

Planning Guidelines for the Comprehensive Three-Year Local Plan

**New York State
Department of Labor**

**Workforce Development and
Training Division**



February 2005

GENERAL INSTRUCTIONS

The Comprehensive Three-Year Local Plan (Local Plan) must be submitted no later than June 30, 2005 in accordance with the Planning Guidelines issued by the New York State Department of Labor (NYSDOL) on behalf of the State Workforce Investment Board and the Governor, unless an extension is requested by filing Attachment A: Request for Extension to Submit Local Plan and Attachment B: Timeline for Submitting Complete Local Plan by March 15, 2005. The plan must be developed by the Local Workforce Investment Board (Local Board) in partnership with the Local Chief Elected Official(s).

PLANNING GUIDELINES

The Planning Guidelines are available and can be downloaded from New York's Workforce Development System web site at www.workforcenewyork.com. The guidelines may be found in Technical Advisory #05-3, dated February 18, 2005.

PUBLICATION

The Local Board must make copies of the proposed Local Plan available for public comment through such means as public hearings, local news media and local websites. The general public must have access to the proposed plan and has 30 days from the date of publication in which to comment on the proposed plan. When the Local Plan is submitted for approval, any comments received in disagreement with the plan must be attached. In addition, the plan must reflect how those disagreements were addressed.

TIME TABLE

Planning Guidelines Issued:	February 18, 2005
Deadline to Request Extension:	March 15, 2005
Local Plans Due to NYSDOL:	June 30, 2005
Extended Deadline Local Plans Due to NYSDOL:	September 30, 2005
Extended Deadline for Section IIA Submission:	December 31, 2005

SUBMISSION

The draft Local Plan must be received by the NYSDOL no later than **5:00 p.m. on June 30, 2005**, unless an extension is requested by filing Attachment A: Request for Extension to Submit Local Plan and Attachment B: Timeline for Submitting Complete Local Plan. The Local Plan and any requests for extensions must be submitted electronically via email to: WDTDLocalPlans@labor.state.ny.us. Simultaneously, forward the attachments with original signatures as appropriate to:

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

Attn: Margaret Moree
Local Plan

The required Attachments include:

- Attachment A: Request for Extension to Submit Local Plan
- Attachment B: Timeline for Submitting Complete Local Plan
- Attachment C: Signature of Local Board Chair
- Attachment D: Signature of Chief Elected Official
- Attachment E: Units of Local Government
- Attachment F: Fiscal Agent/Grant Subrecipient
- Attachment G: One Stop Operator Information
- Attachment H: Federal and State Certifications
Chief Elected Official Agreement (if applicable)
- Local Board By-Laws (**See Addendum 1**)
- One Stop Operator Agreement (**See Addendum 3**)

Review and approval of the Local Plan will commence upon receipt. For a local area and its board to be deemed in compliance with State policy and federal law, its Local Plan must receive State approval by September 30, 2005 or within 90 days of receipt of the Local Plan.

INSTRUCTIONS

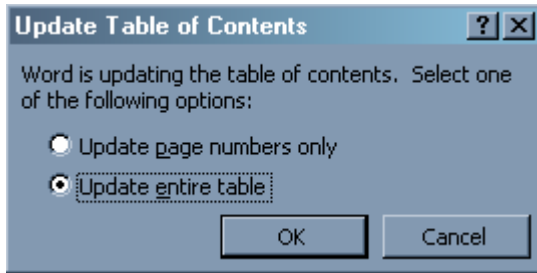
This document has been formatted as a “fillable” Microsoft Word form. Each local area must use this form for developing and submitting the Local Plan. There are four main sections to this form, each beginning with a short narrative and followed by instructions and questions. **A shaded area is provided into which the details of your response should be typed.** Your response will be formatted in a different font to distinguish it from the form document.

The document IS NOT protected. Do not lock or unlock the form – if you do, it is likely that you may lose your entered information. It is recommended that you save this document to your computer as your working document using the following naming convention: “LWIA NAME - Three-Year Local Plan.” Save your document frequently during its completion.

The Local Plan document was formatted in such a way that you may click on an element in the Table of Contents and automatically be directed to that section of the plan. Directions for updating the Table of Contents are provided below.

Please note the following:

- Enter the name of your Local Workforce Investment Area in the header of the document.
- Press <F11> to move to the next field in the document. <Shift> + <F11> will move back to the previous field.
- Each section of the plan must begin on a separate page. As you fill out the plan, make sure each section begins on a new page. (If you need to insert a section break at the end of a section, select **Insert** → **Break** from the menu. The Break dialog box appears. Under **Section breaks types**, select **Next Page**, and click **OK**.)
- The Table of Contents must be updated with the new pagination that occurs as you complete the plan. Right click anywhere in the table of contents. Select **Update Field** from the shortcut menu. The Update Table of Contents box appears. Select the **Update entire table** option and click **OK**.



This screen will also appear when printing the document. Follow the above instructions.

Questions regarding the mechanics for completing this form may be directed to Cathy Laccetti or Pattie Tworek at (518) 457-0219. Technical assistance regarding the development of the Local Plan should be directed to your WIA Program Manager.

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I. Local Workforce Investment Area Profile

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

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

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

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

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

Local Workforce Investment Area Profile

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

#	<u>111,931</u>	Population (Total, all ages)
#	<u>76,133</u>	Population of labor force age (15-64)
#	<u>20,394</u>	Population age 15-24 (Emerging labor force)
#	<u>21,255</u>	Population age 0-14 (Children)

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

For the last half century the county's population has remained relatively stable (110 – 115,000). In itself this is a neutral observation, but with all of the other demographic changes to be further discussed here, an argument can be made that economic growth is accompanied (possibly even caused by) population growth. The system will be looking at strategies to develop in-migration of people with skills, capital, and /or enterprise ideas that would help the county grow its population and import fresh thinking.

