workforce Investment Board's system indicators (Market Penetration, Repeat Customer Usage, Total System Investment), that have been developed or will be developed by the Local Board.*

The LWIB will make the implementation of this strategy (addressed in bullet above) its first priority. Once systems are put in place to address the system indicators of market

penetration, repeat customer usage, total system investment, the LWIB will consider additional local indicators.

- *Identify the partners responsible for providing data to measure attainment of System Indicators.*

The LWIB and NYSDOL are responsible for providing data to measure attainment of System Indicators.

- *Are partner performance measures known and how does the system's design support their achievement and any over all standards for the system?*

The LWIB will work cooperatively with other partners (beyond the NYS DOL) to obtain performance measures, to the extent that they can provide the data. This will improve service integration and program outcomes.

10. Local Monitoring

It is the role of the Chief Local Elected Official (CLEO) and the Local Workforce Investment Board (LWIB) to conduct financial, program and performance oversight and monitoring in local workforce areas [WIA §117(d)(4)]. As noted in TA #04-2 and #04-19, performance and accountability are key elements of a Local Board's effective oversight and monitoring plan.

- *Identify any subcommittee of the local board that is responsible for policies related to Local Monitoring.*

The Local Workforce Investment Board will establish an Audit Committee that will be responsible for all policies related to all policies related to Local Monitoring.

- *How frequently will financial, program and performance monitoring be conducted? Identify the areas, if any, where the local monitoring goes beyond the minimum standards established in TA #04-19.*

At a minimum, financial, program and performance monitoring are conducted on a monthly basis. The LWIB's Audit Committee will review financial, program and performance reports at each meeting to ensure compliance with financial and program requirements.

- *How does the Board ensure consistency and quality in how monitoring is conducted and results reported?*

The LWIB will ensure that monitoring is conducted with quality and consistency by using standardized monitoring instruments and techniques. LWIB monitoring staff will be trained regularly to ensure that they are uniformly interpreting monitoring standards and requirements.

- *How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?*

Monitoring reports will be reviewed at regular Audit Committee meetings. These reports will identify program quality issues and deficiencies and/or systemic problems. When deficiencies are identified, corrective action will be prescribed with the goal of eliminating the problem and improving services and programs.

- *Under what circumstances will an issue arising from a monitoring report be brought before the full Board? What role will the Board play in requiring corrective action and what challenges does the Board anticipate in taking action on the monitoring reports?*

The Audit Committee will provide the full Board with a thorough report regarding each committee meeting. When corrective action fails to improve or eliminate serious program deficiencies, the full Board will be required to take action, such as terminating a contract or reassigning an activity, service or program.

11. Open Meetings

The Local Board must conduct business in an open manner by making information about the activities of the board available to the public on a regular basis through open meetings [§661.305].

- *Describe the process for making information about Board activities, including meeting schedules, available to the public; who is responsible and how often is the information available? If posted electronically, attach a link to your website.*

The LWIB activities, including meeting schedules, are available to the public online at www.cnyworks.com.

12. Public Comment on Local Plan

The Local Plan must include a description of the process used to provide an opportunity for public comment, including comments by representatives of business and labor organizations, and input into the development of the Local Plan [§661.350].

- *Describe how the policy for gathering public comment on the Local Plan has changed since the development of the initial five-year plan and what caused those changes to be made?*

During the development initial five-year plan the Local Plan was available for review in hard copy only at the LWIB's administrative office. The public was notified of the opportunity to review the Local Plan through a legal notice published in local newspaper, the Syracuse Post Standard. During the current planning period, the Plan will be available online at www.cnyworks.com, as well as in hard copy at the LWIB's administrative office, 443 North Franklin Street, Lower Level, Syracuse, New York 13204. In addition to the link that was placed on the CNY Works' website, the public was notified of the opportunity to provide comment to the Local Plan by a legal notice in the Post Standard.

- *Describe where/how the current Local Plan was made available for public comment?*

The Local Plan may be reviewed online at www.cnyworks.com or in person, at the LWIB's administrative office, 443 North Franklin Street, Lower Level, Syracuse, New York 13204. Comments regarding the Plan should be written and submitted to: Executive Director, CNY Works, 443 North Franklin Street, Lower Level, Syracuse, New York 13204. Comments on the Plan are requested by September 20, 2005.

