



Onondaga
LOCAL PLAN

JULY 1, 2017 - JUNE 30, 2021



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Strategic Planning Elements

LWDB and Regional Demand Lists are now maintained online at:

<https://labor.ny.gov/workforcenypartners/lwda/lwda-occs.shtm>. Changes to Demand Lists can be made by following the directions on the webpage.

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

8/31/17

How is this information shared with the Board? What was the last date on which it was shared?

The Local Area developed its demand occupations in consideration of empirical data provided by the New York State Department of Labor's (NYSDOL's) Division of Research and Statistics, the Central New York Regional Economic Development Council (CNY REDC), projections provided by local and regional businesses, and supplemental information obtained by job seekers and business services staff members. As this data is fluid, the Board is updated via Committee meetings (Program Committee, Executive/Finance Committee) and Board meetings as information evolves. Additionally, NYSDOL's Division of Research and Statistics delivers a labor market presentation directly to the Board on a regular basis. The most recent of these labor market presentations was provided to the Board by Research and Statistics on March 23, 2018.

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

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

Advanced Manufacturing – Manufacturing represents 10 percent of Central New York's total employment and sub-sectors; includes, for example, digital electronics, radar and sensor systems, and unmanned aerial systems; serves expanding global markets in security, information technology, and defense.

Clean Energy and Environmental Systems – Central New York has the eighth highest concentration of private sector "green jobs" of any region in the country. The Region is home to New York State's Center of Excellence in Environmental and Energy Systems (Syracuse CoE), a consortium of more than 200 research institutions and private sector companies.

Agribusiness and Food Processing – New York State is the nation's third-largest producer of fluid milk and commodity crops representing more than \$1 billion in sales. Central New York is a significant contributor in this sector and is increasingly focused on value-added opportunities for agribusiness, including food processing.

Health, Biomedical Service, and Biosciences – More than 23,000 people are directly employed by the Central New York Region's hospitals. Another 3,500 individuals are employed by the Region's private, high-tech biomedical companies, and have average

annual wages approaching \$70,000, nearly double the Region's median wage. The extensive research and development (R&D) in Central New York's biosciences cluster not only fuels the health and biomedical sector, but also drives the Region's clean technology, agribusiness, advanced manufacturing and other core industries.

Hospitality and Tourism – The tourism industry remains one of the largest overall employers in the community and employs nearly 40,000 workers in the Central New York Region. Businesses in hospitality and tourism offer a low barrier to employment, providing the Region's growing refugee population an opportunity to enter the workforce.

Skilled Trades - The skilled trades cluster provides an ongoing and expanding demand in the Central New York Region. This demand is driven by the need to support economic expansion in the aforementioned sectors. Skilled trades occupations comprise much of the employment within the specialty trade contractors sector. Even though this industry is sensitive to fluctuations in economic conditions, construction jobs tend to pay well and the industry is projected to grow. Further, the impending retirement of many baby boomers, especially among skilled trades workers such as plumbers, electricians and carpenters, will contribute to job opportunities in this sector.

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

Businesses in each sector identified in response to Question a.1., have numerous employment needs. Though not exhaustive, the list includes:

Certified Nurse Assistant, Home Health Aide, Licensed Practical Nurse, Registered Nurse, Nurse Practitioner, Physician's Assistant, Pharmacy Technician, Pharmacist, Physical Therapy Aide, Physical Therapy Assistant, Physical Therapist, Occupational Therapy Aide, Occupational Therapist, Speech Therapist, Emergency Medical Technician, Paramedic, Medical Assistant, Dental Assistant, Engineer, Computer Numerical Control Operator, Athletic Trainer, Hazardous Material Removal Worker, Food Server, Maintenance Mechanic, Auto Mechanic, Construction Technician, Central Service Technician, Accountant, Account Clerk, Computer Support Technician, Human Resource Manager, Human Resource Assistant, Electrical Engineering Technician, Welder Fitter, Electrical Maintenance Technician, Manufacturing Technician, Cook, Building Performance Institute Building Analyst, Building Performance Institute Envelope Specialist, Plumber, LEAN Six Sigma, Solar Installer, Electrician, and many more.

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

The Central New York economy supports workforce demands across the skill continuum. While the most highly skilled positions require higher levels of education and/or training, there is strong consensus among employers that "soft skills" are fundamental to jobs in

low, middle and high skill occupations. These skills include communication skills, cultural sensitivity, workplace etiquette, problem solving, teamwork, conflict resolution, time management, interpersonal skills, critical thinking and others.

Seven of the 15 fastest growing occupations (identified by the New York State Department of Labor) are in the health care industry, and among these six require post-secondary education; three require post-graduate education. Six of these occupations are tied to the building trades and construction industries, and several occupations within this group require post secondary education and/or training.

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

i. Current labor force employment and unemployment numbers;

According to information obtained from the New York State Department of Labor's Division of Research and Statistics, the Syracuse Metropolitan Statistical Area (MSA) (includes Onondaga, Madison and Oswego Counties) had an average unemployment rate (not seasonally adjusted) for calendar year 2016 and 2017, of 4.9% and 5.0%, respectively. The MSA's unemployment rate for 2017 was at its high of 5.7% during February 2017, its low during May and October 2017, and closed the year at 5.1% during December 2017. The Department of Labor reported that the MSA's unemployment rate for June 2018 was 4.4%, down .6% from June 2017.

There were an average of 309,200 and 307,800 people in the Syracuse MSA's labor force during 2016 and 2017, respectively. The average number of people in the Syracuse MSA's labor force for the first six months of 2018 was approximately 304,800 people.

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

According to information provided by the New York State Department of Labor, private sector jobs in the Syracuse metropolitan area rose over the year by 2,800, or 1.1 percent, to 263,500 in June 2018. Growth was centered in professional and business services (+1,200), educational and health services (+900), natural resources, mining and construction (+600), trade, transportation and utilities (+600), manufacturing (+500) and other services (+100). Job losses occurred in financial activities (-500), leisure and hospitality (-500) and information (-100). The government job count rose over the year (+400) with the largest job gains concentrated in local government education.

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

The following educational and skill levels of the workforce in Central New York (CNY) are taken from a piece entitled "Demographics of the Civilian Labor Force for New York State and the New York State Labor Market Regions" prepared by the New York State Department of Labor's Division of Research and Statistics, and using source data from the

Central New York Region 2012-2016 American Community Survey (ACS) Five-Year Estimates.

There are 397,259 individuals, ages 16 years and over, in the Central New York Region's civilian labor force and among that group 369,887 are employed. The civilian labor force, ages 16 to 24, account for 61,039 individuals, leaving 336,220 individuals who are ages 25 and above in the labor force.

The following represents the number of individuals in CNY's civilian labor force, ages 25 to 64, who have attained the educational levels stated, and the approximate percentage this number represents expressed as a function of the civilian labor force, ages 25 and above. (Data around educational attainment is not provided for individuals over 64, even though this demographic has been included in the age demographic, thus percentages may be somewhat skewed.)

- * 18,398 have less than a high school degree; 5.5% of civilian labor force
- * 81,420 have attained a high school degree; 24.2% of civilian labor force
- * 106,060 have some college or an Associate's Degree; 31.5% of civilian labor force
- * 109,904 have a Bachelor's Degree or higher; 32.7% of civilian labor force

- d. Provide an analysis of workforce development activities, including education and training, in the region.
- i. Identify strengths and weaknesses of these workforce development activities.

STRENGTHS

Onondaga County is located in the center of the Central New York Region, which, in turn sits in the geographic center of New York State. The Region is rich in knowledge, skills and abilities across the workforce development community. On the services side, the Central New York Region is home to an abundance of prominent educational institutions, business and trade organizations, community-based organizations, inter-disciplinary partnerships and engaged government leadership. Many organizations across each of these sectors are heavily involved in workforce development activities.