Another concern is that younger workers with the highest skill levels have disproportionately left the county to seek greater opportunity elsewhere. In 2000 though, 12% of the county's population was aged 19-24 (compared with 8% nationally) and statewide, only 41% of the county's workforce had some college or better in the educational attainments (compared with 51% in New York as a whole and 52% nationally). Most of the difference can be traced to the differential among people with a bachelor's degree or better - about 16% in St. Lawrence County, 27% in the State and 24% nationally. In view of this, the system will be addressing strategies that will increase the chances that young skilled workers will remain in the county; recruit younger, skilled workers from outside the county and encourage younger workers who elect to stay in the county to direct their careers into skill occupations where there is a likelihood of greater demand over the longer term.

Across most of the sectors of the county's economy, employers have also observed that the average age of their workforce (especially those with critical skills and essential experience) is increasing alarmingly. There are concerns over what might happen over the next 5-10 years (a trend that has already begun) as these workers retire in increasing numbers. Even though the aging of our workforce is not something unique to St. Lawrence County, and in some respects appears to be less advanced than is the case elsewhere in the country, when coupled with the lack of population growth and departure of younger workforce recruits, the One Stop system needs to develop additional strategies to help employers start planning how to "backfill" positions with skilled individuals, retain older workers in occupations where there is a local skill deficit and encourage older workers to remain active in the workforce in spite of the blandishments of retirement – possibly in part time or

project-based employment.

Finally, some observers report that the county's employment profile is characterized by an increasing number of contingent ("temps"), seasonal, and part time workers. Such workers are frequently, though not always, employed in occupations that offer low wages and few benefits if any. Almost all of them lack job security and benefit programs that are commonly available to full-time workers. Many lack affordable daycare and transportation. Workforce strategies need to be developed for this component of the economy to allow for transition from contingent worker status to full-time working status. Efforts need to be extended to convince policy makers on all levels to invest more resources in making health care, day care and transportation affordable thus increasing the disposable income of workers in this group, or for that matter, among low-income workers generally.

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

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

	CY 2001	CY2002	CY 2003	CY 2004
Unemployment rate (%)	6.0	6.6	7.0	6.9
Labor Force	49,400	50,300	49,700	49,500
Employment	46,500	47,000	46,300	46,100
Unemployment	3,000	3,300	3,500	3,400

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

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

Total Number Served	PY 01	PY 02	PY 03	PY 04	Planned PY 05
WIA Adults	180	243	425	349	312
WIA Dislocated Workers	176	223	268	198	216
WIA Older Youth	105	125	86	49	32
WIA Younger Youth	242	233	255	149	114
Wagner-Peyser Funded Customers*	Not Available	7145	6914	5855	5797

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

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

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

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

- # 1 Certified Full-Service One Stop Centers
- # 0 Affiliate Sites (as defined by your local area)
- # 20 Other Access Points to the system (e.g., through means such as electronic access, partners, libraries, etc.)

Describe the criteria used to identify Affiliate Sites.

Not applicable. The local area does not have certified Affiliate Sites.

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

The evolution of the St. Lawrence County One-Stop System over the duration of the previous five-year plan has been significant and encouraging. We have established one full-service career center with eight partner agencies, co-located under one roof in a new state-of-the-art office complex housing the One-Stop Career Center and Resource Room, St. Lawrence County Office of Economic Development, New York State Department of Labor, St. Lawrence-

Lewis BOCES Learning Resource Center, Vocational Education for Individuals with Disabilities, St. Lawrence County Veterans Department, St. Lawrence County Office for the Aging, St. Lawrence County Youth Bureau and the St. Lawrence County Department of Social Services (Employment Unit). Unique to this co-location arrangement is that the agencies noted are not only required partners, but also the One-Stop Operator. This relationship has ensured the sustainability and growth of services expected in a full-service franchise, has led to stronger working relationships and better communications among all partners and stakeholders and strengthened the seamless system of services for all job seekers and business customers. Even under the present funding restraints being experienced by all partners in the one stop system, available customer services have not been drastically affected. We anticipated a funding shortfall and thus streamlined our operations to best meet the needs of all partners, stakeholders, job seekers and business customers. The leveraging of other funding sources has been episodic due to time and staff constraints, limited funding opportunities available and lack of in-house grant writing ability. Therefore, we have formed an ad hoc grant writing committee among specific partners to improve on this important endeavor.

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

No significant changes are planned that will effect services available through the local One Stop system at this time. Even though a shortfall in funding has been experienced by most partner agencies, adjustments have been made to ensure that the same or similar services are still available. The dollars to support these services will be shared among the partner programs or 'rationed' so all customers receive some level of support even if not at the level they previously were receiving.