- *Attach a copy of the public comments received in disagreement with the Local Plan and how those disagreements were addressed.*

IV. Required Certifications and Documents

Any attachment requiring original signature must be mailed to the address listed under general instructions.

- Attachment A: Request for Extension to Submit Local Plan
- Attachment B: Timeline for Submitting Complete Local Plan
- Attachment C: Signature of Local Board Chair
- Attachment D: Signature of Chief Elected Official
- Attachment E. Units of Local Government
- Attachment F: Fiscal Agent/Grant Subrecipient
- Attachment G: One Stop Operator Information
- Attachment H: Federal and State Certifications

In addition, the following documents must be attached for the plan to be complete:

- Chief Elected Officials Agreement (if applicable)
- Local Board By-Laws
- One Stop Operator Agreement

ATTACHMENT A: REQUEST FOR EXTENSION TO SUBMIT LOCAL PLAN

A request to extend the deadline for submitting a Comprehensive Three-Year Local Plan beyond the June 30, 2005 date will be considered if the local area justifies that additional time is needed to develop a complete plan. To request an extended deadline the LWIA must submit the following documents by March 15, 2005:

- Attachment A, Request for Extended Deadline to Submit Local Plan, and
- Attachment B, Timeline for Submitting Complete Local Plan

Local Plan Extension: All LWIAs are eligible to request an extension to submit the Local Plan no later than September 30, 2005.

Section II-A Extension: Those LWIAs that are unable to fully complete Section II-A prior to the deadline for submitting the Local Plan may request an extension to submit this section no later than December 31, 2005. The December 31, 2005 extended deadline request permits the late submission of **only** the following plan elements:

Section II-A (2), *Engaging Community Partners in Workforce Solutions*,
Section II-A (3), *Aligning Service Delivery*, and
Section II-A (4), *Measuring Achievement*.

Local Plan Extension: The **Onondaga County** LWIA requests an extension to submit its Comprehensive Three Year Local Plan from June 30, 2005 to **September 30, 2005** for the following reasons:

There is much work to do in the Onondaga County Local Area in order to fully comply with the demands of the Comprehensive Three-Year Plan. The Local Area would like to have the opportunity to integrate the community into the planning process. This can only be accomplished with the use of an extended timeline. The Plan must be available for public review and comment for a 30-day period. Even with an extended deadline of September 30, 2005, the Plan will need to be completed by the middle of August to allow adequate time for adaptations that evolve from public review. In addition, this Local Area would like to have open sessions where interested parties are invited to an interactive presentation about the Plan.

The Onondaga County Local Area has already invited Partners, employers and Board members to become our strategic planning “partners.” We will continue this process and extend our base with more employers, Board members, Partners; as well as economic developers, educators and community members. While we recognize the importance of being inclusive, it is important to be organized and respectful of the time and talents of other members of the workforce development community. To that end, the Local Area has developed a timeline that we will incorporate should this request be honored.

Section II-A Extension: The **Onondaga County** LWIA requests an extension to submit its completed Section II-A from June 30, 2005 to **December 31, 2005** for the following reasons:

The Onondaga County Local Workforce Investment Area intends to make the Comprehensive Three-Year Plan a living document that develops a strong foundation for WIA compliance through a comprehensive strategic planning process. The Local Area has already conducted some of the pieces essential to quality strategic planning. Current and projected occupational growth areas have been identified through private studies and primary research. However, that process must be expanded and refined beyond the current boundaries. Again, it is important to integrate key stakeholders into the entire process so that our information is complete.

As with the development of the entire Plan, time is an essential resource in strategic planning. Information obtained through public sessions and comment periods will also be essential in the evolution of the strategic plan. Thus, this Local Area seeks additional time through December 31, 2005, to provide the thorough and quality information necessary to complete these elements of the Plan. The Onondaga County Local Area is committed to fulfilling the obligations outlined in this document within the time frames identified herein. However, this process will not be regarded as a finite one, but one that will continue to evolve throughout the time period covered by this Plan.

Date: **March 15, 2005**

Typed Name: **Kevin LaGrow**

Signature of Local Board Chair: _____

ATTACHMENT B: TIMELINE FOR SUBMITTING COMPLETE LOCAL PLAN

When Attachment A, Request for Extended Deadline to Submit Local Plan, is submitted, Attachment B must also be submitted by March 15, 2005 indicating when the Local Area anticipates submitting its completed plan. As a condition for granting an extended deadline, local areas must identify the date by which they will complete each plan component. All local areas must meet the NYSDOL Required Completion Dates provided below.