There are numerous educational institutions including:

- * Strong pre-K through 12 system - the Syracuse City School District has developed a robust Career and Technical Education (CTE) program to help high school students identify and learn skills needed to support projected workforce demands, and connect students to viable career pathways.
- * Numerous technical education programs, such as those offered by various Boards of Cooperative Educational Services (BOCES), have evolved in response to labor market demands and student needs. For example, Onondaga-Cortland-Madison (OCM) BOCES

Career and Technical Education Programs incorporate internships that connect students to potential career opportunities. Further, many OCM BOCES' programs provide students the opportunity to access federal financial aid.

- * Numerous community colleges in the State University of New York (SUNY) system; offering degree, certificate and enrichment programs; as well as articulation agreements that support transition to 4-year higher education institutions.

- * Abundance of public (SUNY) and private colleges and universities, offering diverse certificate, Bachelor, Master and Doctoral programs; many of these institutions have implemented new degree programs in response to labor market demands.

- * Joint labor management training programs such as the IBEW's Joint Apprenticeship Training Committee.

Another regional asset is the presence and strength of prominent business associations such as MACNY and CenterState CEO. CenterState CEO leads the region's economic development efforts and helps strengthen the connection between workforce and economic development. MACNY provides training and supports the development of the skilled workforce needed to drive the advanced manufacturing industry. Both CenterState CEO and MACNY play leadership roles in the Central New York Regional Economic Development Council (CNYREDC) and the Onondaga County Local Workforce Development Board.

NEEDS

As described above, the Central New York Region is rich in educational, business and community assets. That said, there are still numerous needs that go unmet given monetary resource limitations and statutory funding parameters. With the strength of the Region's workforce development community through its partners, as well as its beneficiaries, there a strong need for additional resources to deploy these assets on behalf of job seekers and businesses in the form of:

- * Sophisticated assessment tools to objectively assess job seekers' interests, skills and aptitudes; as well as; staff resources to help job seekers utilize assessment information in pursuing career objectives.

- * Staff resources to provide intensive assessment, career guidance, case management and placement assistance for job seekers. While these services are available across in Central New York's career centers, current budgets do not allow for optimal staffing of these functions.

* More resources to provide training, education and skill development for job seekers and incumbent workers through Individual Training Accounts, On-the-Job Training, Employed Worker Training.

* Paid internships for job seekers.

* Staff training and professional development.

* Incentives for implementing innovative programs.

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

The Local Area has the knowledge, skills and abilities to address the education and skill needs of the local workforce, including individuals with barriers to employment and businesses. Through its engaged Board, partnership network, education/training depth, business support and governmental leadership, the Onondaga County Local Workforce Development Area is committed to providing the leadership necessary to develop a skilled workforce which will support the Region's prosperity.

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

The Onondaga County Local Workforce Development Board will use its leadership within the One-Stop System to cultivate an educated and skilled workforce, including youth and individuals with barriers to employment and workforce opportunities.

The Board's strategic vision is to develop, attract and retain a workforce that will support local and regional economic prosperity and, in turn, provide career opportunities across the skills' continuum for all job seekers, emerging workers and individuals with barriers to employment. The Board will use its capacity to engage business, leverage partnerships and align resources to drive this vision.

Over the last few years, the Board has strengthened its regional approach to workforce development and has defined the following strategic vision:

* To support demand-driven, skill development, education and training for job seekers, emerging workers and incumbent workers to prepare labor supply for career opportunities especially those in targeted industry sectors and/or in pathways that maximize career and earning potential.

* To expand business-led partnerships to strengthen workforce intelligence, expand relevant education and training capacity, support regional business and economic development, promote reciprocal communication between labor supply and demand.

- * To improve access to workforce system for individuals underrepresented in the workforce, including individuals with disabilities and veterans.
- * To expand representation of targeted industry sectors through membership on Local Workforce Development Boards and Committees.
- * To improve the alignment of workforce supply with workforce demand throughout the Region by sharing information, leveraging regional business relationships and engaging in regional workforce sector initiatives and strategies.

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

The Onondaga County Local Workforce Area's programs, including programs provided by partner agencies, support one or more goals articulated in the Board's strategic vision. The Board's vision was developed by engaging strategic partners - business, education, elected officials, government, community-based organizations and other stakeholders. This vision is integrated into all workforce development programs and services in the Local Area.

The Local Area supports demand-driven, skill development, education and training for job seekers, emerging workers and incumbent workers to prepare the labor supply for career opportunities, especially those in targeted industry sectors and/or in pathways that maximize career and earning potential. Information on demand-driven career opportunities and targeted pathways is shared across the local workforce system; it is used to guide job seekers toward education and training that will help develop skills for sustainable career opportunities.

The Syracuse City School District's Career and Technical Education Programs (CTE) is one such workforce development program that illustrates this principle in the Local Area. The School District has fortified its Career and Technical Education Programs to move students toward career and technical pathways. The foundation of the CTE program is its collaboration with business. Starting with its goal to connect students to viable career pathways, businesses have helped the SCSD to identify skills needed to support projected workforce demands. The SCSD works with its teachers to ensure students’ learning is aligned with the information obtained from employers. Further, the SCSD recruits teachers from relevant disciplines and works with teachers to accomplish student goals, including connections to career pathways. Students start the CTE program in 9th grade with a choice of 24 career pathways, including such career areas as culinary skills, computer forensics, health care and unmanned aerial technology. Some of the CTE programs are tied to college courses and award academic credit to students.

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

The Onondaga County Local Workforce Area works closely and strategically with its core Partners to align available resources and to achieve its strategic vision and goals. This

interconnection is established at the Board level, where all core Partners are represented among the Board's Directors. The workforce system partnership is further strengthened through the work of the Board's Program Committee, with its membership represented by core Partners, as well as, other workforce development and business partners. The Committee works through core Partners, staff and the One Stop System Operator to ensure that the Local Area carries out its core programs and aligns resources. Specific steps being taken by the Onondaga Local Area to accomplish this include:

- * Review WIOA Title II proposals to ensure they align with the Local Area's strategic vision and goals;
- * Establish system standards for processes, including: 1) assessment of customer interest, aptitudes, skills and abilities; 2) workshop content and development; 3) referral among and between Partners; and 4) communication, documentation and information sharing;
- * Use Individual Training Accounts (ITAs), On-the-Job Trainings (OJTs) and Employed Worker Trainings (EWTs) to support demand-driven skill development and training for unemployed, underemployed and emerging workers;
- * Coordinate financial aid and grant resources across Partner organizations to maximize the number of system customers who may access skills development, education and training;
- * Expand collaboration with ACCES-VR to business services and employer engagement to ensure employer responsiveness to individuals with disabilities;
- * Cross train all direct service staff members across core Partner programs; and
- * Streamline career center practices to encourage hardest-to-serve job seekers to access skill development, education and training.

f. Describe the local board's goals relating to performance accountability measures. How do these measures support regional economic growth and self-sufficiency?

The Onondaga County Local Workforce Development Board uses the following performance accountability measures to support regional economic growth and self-sufficiency:

Primary Indicators of Performance:

1. Second Quarter Employment Rate - The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
2. Fourth Quarter Employment Rate - The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
3. Median Earnings - The statistical median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

4. Credential Attainment - The percentage of participants enrolled in an education or training program (excluding those in on-the-job training and customized training) who attained an industry recognized postsecondary credential, or certificate of completion of an apprenticeship, or certificate approved by the New York State Education Department (NYSED) or another State agency, or a secondary school diploma.

5. Measurable Skill Gains - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.

6. Business Indicators - Effectiveness in serving businesses

a. Repeat Business Customers - percentage of repeat businesses using services within the previous three years; and

b. Business Penetration Rate - percentage of businesses using services out of all businesses in the State.

The Board will use these performance goals to measure how well the local and regional workforce development system is working to develop, attract and retain a workforce that will support local and regional economic prosperity and, in turn, provide career opportunities across the skills' continuum for all job seekers, emerging workers and individuals with barriers to employment.

Local Workforce Development System

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

The Onondaga County Local Area's workforce development system includes the following core programs:

WIOA Title I, Adult and Dislocated Worker Programs Programs - CNY Works' Career Center, Operator (selected through competitive bid) - 2Train4Work, LLC.