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

- 1) ***St. Lawrence County Office of Economic Development – WIA Title I***
- 2) ***St. Lawrence-Lewis BOCES – WIA Title II***
- 3) ***New York State Department of Labor – WIA Title III***
- 4) ***VESID – WIA Title IV***
- 5) ***Veterans' Services – Required Partner***
- 6) ***Youth Bureau – Required Partner***
- 7) ***Office for the Aging – Required Partner***
- 8) ***St. Lawrence County Department of Social Services – Suggested Partner***

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

- 1) **Local Post Secondary Institution(s)** _____
- 2) **Labor Organization(s)** _____
- 3) **Public Housing** _____
- 4) _____
- 5) _____

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

- 1) **Local Chamber of Commerce** _____
- 2) **Local Community Development Program** _____
- 3) **Local Health Care Institutions** _____
- 4) **NYS Labor Statistics Division** _____
- 5) **Local/County Economic Development** _____

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

State Level WIA Grants:

- Supplemental Dislocated Worker \$ - \$350,261**
- Rapid Response \$ - \$309,575**
- Statewide Activities \$ - \$408,115**
- Strategic Planning \$ - \$100,000**
- Disability Program Navigator Project \$ - \$75,000**
- Swipe Card System \$ - \$25,584**
- Marketing \$ - \$10,000**
- Scholarship \$ - \$2,500**

NYS Funded Grants/Loans – 29 Projects

- Loans \$ - \$100,000**
- Grants \$ - \$7,143,505**

St. Lawrence County IDA Loans/Bonds – 25 Projects

- Bonds - \$64,555,000**
- Loans - \$3,192,000**

St. Lawrence County Local Development Corporation

Micro-enterprise Revolving Loan Fund for Small Business – 19 Projects

\$233,595

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

The single biggest challenge during the past five (5) years in supporting the local workforce system infrastructure was dollars, dollars, dollars. The successful formation of the St. Lawrence County One-Stop Career Center would not have been possible without the awards of NYS's Demonstration and Implementation Grants. Local resources alone would not have been sufficient enough to accomplish the requirements of WIA, including the establishment of working partnerships and provide the facilitation (location) for a full service One-Stop Center. Given due diligence by all involved, partnership cooperation and their dollar investment, St. Lawrence County has been able to meet its infrastructure requirements over the past five (5) years. Affordability in sustaining the current operating posture of the local workforce investment system will be the Board's biggest challenge over the next three (3) years. Costs are up, dollar resources are down and all partners and stakeholders are feeling the pinch. Strategies are being discussed to ensure that all available dollars are being utilized to their fullest, that duplication of services doesn't exist where at all possible and partner programs and services are at least maintained at an 'austerity' level. The Board has the full cooperation of all partners and stakeholders to ensure that the needs of the job seeker and employer communities are met. Workforce and economic development strategies continue to develop to address the shrinkage of the manufacturing sector and outsourcing of its emerging workforce (youth) knowledge, skills and abilities from leaving St. Lawrence County.

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

Throughout the region, growth in education, healthcare, government, professional, retail and business services will help shape the workforce policies of the Local Board for the next three (3) years. Between 1990 and 2003 the number of people employed in 'educational enterprises' in St. Lawrence County increased from 2,900 to 4,600 (58.6%). In 'health care establishments', the story is similar – a 40% increase (from 4,000 to 5,600). During the same period 'government employment' increased by 10.2% (10,800 to 11,900), while 'professional and business services' has increased by 38.5% (from 1,300 to 1,800). On the other hand the 'retail trades' only increased by 2% (from 4,800 to 4,900) during the same period. Other than 'natural resources, mining and the construction industry', these are the only sustainable growth industries in St. Lawrence County in

more than a decade. It is anticipated that these trends will continue to exist and their continued strength presents challenges and opportunities to the local workforce development effort. This is due partially to the fact that some of the opportunities (especially in retail and health care) are not noted for their high pay or generous fringe benefits, which creates serious issues of workforce training and placement initiatives. In many incidents these positions are part time and contingent. The decision makers are voicing serious concerns about the adequacy of the talents and skills of replacement workers among these high growth sectors. Worker skill development and training services need to be further enhanced so the part time and contingent workforce have the opportunity to qualify for full time positions and become upwardly mobile. The system will need to insure that incumbent workers are provided the customized and upgrade training services necessary to maintain a competitive edge and ensure that replacement workers possess the knowledge, skills and abilities necessary to ensure a fully functional workforce.

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

The local Board, from practically the onset of WIA, recognized the importance of establishing a “stand alone” business services unit to ensure that a seamless system of business services existed between the workforce development and economic development arm of local government. To that end, the ‘unit’ was established to provide the full array of direct labor exchange services to the business community for new hires (On-the-Job Training), current/incumbent workers (Upgrade Training) and Customized Training activities - to work with the business community directly to provide the maximum benefit for all their staffing and training needs – a 24/7 response system of services, thanks to telephone technology, and the professional work ethic of department staff, that has lent itself to quality customer service for the past six (6) years. The business services and the close working relationship between the local Workforce Development unit, the Economic Development department and the Industrial Development Agency has set itself apart from the rest of the State as a prime example of what can be accomplished when people work together for a common cause called.....“Business Services”.

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

There have been numerous successes in the local area’s workforce investment system which have fostered new partnerships and responded to workforce and community needs. Through the creation of a strong workforce development and economic development relationship among State, County, City and Municipal economic developers working with the local One-Stop system, the local area has established a comprehensive economic development network of strategies that has assisted business and the community through the creation of a business services unit, lay off aversion services, training for incumbent worker services, business

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planning for small and medium size businesses, innovated programs (Gateway to Careers, Community Service Brigade, etc.) for youth, and business expansion efforts too numerous to list, that have brought together business, education, government and community, as one, in establishing a common goal.....that of “economic expansion and prosperity” for all.

II. Strategic Planning

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

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

1. Were you awarded the NYSDOL funded Strategic Planning for a Human Capital Advantage grant?
2. Have you achieved the third benchmark of that project and received the third payment under the grant?

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

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

Section II-A - Local Area Strategic Planning Process

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

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

1. Economic Environment and Key Workforce Issues

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

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

- *What are the key existing and emerging industries; what industries are in decline?*
- *Where is the main focus of local economic development occurring in your local area? In your region?*
- *What are the current and projected future employment opportunities in the local area, and in which occupational fields will they occur?*
- *Where is significant new job growth expected to occur?*
- *Identify data resources that were utilized and which substantiate these projections and outlooks.*

Not Applicable, see Section IIB

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

- *Discuss the research and analysis being done by the Local Board to identify trends, emerging issues and available assets. What data resources are being utilized by the Local*

Board to analyze the needs of its businesses and workers and the capacity of the education community?