When the local area submits its final plan, the entire plan must be submitted.

<i>Area of Plan</i>	<i>NYSDOL Required Completion Dates</i>	<i>LWIA Projected Completion Date</i>
LWIA Profile		
Profile	September 30	September 30
Section IIA – Local Area Strategic Planning Process		
<i>Economic Environment & Key Workforce Issues</i>	September 30	September 30
<i>Engaging Community Partners in Workforce Solutions</i>	September 30 or December 31	December 31
<i>Aligning Service Delivery</i>	September 30 or December 31	December 31
<i>Measuring Achievement</i>	September 30 or December 31	December 31
Section IIB – Local Area Strategic Planning Progress		
Strategic Planning Progress	September 30	N/A
Section III – WIA Compliance		
All Compliance Sections	September 30	September 30
Section IV – Attachments/Forms		
All required Attachments and Forms	September 30	September 30

Date: **March 15**

Typed Name: **Kevin LaGrow**

Signature of Local Board Chair: _____

ATTACHMENT C: SIGNATURE OF LOCAL BOARD CHAIR

**WIA Comprehensive Three-Year Local Plan Submittal
July 1, 2005 – June 30, 2008**

In compliance with the provisions of the Workforce Investment Act of 1998, the Interim Final Rule, and Planning guidelines and instructions developed by the Governor, this WIA Comprehensive Three-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- agree to comply with all statutory and regulatory requirements of the Act as well as other applicable state and federal laws, regulations and policies
- affirm that the composition of the Local Board is in compliance with the law, rules and regulations and is approved by the State
- affirm that this WIA Comprehensive Three-Year Local Plan was developed in collaboration with the Local Board and is jointly submitted with the Chief Elected official(s) on behalf of the Local Board
- agree to comply with § 661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator

Date:		Signature of Local Board Chair:	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local Board Chair:	
Ms.	<input type="checkbox"/>	Kevin LaGrow	
Other	<input type="checkbox"/>		
Name of Board:	Onondaga County		
Address 1:	443 North Franklin Street		
Address 2:	Lower Level		
City:	Syracuse		
State:	New York	Zip:	13204
Phone:	315-477-6900	E-mail:	info@cnyworks.com

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division
NYS Department of Labor
Building 12, Room 450
State Office Building Campus
Albany, New York 12240

Attention: Margaret Moree, Director
Local Plan Documents

ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL

**WIA Comprehensive Three-Year Local Plan Submittal
July 1, 2005 – June 30, 2008**

In compliance with the provisions of the Workforce Investment Act of 1998, the Interim Final Rule, and Planning guidelines and instructions developed by the Governor, this WIA Comprehensive Three-Year Local Plan is being submitted jointly by the Local Board and the respective Chief Elected Official(s).

By virtue of my signature, I:

- agree to comply with all statutory and regulatory requirements of the Act as well as other applicable state and federal laws, regulations and policies
- affirm that the Grant recipient possesses the capacity to fulfill all responsibilities and assume liability for funds received, as stipulated in **§667.705** of the rules and regulations
- affirm that the composition of the Local Board is in compliance with the law, rules and regulations and is approved by the State
- affirm that the Chair of the Local Board was duly elected by that Board
- agree to comply with **§661.310** by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator

Note: A separate signature sheet is required for each local Chief Elected Official.

Date:		Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	Nicholas J. Pirro	
Other	<input type="checkbox"/>		
Title of Local CEO:	Onondaga County Executive		
Address 1:	421 Montgomery Street		
Address 2:	Civic Center – 14 th Floor		
City:	Syracuse		
State:	New York	Zip:	13202
Phone:	315-435-3516	E-mail:	

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division
NYS Department of Labor
Building 12, Room 450
State Office Building Campus
Albany, New York 12240

Attention: Margaret Moree, Director
Local Plan Documents

ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL

**WIA Comprehensive Three-Year Local Plan Submittal
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- affirm that the composition of the Local Board is in compliance with the law, rules and regulations and is approved by the State
- affirm that the Chair of the Local Board was duly elected by that Board
- agree to comply with §661.310 by ensuring a firewall exists between the board and the provision of core services, intensive services, training services and the One Stop Operator

Note: A separate signature sheet is required for each local Chief Elected Official.