WIOA Title I, Youth Programs - CNY Works' Career Center

WIOA Title II, Adult Education and Literacy Act programs - New York State Education Department

WIOA Title III, Wagner-Peyser - New York State Department of Labor

WIOA Title IV, Vocational Rehabilitation - New York Stated Education Department (ACCES-VR) and New York State Office of Child and Family Services/Commission for Blind

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

The Onondaga County Workforce Development System aligns various programs with Carl D. Perkins Career and Technical Education Act of 2006. As grant recipient of Carl D. Perkins funds, Onondaga Community College (OCC) serves as the Local Area's Workforce Development System Partner. Further, OCC's Associate Vice President of Economic and Workforce Development serves on the Onondaga County Workforce Development Board and the Executive Director of the Workforce Development Board serves on the Perkins Advisory Board.

From the early days of the workforce system, the Local Area has understood the role information technology plays in robust workforce development models. Job seekers must cultivate technology skills to access the full complement of career development and work search tools, as well as be prepared for current and evolving employment opportunities. The Local Area provides job seekers with the opportunity to develop technology skills through its alignment with Carl D. Perkins Career and Technical Education programs delivered by Onondaga Community College (OCC).

Job seekers who enter the System through the Local One Stop Career Center, as well as those who initiate services through Partner Programs, work with System Workforce Advisors to access Perkins Programs and Services. These programs include technology training, such as PC Literacy - Levels 1 and 2, Microsoft Word - Levels 1 and 2, Microsoft Excel - Levels 1 and 2, Microsoft PowerPoint and skills development in additional computer applications needed by job seekers in response to current and evolving employer demand. Additionally, Workforce Advisors and Partner Case Managers provide job seekers with information about and referral to program opportunities that are aligned with the Carl D. Perkins Career and Technical Education Act of 2006.

- iii. Other workforce development programs, if applicable.

WIOA Title I, Job Corps - WNY Outreach and Admissions

WIOA Title I, Indian and Native American Programs - Native American Cultural Center, Inc.

Trade Act Title II, Trade Adjustment Assistance (TAA) - New York State Department of Labor

U. S. C. Title 38, Jobs for Veterans State Grants (Vets) - New York State Department of Labor

State Unemployment Insurance (UI) Programs - New York State Department of Labor

Older Americans Act Title V, Senior Community Employment Service Programs (SCESP), State Office for the Aging (SOFA) - Onondaga County, Department of Adult & Long-Term Care

Older Americans Act Title V, Senior Community Employment Service Programs (SCESP),
National Grantees - Associates for Training and Development, Inc. (A4TD)

Community Services Block Grants (CSBG), Employment and Training - P.E.A.C.E., Inc.

Housing and Urban Development (HUD), Employment and Training - City of Syracuse,
Neighborhood and Business Development

Social Security Act Title IV Part A, Temporary Assistance for Needy Families (TANF) -
Onondaga County, Department of Social Services - Economic Security

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

One of the fundamental tenets of the Onondaga County Workforce Development System is continuous improvement. This function will be overseen by the Board's Executive/Finance Committee, guided by the Program Committee and implemented by the One Stop System Operator. The Operator will use qualitative and quantitative tools to implement continuous improvement strategies including:

Ongoing review of customer* data such as education/training completion,
credential attainment, employment/retention/earnings outcomes,

Program monitoring to document best practices and problems that need to be
addressed,

Customer satisfaction surveys implemented throughout Local Workforce System
to ascertain if System is responsive to customer needs and to obtain suggestions
for improvement directly from customers,

Enhanced case management to ensure the System is being responsive to needs of
all customers,

Regular inter- and intra- functional team and Partner meetings facilitated by
System Operator to solicit opportunities for System improvement directly from
front line case managers,

Adoption of best practices demonstrated in high quality, customer-driven
workforce systems,

Professional development, including sensitivity training and customer service, to
ensure all front line staff employ best practices in working with multicultural job
seekers and individuals with disabilities and to encourage creative solutions to
continuous improvement and customer service, and

Program monitoring to document compliance and implement corrective action related to contracts and MOUs.

*"Customer" refers to job seekers and/or businesses who receive workforce development services through the Onondaga County Workforce Development System.

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

No single, eligible provider can hope to meet the broad spectrum of needs that are evident across all local businesses, workers and job seekers. However, eligible providers are selected with regard to their ability to provide the services necessary to prepare the labor supply (job seeker) to meet a particular workforce demand (business). For example, there is a strong labor market demand for Licensed Practical Nurses, and many job seekers express interest and aptitude for this occupation. With this knowledge, it is important to have an eligible provider(s) that will deliver a quality program(s) to prepare job seekers/employed workers to become qualified candidates for Licensed Practical Nursing positions.

The Local Area works with the training/education and business community to ensure that there are education/training programs available to fulfill employers' demands for a supply of skilled labor. The Onondaga County Workforce Development Board monitors programs that have already qualified as eligible providers and are on the New York State Department of Labor's "Eligible Training Provider List" (ETPL). Through its monitoring process, the Local Board must confirm that the students/trainees are: receiving the education/training that has been presented through the ETPL process, achieving the credentialing that may be applicable to the relevant occupation, becoming employed in the field/occupation for which they have been trained and receiving wages that are commensurate with the occupation for which they have been trained.

When the Local Board, through its business and community contacts, learns that there is a gap in training/education to fulfill a workforce need, Board staff will work with relevant employers, as well as education and training providers, to determine how best to support the identified need. Staff will assist potential training providers to complete the requirements for getting the program approved on the ETPL. Once a new program has been added to the ETPL, the Board will monitor the program to ensure it is accomplishing the intended goals and that employers have confidence in the trainees' preparation for the relevant occupations.

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

CNY Works, Inc. - WIOA Title I Adult, Dislocated Worker and Youth; Wagner Peysers; Unemployment Insurance; Veterans Programs; Trade Act

Workforce Development and Career Pathways

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

The Board has identified several industry sectors – health care, advanced manufacturing, hospitality/tourism and building trades – in which to develop career pathways. These industry sectors were selected by the Central New York Regional Economic Development Council (CNYREDC) in its efforts to align with the four interconnected strategies, identified by New York State as key drivers of economic growth within the region. Key Local Workforce Development Board Directors will serve as “Sector Experts” to aid in the design and development of sector-specific career readiness curriculum leading to portable, stackable career credentials. Through the Board’s “System” Memorandum of Understanding (MOU) the appropriate education and training partners will be requested to work collaboratively with the “Sector Experts” within the industry sectors to identify core program co-enrollment opportunities.

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

The Board will engage its System Partners to develop a communications strategy designed to recruit and advise prospective students on how to access specific career pathway partners to attain post-secondary credentials. These credentials will include, but not be limited to the National External Diploma Program (NEDP), industry certifications, state licenses, or other certificates and diplomas. The Board will also advance access to post-secondary credentials that are part of a career pathways system with clear education and training strategies, as well as mechanisms and supports for advancing individuals acquiring the requisite core skills and credentials for jobs leading to secure, sustainable employment within the industry sectors.

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

It is the intent to support existing credentials or aid in the development of new credentials that will be transferable or “portable” to other occupations or industries.

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

Yes. The Board intends to collaborate on developing credentials that will be sequential, stackable and portable.

Access to Employment and Services

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

The Onondaga County Workforce Development Board has been using its leadership and extensive workforce system partnership network to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment. Given this priority, the Local Area has implemented a case management approach to providing services to job seekers. This approach has been adopted to ensure individuals with barriers to employment; including individuals with disabilities, ex-offenders, disconnected youth, limited English speakers, individuals with basic skills deficiencies, veterans and others; have access to the individual workforce services required to be successful in the labor market. Each job seeker is assigned an individual Workforce Advisor who functions as the case manager. The Workforce Advisors collaborate with job seekers to arrange workforce services and supports, provide career pathway information and labor market tools, and work collaboratively with front line Partner staff to coordinate specialized services. The One Stop System Operator will arrange for and/or provide cross-functional training among Career Center and Partner staff members.