- *Summarize the current state of the workforce. Describe the current business demand for workers and skills, current worker skills and characteristics, current capacity of training and education entities to meet demands and resources and programs currently available to meet workforce needs.*
- *What are the key workforce issues that have emerged thus far and how have they been prioritized? Where are there gaps in information, gaps between labor supply and demand, skill gaps, and training capacity and resource gaps?*

Not Applicable, see Section IIB

2. Engaging Community Partners in Workforce Solutions

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

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

- *Having identified the key workforce issues, how is the Local Board determining its need to engage additional partners and who those specific partners should be? What contributions can those partners make toward resolving the key workforce issues?*
- *How is the Board ensuring the business community's needs are fully represented in these discussions?*
- *How is the Local Board engaging additional partners and bringing them to the table?*
- *What short and long-term goals are being jointly established to address workforce issues and close identified gaps? Discuss how the Local Board is identifying the shared benefits to the partners and communicating the impact their activities will have on the key workforce issues?*
- *What is the role of the Local Board (either leading or supporting another entity) in achieving the stated goals? Which organizations will be given primary responsibility for each of these goals?*
- *What is the process for collecting and evaluating information on the progress toward these goals? How will this progress be monitored and reported?*

Not Applicable, see Section IIB

3. Aligning Service Delivery

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

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

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

Not Applicable, see Section IIB

4. Measuring Achievement

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

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

- *What data was considered and what entities were involved in helping develop the measures? Identify the measures and the desired outcomes.*
- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*
- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*
- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

Not Applicable, see Section IIB

Section II-B - Local Area Strategic Planning Progress

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

1. Summary of Progress

In this section of the plan the local area is asked to describe the outcomes of their strategic planning efforts to date and their plans for continuing and measuring this process. Within your response, address the following points:

- *How will the Board have used its State of the Workforce report as a basis for future One Stop system planning?*
- *What key workforce issues and gaps have emerged and how have they been prioritized?*
- *What goals have been established around each of these issues, both short term (first year) and longer term (second year and third year) and which organization is responsible for each of the goals?*
- *What is the role of the Local Board (either leading or supporting another entity) for each of these goals?*
- *What progress has been made in achieving each of these goals? What entity is responsible and what is the process for monitoring progress against each goal and reporting back to stakeholders and the larger community?*
- *What contributions have been made by the Local Board and by the partners to support this effort?*
- *How will the Local Board sustain the momentum of these partnerships and alliances? What are the plans to continue to engage existing partners and expand strategic planning efforts to include other stakeholders not currently engaged?*
- *Has the Local Board identified any areas in which the State, through its various state administrative agencies, can assist the local system efforts in attaining its goals? If so, in what manner and how has that been communicated?*

Introduction

Beginning in the spring of 2004, the WIB began an ambitious and deliberate plan of strategic and organizational evolution. Prompted and assisted by the State's Strategic Planning for a Human Capital Advantage Grant, the WIB and its staff realized that the State had given it an opportunity to do a thorough re-evaluation of the current and future states of its operations.

Early on in the process the WIB acknowledged that it would take more than a few months to do a full-scale strategic plan, one that would result in a revitalized strategic vision that the WIB and its staff could incorporate into concrete and measurable operational goals and policies. This was largely because the WIB determined that their first need was to re-educate and recommit itself so that it and its staff would be in a position both to formulate and adopt a full scale strategic plan that would be utilized as a management tool to direct policy and programs for the foreseeable future. However, the WIB also realized that it could not wait until it had finished its recommitment and re-education

process to begin its strategic planning process. Hence, in early 2004, the WIB retained CITEC, a local non-profit consulting firm, to assist the WIB to accomplish three interrelated initiatives – to convene a workforce summit, to prepare a state of the workforce report, and to facilitate the preparation of a strategic plan.

2004 Workforce Summit

The WIB hosted its workforce summit on June 10, 2004 in partnership with SUNY Canton. Over 200 stakeholders attended and at it the WIB identified panels of volunteers on whom it could rely for continuing advice and assistance in defining and dealing with workforce issues in the County in the future.

At the same time the WIB developed substantial input from the attendees that it used in preparing its state of the workforce report and in starting its strategic planning process. The five breakout groups – education, health care, manufacturing, retail, and services – identified an array of issues and options that the WIB must consider. Among them were the following consensus issues:

- WIB should do a better job of advertising its own capacity and services;
- WIB should also take the lead in instilling a sense of crisis about the future of the SLC workforce among the employers and government leaders (especially the latter); and
- WIB should take the lead in breaking down the barriers between the various employer groups themselves and – even more important – between the various services provider groups and the employers.

The five breakout groups also made a number of suggestions for initiatives that the WIB should consider implementing including:

- WIB should work with manufacturers and the educational system to better train and retrain the manufacturing workforce;
- WIB should work on creating internships in the health care system for students, develop a subcommittee for health care, and develop a data base of health care education providers and publicize it broadly;
- WIB should develop a seminar series on local workforce issues and data – which could also feature what’s being done successfully in other rural communities around the country;
- WIB should do a comprehensive audit of the workforce – demographics, current skills, skills in demand, etc. – and keep it up to date;
- WIB should develop a “job shadowing” program for youth (high school and below);
- WIB should develop customer service training programs that could better address the need to build work maturity skills; and
- WIB should develop adult education/re-education services for people who have reached retirement ages, not just those who have been dislocated by closings or RIFs.
- WIB should encourage the educational system to better prepare the workforce in the areas of basic science and math, accelerated learning skills, and computer literacy, especially for displaced workers;
- WIB should promote 1-2 year degree programs, especially for displaced workers; and

- WIB should be part of an effort to find ways to keep people in the county who *want* to stay in the county including people who come here to go to college.