Date:		Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local CEO: Matthew J. Driscoll	
Ms. <input type="checkbox"/>			
Other <input type="checkbox"/>			
Title of Local CEO:	Mayor of Syracuse		
Address 1:	City Hall		
Address 2:			
City:	Syracuse		
State:	New York	Zip:	13202
Phone:	315-448-8005	E-mail:	

Submittal directions: Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division
NYS Department of Labor
Building 12, Room 450
State Office Building Campus
Albany, New York 12240

Attention: Margaret Moree, Director
Local Plan Documents

ATTACHMENT E: UNITS OF LOCAL GOVERNMENT

Where a local area is comprised of multiple counties or jurisdictional areas,
provide the names of the individual governmental units
and identify the grant recipient.

Unit of Local Government	Grant Recipient	
	Yes	No
Onondaga County	X	
City of Syracuse		X

ATTACHMENT F: FISCAL AGENT/GRANT SUBRECIPIENT

Identify the Fiscal Agent or a Grant Recipient to assist in the administration of grant funds. Provide the names of the agent and/or subrecipient.

Entity	Fiscal Agent	
	Yes	No
CNY Works, Inc.	X	

Entity	Grant Subrecipient	
	Yes	No
CNY Works, Inc.	X	

ATTACHMENT G: ONE STOP OPERATOR INFORMATION

Complete the following information for *each locally certified One Stop Operator* in your Workforce Investment Area

OPERATOR: CNY Works	
Method of Selection	Type of Operator
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System <input checked="" type="checkbox"/> Center(s)
Operator Address:	CNY Works 443 North Franklin Street, Lower Level Syracuse, New York 13204
Operator Phone:	315-477-6900
E-Mail:	info@cnyworks.com

Attach a list of all One Stop centers overseen by this Operator and include for *each* center:

- Name/Address/Phone of Center(s)
- Identify Full-Service or Certified Affiliate Site
- Identify Partners On-Site and Frequency On-Site (e.g., half day/week; two days/week)
- Identify Center Hours of Operation

OPERATOR CERTIFICATION STATUS

Indicate status of State Level Recertification:

- Granted
- Application Submitted/Pending State Review
- Application Not Yet Due
- Other (explain)

<u>Full Service One Stop Center</u> CNY Works One Stop Center 443 North Franklin Street, Lower Level Syracuse, New York 13204 Phone: 315-477-6900	<u>Partners on site</u> OCM BOCES – ½ FTE, 5 days/ week Onondaga Community College – 1½ FTEs, 5 days per week VESID – 1 FTE, 1½ days per week Wagner Peyser – 16 FTEs, 5 days/ week	<u>Hours of operation</u> Monday, Tuesday, Thursday, Friday, 8:30 AM to 5:00 PM Wednesday, 8:30 AM to 8:00 PM
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ATTACHMENT H: FEDERAL AND STATE CERTIFICATIONS

The funding for the awards granted under this contract is provided by either the United States Department of Labor or the United States Department of Health and Human Services which requires the following certifications:

A. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION-LOWER TIER COVERED TRANSACTIONS

1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statement in this certification, such prospective participant shall attach an explanation to this proposal.

B. CERTIFICATION REGARDING LOBBYING - Certification for Contracts, Grants, Loans, and Cooperative Agreements

By accepting this grant, the signee hereby certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The signer shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of facts upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C. **Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.**

C. DRUG FREE WORKPLACE. By signing this application, the grantee certifies that it will provide a Drug Free Workplace by implementing the provisions at 29 CFR 98.630, Appendix C,

pertaining to the Drug Free Workplace. In accordance with these provisions, a list of places where performance of work is done in connection with this specific grant will take place must be maintained at your office and available for Federal inspection.

D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:

For contracts funded by the U.S. Department of Labor

As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

(1) Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I - financially assisted program or activity;

(2) Title VI of the Civil Rights Act of 1964, as amended which prohibits discrimination on the basis of race, color, and national origin;

(3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

(4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

(5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I - financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance. For grants serving participants in work activities funded through the Welfare-to-Work block grant programs under Section 407(a) of the Social Security Act, the grant applicant shall comply with 20 CFR 645.255.