Since the inception of the workforce system, the Local Area has made it a high priority to improve services for individuals with disabilities, including providing additional staff resources and investing in adaptive technology and materials. In implementing the NYS Department of Labor's former "Disability Program Navigator" grant, the Local Area realized the importance providing the technology and materials for individuals with disabilities, and continues to invest in "state of the art" technology and tools.

The Local Area has prioritized expanding access to workforce services for eligible individuals, and particularly for those with barriers to employment. The Local Area has demonstrated the strength of its commitment to this goal by maintaining the Disability Program Navigator case management function after the grant's funding had concluded. This case manager/workforce advisor position has become an ongoing staff line item in the Local Area's budget, and serves as a Disability Resource Coordinator. The Disability Resource Coordinator arranges and conducts staff training and development for System Partners and Career Center staff members; engages Partner and disability services organizations; researches and recommends adaptive technology, tools and supports; provides expertise in benefit advisement; and engages disability service organizations to help support and design high quality workforce development programs and services for individuals with disabilities.

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

The Local Area facilitates access to services through the One-Stop delivery system, including remote areas, through the use of technology. Currently, job seekers can access some workforce services, program information and employment opportunities directly from the One-Stop System's website, as well as social media sites. Additionally, job seekers have access to Job Zone, Career Zone, labor market information and the labor exchange functions made available through the New York State Department of Labor's website. Job seekers may also use technology that is available throughout the Onondaga County Public Library System and independent public libraries located in local towns and villages.

Recently, the Local Area has hired a Workforce Innovation Coordinator to develop additional workforce services and skills development opportunities that will be available to job seekers through the use of technology.

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

All Career Center staff members use the One Stop Operating System (OSOS) as the Center's technology-enabled intake and case management information system. Other system Partners; such as ACCES-VR, JOBSplus! (TANF), OCM BOCS (WIOA Title I), etc., utilize other technology-based management information and case management systems. The Local Area has encouraged the implementation and transition to an integrated system that would benefit all workforce system customers. However, the ability to execute such a plan will require guidance and leadership at the State-level.

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

The Onondaga County Workforce Development Area provides a full range of high-quality Adult and Dislocated Worker services delivered through the One Stop System. These services are provided through CNY Works' full service Career Center, located at 960 James Street, Syracuse, NY, and a satellite at 450 South Salina Street, Syracuse, NY. In addition to delivering services through these physical career centers, the Internet provides a venue for Adults and Dislocated Workers to receive workforce development services.

Adult and Dislocated Workers services include: labor market information, eligibility determination, outreach and recruitment, initial assessment, orientation, comprehensive assessment, basic skills remediation, case management, access to technology, technology instruction, job search assistance, placement assistance, career counseling, supportive services, literacy instruction, reemployment assistance, skills development, Individual Training Accounts (ITAs), Employed Worker Training (EWT), On-the-Job Training (OJT), adaptive technology, and others. In addition, workforce services are coordinated with special programs including TANF, Trade Act, Unemployment Insurance, Rapid Response, Disability Employment Initiative, etc., for adults and/or dislocated workers who are eligible and appropriate for these Partner programs.

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

Workforce Advisors assist job seekers to coordinate to workforce activities with transportation and other supportive services. This is done as the Individual Service Strategy is being initiated and updated throughout the job seeker's participation in the Local System. As the job seeker's needs change, the Workforce Advisor assists in coordinating the supportive services needed to help the job seeker achieve his/her workforce development goals. Whenever necessary, the Workforce Advisors will collaborate with

partner agencies to coordinate/access relevant supportive services for customers. The Local Area's comprehensive One Stop Career Center is centrally located in the City of Syracuse. Its James Street location, on a main commercial street, is served by numerous bus routes and is within walking distance of Syracuse's center city business district.

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

The Local Area's Memorandum of Understanding (MOU) provides the foundation for enhancing the quality and availability of services to people with disabilities. Parties to the MOU agree in Section 6, "System Access," to accomplish this by using specific tools including providing staff training and support, direct linkages within a reasonable time to program staff, use of real-time, web-based technology, ongoing staff training and professional development, regular reassessment of program accessibility and continuous improvement of services/programs. Even before the launch of the Workforce Innovation and Opportunity Act, the Onondaga County Local Workforce Area, had been designated as an Employment Network, which provides the framework for the Local Area's leadership role in improving the quality and available of services for individuals with disabilities.

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

The contract between the One-Stop System Operator (Operator) provides the Operator with explicit direction to ensure priority for adult career and training services is given to recipients of Public Assistance, other low-income individuals and individuals who are basic skills deficient. This direction is specified in Attachment A (Scope of Services) to the contract between the Operator and the Local Board. The Scope of Services identifies four major functional topics and specific deliverables associated with each topic. One of the four topics, "Improving Access" and states the Operator is charged with "ensuring information regarding support service resources is available for Local Workforce Development Area (LWDA) (Onondaga County) residents who need help transitioning from unemployment and/or underemployment to gainful employment through support services, including, but not limited to; transportation, child care, clothing, public assistance information, emergency financial support, legal advisement, emergency housing support, and substance abuse support; and establishing practices that create incentives for individuals with barriers to employment who may require longer term services, such as intensive employment training and education services." Another topic, "System Coordination and Improvement," charges the Operator with, "streamlining career center practices to encourage hardest-to-serve job seekers to access skill development, education and training."

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

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

The Board and One Stop System Operator have executed a contract which includes a provision in paragraph XXI, "Compliance With Laws" of the boiler plate explicitly stating:

"The Supplier also assures that it will comply with the provisions of 29 CFR Part 38 applicable to it - Implementation of the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act of 2014 (WIOA) - and all other regulations implementing the laws listed above. This assurance applies to the Supplier's operation of the WIOA Title I – financially assisted program or activity, to all agreements the Supplier makes to carry out the WIOA Title I – financially assisted program or activity."

Additionally, the Attachment C, "Attestations, Assurances and Certifications," Item D, "Nondiscrimination and Equal Opportunity Assurance," to the Operator contract states that the Operator "assures that it will fully comply with the nondiscrimination and equal opportunity provisions of the following laws:...." and lists the sections of each relevant law.

All One-Stop Partners have entered into a Memorandum of Understanding (MOU) with the Onondaga County Workforce Development Board. Section 6, "System Access" of the MOU expressly stipulates:

"In compliance with the Americans with Disabilities Act and Section 188 of WIOA, partners will provide individuals with disabilities with physical and programmatic accessibility to facilities, programs, services, technology and materials, including appropriate staff training and support."

The Board will monitor its One-Stop Operator and One-Stop Partners to ensure compliance with the nondiscrimination requirements of WIOA Section 188 and applicable provisions of the Americans with Disabilities Act. This will include an annual review of physical accessibility of facilities, programs and services.

- Technology and materials for individuals with disabilities; and

Since the inception of the workforce system, the Local Area has made it a high priority to improve services for individuals with disabilities, including providing additional staff resources and investing in adaptive technology and materials. In implementing the NYS Department of Labor's former "Disability Program Navigator" grant, the Local Area realized the importance providing the technology and materials for individuals with disabilities, and continues to invest in "state of the art" technology and tools.

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

As stated in the response to Question h. ii., the Local Area has prioritized the need to improve services for individuals with disabilities. The Local Area has demonstrated the strength of its commitment to this goal by maintaining the Disability Program Navigator case management function after the grant's funding had concluded. This case manager/workforce advisor position has become an ongoing staff line item in the Local Area's budget, and this case manager services as a Disability Resource Coordinator. The

focus of this staff function is to ensure that the Local Area consistently provides high quality services for individuals with disabilities, adheres to the spirit and intent of the Americans with Disabilities Act and WIOA Section 188 and maintains the Employment Network (EN). These functions are implemented by arranging and conducting staff training and support; researching and recommending adaptive technology, tools and supports; providing expertise in benefit advisement; and engaging disability service organizations to help support and design high quality workforce development programs and services for individuals with disabilities.

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

Through the MOU One Stop System Partners have formally agreed to the compliance stipulations, detailed in Question h.i., above. Additionally, the MOU defines specific goals toward which the Partners have agreed to strive:

- * Increase access throughout the Onondaga County Workforce Development System for all workers especially individuals with disabilities, youth and individuals with barriers to employment.