State of the Workforce Report 2004 – Key Workforce Issues/Gaps

Based partly on the data and observations developed at the summit, as supplemented by data research done in cooperation with the DOL's regional economist and by input from the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis with which the WIB began its strategic planning process, the WIB completed its State of the Workforce Report 2004 for St. Lawrence County in late 2004 (publishing it in February, 2005). The WIB is using its State of the Workforce Report as its primary benchmarking document for understanding, planning and measuring its own and One Stop system performance during 2005-06.

The State of the Workforce Report 2004 identified four major groups of threats and opportunities that the WIB must address; these four groups included were subdivided into the following 12 issues:

- **Structural Changes to the County's Economy**
 - Decline in the family farm economy
 - Decline in the traditional manufacturing sector
 - Growth of the education, health care, government, and retail sectors
- **Changing skill requirements**
 - Perceived deterioration of the workforce's "ready to work" ethic
 - Lack of match between the skills of new workers and the local jobs available for them
 - Need to re-skill dislocated and older workers
- **Demographic changes**
 - Lack of population growth
 - Departure of the best educated younger workers
 - Aging workforce
 - Underemployment
- **Resource commitment**
 - Declining federal and State resources for workforce training and retraining
 - Inefficiencies in the workforce training system

The WIB is using this list of challenges/opportunities as a roadmap of the major workforce issues confronting the County from the perspective of the 2004 workforce summit. The WIB also intended that the report would summarize of some of the empirical data about the county's workforce and economy so that the following groups could base their policies and programs on such data:

- The WIB itself and its staff;
- Decision makers engaged in the major sectors of the County's economy – especially agriculture, education, health care, manufacturing, and retail/service sectors, as well as the government sector;
- The County's economic developers; and
- The County's business community and other employers.

The WIB is using the workforce report to do more than provide data and stimulate discussion at all these levels – though it was intended to do these things as well. The SLCWIB has used the report to put a "line in the sand" that all these groups can use as a

starting point for focusing their actions on the workforce issues that pose critical threats and opportunities to the County as it works to reinvigorate its changing economy. The report will also serve the same purpose in revising the County's Comprehensive Economic Development Strategy (CEDS) and thus help ensure that workforce issues are intimately coordinated with the work of the County's economic developers.

Strategic Planning Process – Goals

As previously noted, after the summit and during the preparation of the workforce report, the WIB further refined the issues that characterize St. Lawrence County's economic and workforce environment. The WIB began to develop its strategic plan shortly after the June 10 summit. In August 2004 CITEC distributed a 16 page strategic planning survey to all members of the WIB using the same business approach and format it uses with the board of directors and/or management teams of private businesses; the survey was designed to develop data about the Board's level of knowledge about and opinions on all the functional areas of the business that the WIB oversees.

The WIB met four times in September/October 2004 to review the survey's results and to refine and consider the information developed at the summit and that was emerging from the workforce report research.

In addition to recognizing that the WIB needed to address its present capacity to set goals, strategies, and objectives, the WIB also identified several of the critical issues relating to the workforce services delivery system that have emerged as a part of this process thus far. They include:

- Lack of predictive labor market information (future labor market needs, e.g., in health care), on which in turn the County could base training activities that could focus coordinated workforce services delivery system resources;
- Lack of match between Title I job seeker data with DOL's job orders, especially in the job seeker skill levels;
- Apparent failure of the system to send to potential employers job seekers who are at least minimally qualified for the positions that are on offer;
- How to encourage employers to retain people who had been subsidized by OJT funds;
- Apparent discrepancy between the services available at the remote access points in the One Stop system when compared with the One-Stop Career Center's Canton location; and
- Whether job seekers in the most distressed areas in the county were getting the kind of concentrated attention they needed

In light of the above, the WIB made the following decisions:

- The 2005 strategic plan outlines the major issues of concern that the WIB will address over the next year;
- This approach to planning is designed to allow some time for the WIB to enhance its knowledge base and reactivate its committee structure so that it can proceed with further strategic planning and implementation; and
- The WIB will revisit the present plan within a year when the WIB members will have increased in their knowledge and activity to the point where they will be able to update and extend the plan.

Partners

Since a key part of the Board's re-education program was having all the One Stop partners brief the WIB members on their roles, resources, and challenges as partners with the WIB in addressing workforce issues in the County, a substantial portion of the Board education sessions were devoted to presentations by the WIB's One Stop partners. This not only was part of the WIB members' re-education, but was also a means of refreshing the partnerships among the WIB and its eight One Stop partners.

As the WIB continues to pursue the strategic direction outlined in its January plan, it continues to collaborate and consult with other groups of stakeholders developed as a result of the 2004 summit – e.g., health care, manufacturing, agriculture, and retail services.

For example, in January WIB staff met collectively with the presidents/chief designees for four of the five colleges in the County to plan for future collaboration; this was essentially the first meeting of the WIB's higher education advisory committee. At that meeting the committee arrived at consensus on the following issues:

- The WIB's effort to market the County to businesses will also help to market the attractions of the colleges;
- The colleges are very interested in working with the WIB to give their students workforce and business experience (current examples: Clarkson's Career Placement Center and the Clarkson Consulting Group);
- The Associated Colleges of the St. Lawrence Valley provides a ready-made vehicle for unified collaboration between the WIB and the five colleges; and
- The colleges are looking to the WIB to provide them with advance notice on needed job skills.