For contracts funded by the U.S. Department of Health and Human Services

As a condition to the award of financial assistance from the Department of Labor under Title IV-A of the Social Security Act, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws including but not limited to:

(1) Title VI of the Civil rights Act of 1964(P.L. 88-352) and Executive Order Number 11246 as amended by E.O. 11375 relating to Equal Employment Opportunity which prohibits discrimination on the basis of race, color or national origin;

(2) Section 504 of the Rehabilitation Act of 1973, as amended, and the regulations issued pursuant thereto contained in 45 CFR Part 84 entitled "Nondiscrimination on the Basis of Handicap in Programs and Activities Reviewing or Benefiting from Federal Financial Assistance" which prohibit discrimination against qualified individuals with disabilities;

(3) The Age Discrimination Act of 1975, as amended, and the regulations at 45 CFR Part 90 entitled "Nondiscrimination on the Basis of Age in Programs and Activities Reviewing Federal Financial Assistance". which prohibits discrimination on the basis of age;

(4) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and

(5) The Americans with Disabilities Act (ADA) of 1990, 42 U.S.C. Section 12116, and regulations issued by the Equal Employment Opportunity Commission which implement the employment provisions of the ADA, set forth at 29 CFR Part 1630.

The grant applicant also assures that it will comply with 45 CFR Part 80 and all other regulations implementing the laws listed above. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

STATE CERTIFICATIONS

E. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY, AND OUTSTANDING DEBTS

The undersigned, as a duly sworn representative of the contractor/vendor, hereby attests and certifies that:

- 1) No principle or executive officer of the contractor's/vendor's company, its subcontractor(s) and/or successor(s) is presently suspended or debarred; and
- 2) The contractor/vendor, its subcontractor(s) and/or its successor(s) is not ineligible to submit a bid on, or be awarded, any public work contract or sub-contract with the State, any municipal corporation or public body for reason of debarment for failure to pay the prevailing rate of wages, or to provide supplements, in accordance with Article 8 of the New York State Labor Law.
- 3) The contractor/vendor, its subcontractor(s) and/or its successor do not have any outstanding debts owed to the Department, including but not limited to, contractual obligations, fines related to Safety and Health violations, payments owed to workers for public works projects or the general provisions of the Labor Law, unemployment insurance contributions or other related assessments, penalties or charges.

F. CERTIFICATION REGARDING "NONDISCRIMINATION IN EMPLOYMENT IN NORTHERN IRELAND: MacBRIDE FAIR EMPLOYMENT PRINCIPLES"

In accordance with Chapter 807 of the Laws of 1992 the bidder, by submission of this bid, certifies that it or any individual or legal entity in which the bidder holds a 10% or greater ownership interest, or any individual or legal entity that holds a 10% or greater ownership interest in the bidder, either:

(answer Yes or No to one or both of the following, as applicable.)

1. Has business operations in Northern Ireland:

Yes No

If Yes:

2. Shall take lawful steps in good faith to conduct any business operations they have in Northern Ireland in accordance with the MacBride Fair Employment Principles relating to nondiscrimination in employment and freedom of workplace opportunity regarding such operations in Northern Ireland, and shall permit independent monitoring of its compliance with such Principles. n/a

Yes No

G. NON-COLLUSIVE BIDDING CERTIFICATION

By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of his or her knowledge and belief:

1. The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;
2. Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3. No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit to bid for the purpose of restricting competition.

I, the undersigned, attest under penalty of perjury that I am an authorized representative of the Bidder/Contractor and that the foregoing statements are true and accurate.

Signature of Authorized Representative

Title

Date

V. Review Process

The Comprehensive Three-Year Local Plan is a living document through which the Local Board will provide the current state of the workforce, a vision for future, established goals for meeting identified challenges, and a plan of action to achieve the desired results. Therefore, the local plan will be reviewed for the following elements: a response to each of the discussion points provided in the guidelines; a well-articulated document that aligns individual components of the strategic plan and provides a workable road map for achieving local success; policy information that clearly supports the strategic planning of the Local Board and is in compliance with statute and regulations. An approvable plan will, therefore, be responsive to these guidelines and represent a well-deliberated, consciously structured local strategy for continuous improvement and success in the local workforce.

The creation of the three-year local plan should be viewed as an opportunity for the Local Board to organize ideas, statements, goals, measurement objectives, and policy in one cohesive document that clearly and succinctly details the Local Board's plan of action for the next three years.

The Local Board will be contacted by NYSDOL staff should clarification or additional information be needed. Local Boards will subsequently receive written notification of plan approval.