- * Provide individuals with disabilities with physical and programmatic accessibility to facilities, programs, services, technology and materials, including appropriate staff training and support.

- * Provide direct linkages within a reasonable time by phone or real-time web-based technology to program staff who can provide program information to the customer.

- * Provide ongoing system-wide staff training and development to promote communications, program information and creativity throughout the system.

- * Periodically reassess program accessibility and adjust strategies to improve access, as needs arise.

The Partners will collaborate to identify funding sources that could be used to support these goals. If necessary, the Infrastructure Funding Agreement will be used as a means of supporting the cost of providing additional resources.

Business Engagement

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

The Onondaga County Local Workforce Development Area facilitates its engagement of businesses by developing professional relationships with businesses of varying sizes and representing a variety of regional industry sectors. Regardless of how these connections are initiated, the Local Area cultivates these relationships with information, open communications and responsiveness. The Onondaga County Workforce Development Board leads the Local Area's business engagement strategy, which is implemented by management and front line staff.

The Board's Program Committee; whose members represent business, Partner agencies, service providers and organized labor will provide the framework upon which the Local Area will build service strategies that are responsive to labor market demands. The Program Committee will be charged with assuring that education and workforce development activities in the region are effective and relevant to current and future needs of employers and to assure that all targeted populations are being served.

Local Area staff members will use the following relationships and mechanisms to engage business and implement the framework established by the Board:

- * Local Area's Business Services Coordinator is member of the Onondaga County Retention Council, a mechanism to provide seamless services and resource integration that support business retention and growth; numerous workforce development, economic development and education partners meet monthly to ensure there is a coordinated response to workforce development needs articulated by businesses.

- * Executive Director's participation with representatives of business, education, economic development, philanthropic organizations in the Central New York Regional Economic Development Council's Talent Task Force.

- * Collaboration with New York State Department of Labor to host monthly Job Fairs within the One Stop Career Center; venue provides mechanism to directly engage businesses in the local workforce development system and helps business services team members to further their knowledge of employer needs.

- * MACNY President's role as Director on Onondaga County Workforce Development Board; this relationship will help career center management and front line staff to develop productive relationships with MACNY members.

- * CenterState CEO Senior Vice President/Chief Operating Officer role as Chairperson of the Onondaga County Workforce Development Board; this relationship will strengthen the connection between workforce development and business members of CenterState CEO and workforce and economic development leaders.

- * Collaboration with CenterState CEO's major workforce development initiative, Worktrain, which will provide access to employers need to hire job seeker into positions with strong demand.
- * Relationship with professional associations and advisory boards to expand productive relationships with businesses.
- * Engagement with businesses in workforce development services such as information interviews with job seekers, workshops for job seekers or professional development for staff, focus groups, Board committee(s) and other activities which will strengthen their relationship with the Local Workforce Development System.

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

The Onondaga County Local Workforce Area does not use business intermediaries.

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

The Local Workforce Development System deploys a variety of strategies and services to help meet the needs of business in the local area. They are:

- * Business participation as Directors and/or Committee members on Onondaga County Local Workforce Development Board.
- * Onondaga County Retention Council - mechanism to provide seamless services and resource integration that support business retention and growth; numerous workforce development, economic development and education partners meet monthly to ensure there is a coordinated response to workforce development/economic development needs articulated by businesses.
- * Career fairs, job fairs - hosted by Local Area at One Stop Career Center and conducted in partnership with New York State Department of Labor on a monthly basis.
- * Job listings for employers through NYS Department of Labor, Career Center and area and Partner websites.
- * On-the-Job Training (OJT) - to help train new employees and upgrade skills of employed workers.
- * Employed Worker Training (EWT)- to help train new and incumbent workers.
- * Targeted recruitments for specific employers and/or industry clusters.
- * Labor market information and workforce intelligence shared with job seekers and Partners to help prepare labor supply to meet employers' needs.

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

The Onondaga County Local Workforce Development programs and strategies are closely coordinated with local and regional economic development activities. These efforts begin with the economic development representatives to the Local Workforce Development Board. These Directors include individuals from the City of Syracuse, Onondaga County, CenterState CEO and MACNY. Additionally, there are numerous Directors on the Local Board who also sit on the Central New York Regional Economic Development Council (REDC), including the Council's current Co-Chair, Randy Wolken.

Additional coordination occurs by the Local Area's membership on the Onondaga County Retention Council. The Retention Council is a mechanism to provide seamless services and resource integration that support business retention and growth; numerous workforce development, economic development and education partners meet monthly to ensure there is a coordinated response to workforce development/economic development needs articulated by businesses. Council members share information about business and economic development to ensure that workforce and economic development are closely aligned.

There is further coordination with economic development activities through the Local Area's connection to the Central New York Regional Economic Development Council. The Local Board has incorporated the REDC's priorities into its strategic vision.

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

There are numerous tools used throughout the Local Workforce System to promote entrepreneurial skills training and microenterprise services. Job seekers, who are collecting Unemployment Insurance Benefits and meeting the eligibility requirements are invited to participate in the Self Employment Assistance Program (SEAP). These individuals continue to collect their Unemployment Insurance Benefits while working to develop new businesses.

Onondaga Community College, a Onondaga Local Workforce Development System partner, operates the Onondaga Small Business Development Center (Onondaga Center), part of America's SBDC New York. The Center provides professional, confidential, business consulting at no cost to both start-up and existing businesses in a six-county area, including Cayuga, Cortland, Madison, Onondaga, Oswego, and Seneca counties. Job seekers are encouraged to use the services available through the Center. Periodically, representatives from the Onondaga Center will provide workshops and training at the CNY Works' Career Center.

Another resource that is available in the Local Area is the South Side Innovation Center (SSIC), a community based microenterprise incubator operated by Syracuse University's Whitman School of Management. The Director of the SSIC is a Director of the Onondaga Workforce Development Board. The SSIC provides office space and equipment to foster the creation of new ventures and help existing businesses grow. Located in a modern

facility on Syracuse's South Side, the SSIC serves as a small-business resource center, hosting training programs, providing advice on individual business plans, and offering access to mentors and professional contacts.

The SSIC provides a professional work environment to small business entrepreneurs who need help in growing their ventures. Entrepreneurs must also be committed to business development on the South Side and neighboring communities. The program is part of the larger South Side Entrepreneurial Connect Project (SSECP), which seeks to establish a vibrant entrepreneurial culture on the City of Syracuse's South Side and surrounding communities through the creation of sustainable ventures, infrastructure building, student and faculty engagement through consulting teams, a micro-credit loan fund, training programs for entrepreneurs and opportunities for minority purchasing.

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

Rapid Response activities are led by the New York State Department of Labor by a Rapid Response Coordinator and Rapid Response Team. The Regional Rapid Response Coordinator makes the initial contact with the impacted company's management/human resource management to gather facts and conduct preliminary planning. The Rapid Response Coordinator shares this information with Local Area Board and Career Center management. The Rapid Response team works with Board and Career Center staff to plan rapid response services and activities. Whenever possible, the Rapid Response Team and Career Center staff members will provide informational sessions to affected workers at their worksites prior to dislocation. The agenda for these sessions includes Unemployment Insurance information, continuation of health benefits/COBRA, One Stop Career Center services, training and education opportunities and other information.

Program Coordination

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

Historically, the Onondaga County Local Workforce Development Area's One-Stop delivery system has had a strong connection with Unemployment Insurance Programs. The linkage between the One-Stop System and Unemployment Insurance Programs was established during the onset of the Workforce Investment programs in 2000. This relationship was strengthened significantly when the local One-Stop Career Delivery System moved its comprehensive career center into its former Franklin Square location in downtown Syracuse. Shortly after the Career Center in Franklin Center was established, the New York State Department of Labor began co-locating numerous staff members into the Center.

The inter-connection between NYS DOL and One-Stop system services evolved further as Career Center staff developed working knowledge of system-wide workforce programs and systems. With the advent of REA in the Local Area, additional interconnections were

established between Unemployment Insurance Programs and the One-Stop System; Unemployment Insurance recipients may seamlessly access workforce services through the Career Center. This relationship has been extended through case management, interaction with job seekers, common greeting areas, staff training and professional development, integrated staff meetings, business services collaborations, rapid response sessions and more.