The WIB has also been extending its collaboration with the County's economic developers. Stemming from the WIB's long-standing engagement with the County's economic developers, the WIB expects that its strategic plan – and any actions that develop from it – will be coordinated with the revision of St. Lawrence County's Comprehensive Economic Development Strategy (CEDS). In the earlier stages of the strategic planning process, the WIB staff met with the CEDS committee; the meeting resulted in agreement that the CEDS would be revised so that it coordinated with the WIB's final strategic plan.

The WIB realizes that substantial resources of time and effort will be required in the future as it works to coordinate its strategic plan into the CEDS and as it continues to develop its plan. The WIB hopes that the State will be able to supply additional support so that the WIB can continue the planning process that was started so well under the Strategic Planning for a Human Capital Advantage grant.

2. Aligning Service Delivery

In order to address workforce issues within the local area, Local Boards need to utilize collaborative efforts with One Stop partners and other stakeholders to align programs and services. In this section of the plan discuss how your local area is achieving alignment of service delivery around the issues and goals previously described in the above section. Within your response, address the following points:

- *How will strategic planning enable your local One Stop system to go beyond compliance and address the economic development needs and key workforce issues identified in your local workforce area or region?*
- *How is your One Stop system structure helping to facilitate the achievement of the stated goals?*
- *Describe how your local area's service delivery to businesses has been aligned to respond to local market demand and the goals set forth from your strategic planning efforts.*
- *Describe how you assure that the delivery of core, intensive, and training services is aligned around identified workforce issues and stated goals. How are these services integrated in the overall workforce plan?*

The key focus of the planning process was to equip the WIB with the data and the analytic tools that would allow it “to go beyond compliance and address the economic development needs and key workforce issues identified” in the 2004 workforce summit and the 2005 workforce report. The plan outlined some of the key parameters that dealing with such issues would be judged against. In order to better understand the issues within its workforce investment area, and to work toward resolutions for each, the following strategic priorities were established:

- **Active Committees** – because the workforce system that is under the WIB’s care is so complicated, the only way the WIB can recommit itself is to work through active, engaged committees or task groups that do most of the work for the Board and do so in a way that the Board will have confidence that the committees’ judgments do not have to be second-guessed by the Board.
- **Board Education** – the WIB must make a concerted effort to inform itself about what duties and responsibilities are prescribed for it by federal, State, and local law, regulation, and practice; what areas of program, personnel, and financial discretion are open to it; how the WIB and programs under its oversight interact with other elements of the County’s economic development system; what staff is assigned to it and what their responsibilities are; how the WIB’s finances work; and how the One Stop system functions.
- **Employer Services** – the WIB must determine, based on the best information available or to be obtained, which jobs most required by employers in the County are hardest to fill by people with satisfactory skills and then determine what (if anything) the WIB can do (or help do) about the situation; the WIB must also determine, based on the best information available or to be obtained, what skill sets both local and national employers will be demanding in the future and then determine what (if anything) the WIB can do (or help do) about the situation.
- **Job Seeker Services** – the WIB must determine, whether the workforce’s services’ delivery system is providing the best possible services to job seekers in the most economically depressed areas of the County and, if not, determine what (if anything) the WIB can do (or help do) about the situation.
- **One Stop Operations** – the WIB must determine whether the One Stop system is operating most effectively and, if not, determine what (if anything) the WIB can do (or help do) about the situation.

3. Measuring Achievement

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

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

- *What data was considered and what entities were involved in helping develop the measures? Identify the measures and the desired outcomes.*
- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*
- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*
- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

The WIB's February 2005 plan set several measures for its immediate success. They were grouped under two headings – Board re-education and committee restructuring. Since the plan's adoption, the WIB has held three Board education meetings and has completed its Board re-education efforts. The WIB is in the process of revising its committee structure. Emphasis will be placed on sector and issue-related task groups that are designed to be both responsive and pro-active in addressing the challenges and opportunities facing the St. Lawrence County Workforce.

In short, the WIB is now positioned to expand its February 2005 plan into a more comprehensive document that will confront the issues outlined in the plan and develop a coordinated road map for coming to grips with them. When this has been completed, it will include and implement "performance measures that relate to the goals established around the key workforce issues identified in its strategic plan."

III. Integration of WIA Compliance with Strategic Planning

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

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

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

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

- *What is the central location where all local policies and working definitions are published?*
- *How does the Board assure that local policies and working definitions, including updates and changes, are readily accessible to One Stop staff, the general public and the State?*
- *Is there a Local Board website? If yes, please provide the website address.*
- *Does the Local Board make information such as Board membership, meetings, policies, definitions, and other workforce information available on the website?*
- *How is the website maintained to assure up-to-date information is available?*
- *By what means does the Board assure that the accessible copies are current?*
- *Where can hard copies of this information be obtained by the general public?*

The central location where local policies and working definitions are published is the St. Lawrence County Office of Economic Development (OED).

The Board assures that local policies and working definitions, including updates and changes, are readily accessible to One Stop staff, the general public and the State through electronic means (i.e. local websites, LAN share drives) and published hard copies available at the center or OED locations.

There is a Local Board website at www.slconestop.com

Yes, the Board makes information such as Board membership, meetings, policies, definitions, and other workforce information available on its website as well as the County's website at www.co.st-lawrence.ny.us.

The Local Board has an in-house IT staff person responsible for its website and posting of all up-to-date information. The county's data processing department also provides assistance.

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The Board depends on the St. Lawrence County OED's Administrative Assistant, Secretary I and the One-Stop Manager to assure that all accessible copies of local policies are current.

Hard copies of this information can be obtained through the St. Lawrence County OED.

Subsection 1

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

1. Local Plan Submission

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

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

2. Governance and Board Composition

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

- a. Complete **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.
- b. Attach a copy of the agreement that defines the roles and responsibilities of each of the Chief Elected Officials in a multi-jurisdictional area and describes their interaction in the administration of the Workforce Investment Act (if applicable).
- c. Attach a copy of the Local Board By-laws. (**See Addendum 1**)
- d. Additionally, please address the following points:
 - How often are the by-laws reviewed? When necessary, what is the process for amending the by-laws?
 - Is the Board incorporated?
 - Describe the subcommittee structure for the board and identify the role and responsibilities assigned to each subcommittee. (You will be asked to identify the subcommittee responsible for each activity addressed in Subsection 2.)
 - What is the plan in place for board member recruitment to reflect current and emerging trends and how is that plan being communicated to local elected officials?
 - What is the process for providing staff to the Local Board?
 - Describe the Local Board's plan for Board staff retention and development efforts.

The Local Board By-Laws are reviewed on an as- needed basis and any suggested changes, if needed, would be first addressed by the Executive Committee of the

Board, who in turn would recommend proposed changes to the By-Laws at the next scheduled meeting of the full Board for their review and approval.

St. Lawrence County is not part of a multi-jurisdictional Workforce Investment Area. The Workforce Investment Board was incorporated (Not for Profit) originally as the St. Lawrence County Private Industry Council and subsequently filed an Amendment of Certificate of Incorporation, to reflect WIA status, on 11/08/2000 with the Department of State.

The following is the present committee structure of the St. Lawrence County Workforce Investment Board: Executive Committee, Adult and Dislocated Worker Program Services Committee, Youth Program Committee and Marketing and Quality Program(s) Committee. See Addendum 2 for a breakdown of individual committee responsibilities and functions.

The CLEO solicits nominations for business membership to the Local Board from the St. Lawrence County Chamber of Commerce, local Chambers of Commerce, other business organizations, and business trade associations. Other than business membership to the Local Board additional membership is solicited by the CLEO base on required membership needs from nominations made by local educational entities, labor organizations, community-based organizations, economic development agencies, each of the required One-Stop partners, and may include other individuals or representatives of entities as the CLEO may determine to be appropriate. Said nominations are brought to the full Board of Legislators for approval. The Workforce Investment Board shall have input with the CLEO in this nominations process. Since our 2004 Workforce Summit, specific recruitment of new members has emphasized various workplace sector memberships that resulted from the breakout groups that were established for the Summit based on demand occupations, critical issues surrounding shortages of workers, competing in the global economy and aligning economic development strategies with workforce development needs that respond to the emerging trends of our local economy. Continuous articulation of Board initiatives are reviewed and mutually agreed to by the St. Lawrence County Board of Legislators. The CLEO and the LWIB have agreed that the St. Lawrence County Office of Economic Development staff will act as staff to the Board.

3. Fiscal Agent and Grant Subrecipient

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

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

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

4. Direct Services & Infrastructure Plan

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

Infrastructure Costs in Dollars (Current)

One Stop Center and Affiliate Sites (Identify by Location)	Rent	Utilities	Maintenance	Technology	Marketing	Other	Total
One-Stop Career Center, Canton, NY	\$133,261	\$14,924	-0-	\$20,940	\$1,025	\$26,830	\$196,980

Total Infrastructure Cost and Staff Levels in FTEs (Current)

One Stop Center and Affiliate Sites (Identify by Location)	Total Cost	Dedicated to Core Services			Dedicated to Intensive Services		
		Wagner-Peyser Staff	WIA Title 1-B Staff	Other	Wagner-Peyser Staff	WIA Title 1-B Staff	Other
One-Stop Career Center, Canton, NY	\$716,695	1.25 FTE	13 FTE	.5 FTE	.25 FTE	13 FTE	.5 FTE

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Infrastructure Costs In Dollars (Planned over next three years)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
One-Stop Career Center, Canton, NY	\$409,861	\$45,900	-0-	\$45,343	\$3,152	\$2,520	\$586,776

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

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Total Cost</i>	<i>Dedicated to Core Services</i>			<i>Dedicated to Intensive Services</i>		
		<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>
One-Stop Career Center, Canton, NY	\$2,150,088	1.25 FTE	13 FTE	.5 FTE	.25 FTE	13 FTE	.5 FTE

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

	<i>Total FTEs</i>	<i>Planned</i>
<i>Wagner-Peyser Management Staff For Delivery of Core and Intensive Services</i>	0.25	0.25
<i>Total WIA Title 1 Management & Administrative Staff</i>	10.17	10.17
<i>Total for the LWIA</i>	23.17	23.17

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- *Discuss how the Board or one of its subcommittees anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.*
- *WIA Regulation Section 652.202 requires all Wagner-Peyser services to be delivered through the One Stop delivery system, through One Stop centers or affiliate sites. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.*

The Board, during its Workforce Summit in 2004, emphasized how important it would be for the local workforce system to finally come together and ‘realistically’ address how to alleviate service duplication and monetary waste, especially during these trying fiscal times. Thus, through the summit’s breakout groups of the local key industry sectors, they addressed these issues in order to affect ‘streamlining’ of available services. The goal being to reduce duplication, in order to do more with less while still ensuring economic vitality and future business growth. Continuing to build partnerships between education, business and government will be the corner stone to the success of the Board’s efforts to ensure that these local initiatives are brought to fruition.