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

i. Coordination of relevant secondary and postsecondary education programs;

The strategy for coordinating education and workforce investment activities in the Onondaga County Local Workforce Area begins at the Board level. There are numerous secondary and postsecondary education program providers serving as Directors of the Onondaga County Workforce Development Board. Specifically, the following education providers are represented on the Board: the Syracuse City School District, Onondaga-Cortland-Madison BOCES, SUNY Educational Opportunity Center, Onondaga Community College, Le Moyne College, SUNY College of Environmental Science and Forestry and the Southside Innovation Center (an entrepreneurship initiative associated with Syracuse University's Whitman School of Management). These Directors also serve on the Board's Program Committee. In addition to education Partners, Committee members will include other Partners and members of the business community. The purpose of the Program Committee is to increase accountability by assuring that education and workforce development activities in the region are effective and relevant to current and future needs of employers and to assure that all targeted populations are being served. Through their work, members will strive to fulfill the Committee's purpose by coordinating all Local Area workforce development activities with relevant secondary and postsecondary education, as well as other Partner programs.

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

As stated in response to Question b. i., above, coordination of education and workforce investment activities in the Onondaga County Local Workforce Area begins at the Board level. Board meeting agendas regularly include environmental scans, facilitated discussions and presentations from business, education and community leaders. Board meeting agendas are developed to coordinate workforce strategies, enhance services and stimulate innovative solutions to workforce development in the local area. Ideas that emanate from the Board are carried into the work of the Program Committee for further research, consideration and development.

iii. A description of how the local board will avoid duplication of services.

The Onondaga Local Workforce Development Area is rich in workforce development, educational, business and community assets. Many of the organizations and businesses providing workforce development and related services are represented on the Onondaga

County Local Workforce Development Board as Directors and/or Committee members. Through their engagement at Board and committee meetings, these representatives spend time developing and coordinating workforce strategies, enhancing services and stimulating innovative solutions to workforce development in the local area. While it is not possible to completely eliminate all duplication of services within the local area, the Board provides the venue and opportunity to strengthen collaborations across providers and minimize service redundancy.

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

The Onondaga County Local Workforce Development Area's One-Stop delivery system has developed a strong connection with services provided by the New York State Department of Labor's employment service under the Wagner-Peyser Act. A linkage between the One-Stop system and the State employment service was established during the onset of the Workforce Investment programs in 2000. This relationship was strengthened significantly when the local One-Stop Career Delivery System moved its comprehensive career center into its former Franklin Square location in downtown Syracuse. Shortly after the Career Center in Franklin Center was established, the New York State Department of Labor began co-locating numerous staff members into the Center.

The inter-connection between the State employment service under the Wagner-Peyser Act and the One-Stop system was solidified in 2006 when the Onondaga County Local Workforce Development Area developed and implemented its functional alignment plan. This plan fully integrated workforce services provided by the Workforce Investment Act (WIA) Title IB and Wagner-Peyser. Service integration continues today and serves to improve service delivery and avoid duplication of services in the Local Area's Workforce Development System and within its comprehensive career center located at 960 James Street in Syracuse.

The following represent career center functions where service coordination has been strong:

- * Greeting - answering telephone, general service information, direct customer flow, language assistance and problem solving;
- * Resource Center - resume assistance, online application assistance, job referrals, technology support, job search assistance, print and electronic media, internet access, job search assistance, employer information, language assistance;
- * Workshops - pre-employment preparation, resume development, interviewing skills, computer applications;

* Business services - customized recruitment, job fairs, rapid response, prescreening, grant information and support; and

* Case Management - providing customized response to individual customer needs.

Coordination of Wagner-Peyser services within the One-Stop system services continues to evolve with strong case management, interaction with job seekers, common greeting areas, staff training and professional development, integrated staff meetings, business services collaborations, rapid response sessions and more.

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

The Local Area has executed a Service Delivery Memorandum of Understanding (MOU) including all One Stop System Partners in the Onondaga County Local Workforce Area. The MOU describes each Partner's roles and responsibilities in the New York State Career Center System.

The Local Area is an Employment Network and has a Ticket Program Agreement with the Social Security Administration allow for a streamlined approach to providing Employment Network services to Social Security disability beneficiaries under the Ticket to Work and Self-Sufficiency Program.

In addition to these agreements, the Local Area is working collaboratively with other community partners to carry out the requirements for integration of and access to the entire set of services available in the local Career Center system. Additional cooperative agreements will be developed as it becomes relevant and necessary to do.

Youth Activities

- a. Provide contact details of Youth Point of Contact for your local area:

- i. Name of Youth Point of Contact

Amy Stage

- iii. Name of Organization

CNY Works, Inc.

- ii. Email Address

astage@cnyworks.com

Address 960 James Street
Syracuse, NY 13203

iv. Title

Youth Services Manager

v. Phone

315-477-6937

b. Provide the number of planned enrollments in PY 2017 for:

i. Out-of-School Youth

189

iii. Carry-Over In-School Youth

22

ii. New In-School Youth

36

iv. Work Experience

116

*Please note that PY 2017 enrollments will provide the baseline estimate for the remaining three years of the Plan.

c. Who provides the WIOA Youth Program Design Framework, which includes Intake and Eligibility, Objective Assessment, and the Individual Service Strategy (ISS)?

The Onondaga County Local Area's One Stop Career Center staff members provide the WIOA Youth Program Design Framework, including Intake and Eligibility, Objective Assessment and the Individual Service Strategy (ISS). There are three Youth Workforce Advisors who perform these functions; each Advisor reports directly to the Workforce Manager for Youth Services.

i. Describe how career pathways is included in the ISS.

As stated above, the Onondaga County Local Workforce Area's career center staff members will provide the Workforce Innovation and Opportunity Act's (WIOA's) Youth Program Design framework, including Intake and Eligibility, Objective Assessment and the Individual Service Strategy (ISS).

Each youth will be assigned a Youth Workforce Advisor (Advisor) who will serve as the participant's case manager. As part of the case management function, the Advisor and participant will work together to develop an ISS, which will include career goals, as well as short and long term pathways to achieve these goals. The following information will be discussed to develop the ISS - the participant's values, interests, skills, education, maturity and career goals. This information will be considered to determine how other

WIOA program elements, as well as other workforce services and activities, could help the participant achieve his/her education and career goals.

The Advisor will provide labor market and career pathway information to help the youth understand the education/training, time and experience commitments required to prepare for his/her career goals. Advisors will guide participants to use Career Zone to identify and consider relevant career pathways. Each youth will be assessed to determine how to align

- d. In Attachment G, Youth Services, located on the NYSDOL website at <https://labor.ny.gov/workforcenypartners/wioa/workforce-planning.shtm> under the Local Planning section, identify the organization providing the 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.
- e. Explain how providers and LWDB staff ensure the WIOA elements:
 - vi. Connect back to the WIOA Youth Program Design Framework, particularly Individual Service Strategies; and

Implementation of WIOA youth services commences with the intake and assessment process with an individual interview of the participant by a Youth Workforce Advisor. During the interview the Advisor will conduct an initial assessment of the youth to help in customizing a mix of services and program elements intended to maximize the benefit to the youth and to help the youth achieve his/her education and career goals. The initial assessment includes a discussion of the youth's goals and interests; review of the youth's education and employment history; assessment of specific barriers such as legal issues, educational deficits, emotional challenges, family issues, transportation, and career interests. The intake and assessment process continues with the Advisor determining and certifying the participant's WIOA eligibility.

After the youth's eligibility has been certified, the Advisor will conduct an in-depth assessment, using relevant assessment instruments that measure aptitude, interests and/or achievement. The in-depth assessment will include a review and consideration of the youth's strengths, resources, priorities, concerns, capabilities and barriers. As part of the assessment process, the youth will receive workforce and career development information including interviewing skills, work habits, job readiness skills, educational information and career guidance.

The information obtained through all phases of the assessment process will be used to determine and develop the youth's Individual Service Strategy (ISS). The ISS will specify the relevant program elements and workforce services needed to enhance the participant's educational and career development, as well as provide a plan to address barriers that might impede his/her development. The participant will then be referred to youth service providers for access to the customized WIOA program elements designed to fulfill the goals described in the ISS.

- ii. Are made available to youth with disabilities.

Since the inception of the workforce system, the Local Area has made it a high priority to improve services for youth with disabilities, including providing additional staff resources and investing in adaptive technology and materials. In implementing the NYS Department of Labor's former "Disability Program Navigator" grant, the Local Area realized the importance providing the technology and materials for individuals with disabilities, and continues to invest in "state of the art" technology and tools.

The Local Area has prioritized the need to improve services for youth with disabilities. The Local Area has demonstrated the strength of its commitment to this goal by maintaining the Disability Program Navigator case management function after the grant's funding had concluded. This case manager/workforce advisor position has become an ongoing staff line item in the Local Area's budget, and this case manager services as a Disability Resource Coordinator. The focus of this staff function is to ensure that the Local Area consistently provides high quality services for individuals with disabilities, adheres to the spirit and intent of the Americans with Disabilities Act and WIOA Section 188 and maintains the Employment Network (EN). These functions are implemented by arranging and conducting staff training and support; researching and recommending adaptive technology, tools and supports; providing expertise in benefit advisement; and engaging disability service organizations to help support and design high quality workforce development programs and services for youth with disabilities.

f. Identify successful models for youth services.

There are numerous successful models for youth services available in the Local Area. Some of these include:

Upward Bound Program at Le Moyne College - The Higher Education Preparation Program/Upward Bound Program has been designed to provide high school students with an intensive and challenging academic experience. It promises to contribute to the participant's overall development as he/she transitions from high school graduation to college enrollment. Courses covered include math, science, computer applications, personal growth, writing, composition, and laboratory sciences. There is an academic year (September - June) program and a summer (June - August) program; the summer program provides students the opportunity to reside on Le Moyne's campus during the program.

STEP - The Le Moyne College Science and Technology Entry Program (STEP) is one of 51 STEP programs in New York State. It serves 99+ students in Nottingham High School, Henninger High School, Syracuse Middle Schools and all of Onondaga County; the program is a collaboration of the New York State Department of Education, Le Moyne College, and the Syracuse City School District. Since 1987, STEP has prepared historically underrepresented and economically disadvantaged students for college, and their pursuit of careers in math, science, technology, and the health-related or licensed professions.

Center for Community Alternatives, Inc. (CCA) Youth Advocacy - Syracuse Youth Services works with court-involved youth who would otherwise remain in detention or face placement in a juvenile or adult correctional facility. Referrals to the program can be

made at any stage in the juvenile/criminal justice process: bail, plea, sentence and disposition. CCA provides court advocacy for youth including development of client-specific, alternative-to-detention plans and intensive supervision. A client-specific plan is based on a review of the case and investigation and includes interviews with the youth, family members and others. If the youth is eligible, the plan will advocate for an alternative to detention based on the specific circumstance of the case. In addition, the plan will include recommendations on case management, supervision of school attendance, curfews, home visits, enrollment in CCA youth services and referrals to community-based services, as needed. If the Court agrees to the plan, then the young person is accepted by CCA and given a case manager. Monthly reports are made to the Court, the County Attorney and/or Probation. CCA's Youth Services demonstrate that intensive support and care for young people can effectively reduce the use of detention and custodial placement without sacrificing public safety.

- g. If you plan to serve In-School Youth (ISY) and/or Out-of-School Youth (OSY), using the "Needs Additional Assistance" criteria, please attach a policy that defines reasonable, quantifiable, and evidence based specific characteristics of youth needing additional assistance.

Administration

- a. Identify the entity responsible for the disbursement of grant funds as determined by the Chief Elected Official or Governor.

CNY Works, Inc.

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

CNY Works has established a "Procurement Policies and Procedures" that is used to award sub-grants and contracts for WIOA Title I activities in the Onondaga County Local Workforce Development Area:

Procurement Policies and Procedures

I. Purpose of the Purchasing Function

The Purchasing function is to serve CNY Works in the selection, acquisition and utilization of materials and services in a manner that provides essential accountability. All purchases of goods and services must be done in an open and competitive environment to ensure that prices paid by CNY Works are 'fair and reasonable'. The business objective is to select vendors and suppliers on the basis of the quality of their respective products and services, in accordance with stated principles to obtain the best value for CNY Works.

It is the responsibility of management to provide procurement oversight and to ensure that purchases are made in accordance with all applicable CNY Works policies and procedures.

II. Policy

The purchase of equipment, materials, supplies and/or services is subject to the following provisions and the bidding process is open and competitive, and prices can be shown to be fair and reasonable. Whenever practical, effort should be made to purchase goods and services from small, minority, women and labor surplus area firms.

a. Purchases less than \$3,000 in aggregate do not require 3 bids but the purchaser is encouraged to locate the most competitive pricing. To the extent possible, purchases should be distributed equitably among qualified providers and pricing must be reasonable.

b. Competitive bids are required for all purchases of \$3,000 in aggregate or more unless the purchase meets the criteria for noncompetitive procurement or when purchasing on a government contract, as explained below. Three quotes should be obtained and justification for the selection should be documented.

c. All equipment purchases over \$5,000 must be submitted to NYS DOL for approval before purchase. The following information must be included with the request: Description of equipment, actual or estimated cost of equipment, why it is needed, where it will be located, who will be using the equipment and price quote(s) of equipment with supporting documentation.

d. "Request for Proposal" (RFP) is to be used for all service contracts over \$10,000, where selection criteria are more extensive than only price and product quality. Once selection of the RFP is made, approval by the Board of Directors of CNY Works is required before the contract will be considered accepted.

The RFP must be publicized and include all evaluation factors. An adequate number of solicitations from qualified sources must be made and the methodology for evaluation and selection of a proposal must be written.

No bids will be for a period in excess of one year, but may have an extension option for up to two additional years. The Agency will not use sealed bids.

e. Noncompetitive procurement from one source can be used if one or more of the following applies:

i. The item is available only from a single source

ii. An emergency situation will not permit delay resulting from competitive solicitation

iii. After a written request, the grantor agency specifically authorizes noncompetitive proposals.

iv. After solicitation of a number of sources, competition is determined to be inadequate.

IV. Delegation of Authority

The competitive procurement of goods and services necessary for the operation of CNY Works is the responsibility of the CNY Works Board of Directors, who have delegated this responsibility to the Executive Director and Chief Financial Officer (CFO), who in turn have delegated this function to the department managers.

It is the responsibility of the department managers to ensure that any department end users adhere to all of CNY Works Procurement Policies and Procedures.

Management is charged with the responsibility of maintaining an open and competitive process for procurement of goods and services. Bids and proposals from competing vendors are to be evaluated by management, and contracts awarded. As part of their stewardship responsibilities, departmental end users are encouraged to compare prices between vendors even when the purchase amount does not require a formal bidding procedure. An open and competitive purchasing environment requires that information pertinent to the bidding process be kept confidential until the conclusion of that process.

In the event there is a protest, dispute, or claim with regard to pricing, terms, conditions, delivery, quantity, or substitution related to a purchase or procurement process, all pertinent information will be compiled by the department manager and referred to the CFO for resolution. If the CFO deems it necessary, consultation with the Executive Director will be sought possibly leading to seeking advice from the Agency's Board Chairperson and/or outside attorneys.

IV. Procurement Methods and Approval

Various methods are available to CNY Works staff to facilitate the purchase of goods and services and to ensure that the best value has been obtained. It is CNY Works policy that the purchase approval process be consistent among the various procurement methods. CNY Works purchases are exempt from the payment of New York State Sales and Use tax.

The methods approved for purchasing functions are as follows:

A. Purchase Contracts

New York State Contract, Onondaga County Contract, Syracuse City Contract and Academic Pricing are those contracts that have been negotiated and contracted with the applicable agencies to provide goods and/or services with favorable terms for pricing, delivery and other factors. These contracts are used to provide staff with efficient access to commonly purchased goods and/or services, as well as needed in special circumstances when time is of the essence to prevent hardship. Prices, terms and conditions of sale have been pre-approved by the applicable agency. Three competitive bids are not required when using these methods of purchasing.

B. Solicitations

a. All solicitations should include a clear and accurate description of the goods or services being procured. The description must not contain features that restrict competition.

- b. All requirements that must be fulfilled and all other factors used in evaluating bids or proposals should be clearly defined by the purchase requisition or RFP.
- c. Technical requirements described in terms of functions to be performed or performance required, including a range of acceptable or minimum acceptable standards should be included in the purchase requisition or RFP.
- d. Specific features of “brand-name or equal” descriptions, if included in the solicitation, must be identified.
- e. If procuring goods or certain types of services, the details of any metric measurements must be defined.
- f. Preferences for ecologically-sound and energy-efficient products should be considered.

C. Request for Proposal (RFP)

- a. The RFP document will be prepared by the department manager and reviewed by the CFO prior to issuance.
- b. Evaluation criteria must be included in the RFP and selection decisions will be documented.
- c. All proposals and associated selection documentation will be maintained in the files for a period of 6 years.

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

The local levels of performance negotiated with the Governor and Chief Elected Official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent, eligible providers and the One-Stop delivery system, in the local area are described in Technical Advisory 18-6.2, Primary Indicators of Performance for Titles I and III under the Workforce Innovation and Opportunity Act (WIOA). The Local Area has proposed desired goals pursuant to requirements of this Technical Advisory and is waiting for NYS Department of Labor direction on next steps necessary to reach negotiated standards for each measure.

- d. Describe the actions taken toward becoming or remaining a high-performing board, consistent with factors developed by the SWIB. A board will be defined as high performing if it meets the following criteria:
 - i. The board is certified and in membership compliance;

- ii. All necessary governance actions and items have been accomplished, including executing a local MOU, selecting a One-Stop System Operator, and implementing all required local policies, etc.;
- iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
- iv. The LWDA meets or exceeds all performance goals.

The Onondaga County Local Workforce Development Board has taken the steps, outlined above, toward becoming a high-performing board, and is in the process of finalizing its Career Center Certification process.

Training Services

- a. Describe how training services will be provided in the local area.

The Local Area understands that most job seekers can benefit from skills development and training. To that end, the Local Area will work to coordinate available training services and resources within the Local Workforce System. CNY Works' Workforce Advisors, NYS Department of Labor's Labor Services Representatives and Employment Counselors and Partner workforce representatives provide case management services to job seekers. Through the case management process, Workforce Advisors help job seekers to develop Individual Service Strategies (ISS), including how job seekers' transferrable skills align with local and regional workforce opportunities, and whether training services will enhance the job seeker's employability.

The Workforce Advisor will guide the job seeker to identify available training opportunities, financial resources, time line, application requirements, prerequisites and other relevant factors in developing a training plan. The Local Area will follow its established policies and procedures when providing training services to job seekers. The following training services are available in the Local Area:

Individual Training Account (ITA) - An ITA may be granted to remediate a job seeker's skills gap identified through the comprehensive assessment. The ITA limit will be up to \$5,000 in WIOA Adult or Dislocated Worker funding; there is no ITA limit for WIOA Youth participants. If extenuating circumstances exist, the Local Area may consider a job seeker's request to expand the ITA limit beyond \$5,000.

ITA funding will be prioritized for training that will assist job seekers to qualify for local and regional employment opportunities, especially those that provide entry into developing career pathways, demand occupations, apprenticeships and or in positions that provide for self-sufficiency wages (wages that are greater than \$30 per hour) related to the training discipline.

On-the-Job Training (OJT) - OJT is a training tool that is used to offset an employer's lost productivity that occurs while new or incumbent employee is being trained for a new position. OJT may be conducted by a private or public employer. The employee receives

training at the workplace, under appropriate supervision, thus acquiring occupational skills and knowledge in an “on-the-job” training environment. Training occurs while an individual is engaged in productive work while learning the skills and information necessary for full and adequate performance on the job.

OJT is appropriate for employers who have difficulty filling their skilled labor force needs with qualified, experienced workers, or who want to upgrade their current workforce. Employers may use an OJT in these instances by training eligible WIOA participants. The duration of the training period is dependent upon the degree to which there are gaps between the trainee's skills and the skills of a fully productive employee in the position for which training is sought. Reimbursement is provided to the employer to pay for the extraordinary costs of such training as the trainee is learning to be fully productive in a new position, and is made pursuant to CNY Works' OJT policy.

While OJT clearly provides a benefit to the employers who participate in the program, the focus of the program is on the trainee. OJT is designed to provide an opportunity for WIOA-eligible individuals to receive the training necessary to acquire skills and knowledge that will enable them to maintain unsubsidized employment and job advancement. When administered correctly and operated properly, OJT provides the most direct opportunity for unsubsidized employment for WIOA participants.

Employed Worker Training (EWT) - EWT is a training tool that benefits workers and employees. It provides a means of supporting an employer's training activities and helping the business strengthen its competitive edge by developing a strong, skilled workforce. EWT provides employees the opportunity to develop and upgrade competitive workforce skills and improve long-term career opportunities. Employees who receive EWT must be earning wages that are below the self-sufficiency rate (more than \$30 per hour), and must be paid regular wages during training. EWT is a training tool that occurs when the employee is not engaged in production or services.

b. Describe how contracts will be coordinated with the use of ITAs.

All training that is provided by WIOA-funded ITAs must be listed on the Eligible Training Provider List (ETPL) maintained by the New York State Department of Labor. During the case management process, the Workforce Advisor will help the job seeker to find training programs that support the job seeker's career goals. If the relevant training opportunity is not listed on the ETPL, an LWDB staff member will guide the training provider through the process to be considered as an Eligible Training Provider.

The LWDB does not currently have plans to provide training through contracts, other than OJT and EWT, as described in Item a, above. However, this could change if there were a need to aggregate training for a group of job seekers, and the training could be most effectively and economically be delivered through a contracted service. In such a case the Local Area would employ its Procurement Policies and Procedures (described in this document in "Administration - Item b") and the training would be coordinated with the use of ITAs.

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

Workforce Advisors provide job seekers with an overview of services. This overview includes a discussion of the opportunity for skill development and training. Workforce Advisors will use the assessment process to inform job seekers of the opportunity to receive training services via Individual Training Accounts, On-the-Job Training and Employed Worker Training. The need for training services will be considered in the context of local labor market information and the job seeker's interests, abilities and transferrable skills. The Workforce Advisor and job seeker will discuss financial considerations; such as cost of training, opportunity for financial aide; training duration; employment during training period; anticipated post training wages; family support; training provider success record, etc. These factor will help ensure customers will make informed choices in the selection of training programs regardless of how training services are provided.

Public Comment

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

The data used to develop the Plan has been discussed as various agenda items during the Program Committee and Board meetings over the past 18 months. The draft Plan document was presented to and discussed with the Board on September 28, 2018. Additional, in-depth Board discussion of the draft Plan occurred during the Planning Committee meeting on October 12, 2018; Board suggestions have been incorporated into this document. The Plan was posted for public review and comment on October 31, 2018.

List of Attachments:

Please complete all attachments.

Attachment A – Units of Local Government

Attachment B – Fiscal Agent

Attachment C – Signature of Local Board Chair

Attachment D – Signature of Chief Elected Official(s)

Attachment E – Federal and State Certifications

Attachment F – Youth Services Chart

Attachment G – Local Plan Budget 2017

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

- i. Electronic signature (if the board has the capability for it) – Note that electronic signature must follow the requirements and guidelines of the Electronic Signature and Records Act (ESRA). Further information on ESRA standards and requirements can be found at <https://its.ny.gov/nys-technology-law#art3>. Boards choosing to submit signature pages via electronic signature may submit these pages via email with the Local Plan.
- ii. Mail original versions – Hard copies of traditional signature pages may be sent to:

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

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

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