Currently, Wagner/Peyser services are being delivered through the (One Stop delivery system) locations in Massena and Ogdensburg New York, as well as the One-Stop Career Center, in Canton New York and are available electronically through the local area and statewide network web pages. The LWIA is in compliance with WIA regulation, section 652.202 regarding Wagner/Peyser One-Stop Center services.

Subsection 2

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

1. Selecting and Certifying Operators

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

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

(See Addendum 3)

2. Contracting for Service Providers

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

- *How does the Local Board determine which WIA Title 1 services, if any, should be contracted out? Explain how your decision leverages funding and services already provided by One Stop system partner staff (e.g., Wagner-Peyser funded staff) to maximize available resources without duplication of services.*
- *Provide the process by which the Board awards contracts to entities other than the One Stop Operator for the provision of One Stop services. Identify any subcommittee responsible for this function. How often is the need for contracting services reviewed?*
- *For which services do you currently contract?*
- *Based on current and future key workforce issues and goals, what changes does the Board anticipate with regard to the number and type of services for which it will be contracting?*

The local Board presently contracts out services only for the WIA Title I Youth program. All other training and support services for adult and dislocated worker are purchased "off the shelf" on an individual basis. This determination was a board decision made many years ago, prior to the inception of WIA, due to the limitation of program dollars and services available in our local rural service area. Here again the Board's effort is to maximize available resources with out duplication of services. The local One Stop center and system design was set up to accomplish this. A cost-sharing plan among eight (8) partners is in place to ensure appropriate leveraging of funds and services is available and equitable for all.

The Standard (Open Competitive) RFP process, required by law, is in place and being used by the Board, once a year, when awarding contracts. Because only certain youth services are contracted out, the youth council reviews bidder responses and recommends to the Board their choice of the service provider they feel should be awarded the contract based on a set of contract review criteria established. The Board has the overall final approval authority based on the process noted in Section III-18. The Board does not anticipate any changes to the number and type of services for which it is presently contracting.

3. Priority of Service

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

- *Identify any subcommittee of the local board that is responsible for policies related to priority of service.*
- *What is the Board's policy for determining priority of service and its relationship to residency requirements? How often is the policy revisited?*
- *How will the priority of service plan align with planned operating policies and procedures?*

The Services Committee to the Board is responsible for policy related to "priority of service." Said policy reads "In the event funding in the local area is limited, priority for intensive and training services must be given to recipients of public assistance and other low-income individuals." The process by which any priority will be applied is included in the local operation policies and procedures manual (See Addendum 4).

4. Self-Sufficiency

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

- *Identify any subcommittee of the local board that is responsible for policies related to self-sufficiency.*
- *Provide the current definition of self-sufficiency as established by the Local Board.*
- *Describe how the local definition of self-sufficiency will align with the strategic objectives set forth in the strategic planning portion of this plan.*

The Board's Executive Committee is responsible for policies related to Self-Sufficiency.

Determination of the Self-Sufficiency standard for providing services under the Workforce Investment Act is locally defined by the Board as an individual who is employed on an unsubsidized basis with family income for the last six (6) months at or above 200% of the Federal Poverty Income Level, or at or above 225% of the Federal Poverty Income Level if there is no access to medical benefits (See Addendum 5).

This local self-sufficiency definition was initially established around the strategic need to provide “reemployment services” to high wage displaced workers from the paper and aluminum industries. It further addressed strategically, the need to provide the local business community with a vehicle to ‘upgrade’ the skills of their existing workforce and in order to do this, self-sufficiency of the incumbent worker has to be established first by WIA rules. This initiative provides both the displaced worker and the employed worker an opportunity for upward mobility in their job or career path that leads to self-sufficiency for themselves and their families.

5. Supportive Services and Needs-Related Payments

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

- *Identify any subcommittee of the local board that is responsible for policies related to supportive services and needs-related payments.*
- *Describe the process for the periodic review and update of supportive service policies. How often is this review done and who conducts the review? If a multi-county area, how will supportive service policies be coordinated among the counties?*
- *Does the local area make needs-related payments and if so, how and how often is the policy or payment level reviewed?*

As with most other operational service policies, the Services Committee has oversight responsibilities for supportive services and needs related payments. Yearly review is conducted by said committee with One Stop staff input and technical assistance. All policies and procedures and any changes are brought before the full Board for their review and approval. Our local area does not make available needs related payments, as it has in the past, due to funding limitations. In the event that funding levels increase and needs related payments are necessary, the Board has an existing policy and payment distribution level and procedure established that can be reinstated.

6. Grievances and Complaints

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

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- Identify any subcommittee of the local board that is responsible for policies related to grievances and complaints.
- What is the Board's process for collecting, analyzing and utilizing grievance and complaint information? How often is the information analyzed and who is responsible for the analysis? Identify any subcommittee responsible for this function.
- Has the analysis of the data regarding complaints resulted in policy changes in the local area? How were those changes communicated to the public, the staff and the State?

The Executive Committee has oversight responsibilities for grievances and complaints. For the St. Lawrence County One-Stop System Non-Criminal Complaints and Grievances Procedure refer to Addendum 6. The Board's process for collecting, analyzing and utilizing grievance and complaint information includes an annual review by the Program and Local Area Complaint Resolution Officers. This review is reported to the Executive Committee of the Board for their review and recommended action to the full Board. To date, no analysis of data regarding complaints resulted in policy changes in the local area, other than those changes that may be required by federal and state statues and regulations. Any changes that do arise would be published in hard copy form as a public notice and also posted on the web pages of both the County and One-Stop Center previously mentioned.

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

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

Survey data of non-grievable complaints from both job seekers and employers are collected on a continuous basis. The survey data, positive or negative, are compiled and reviewed by the consortium of partner agencies who are the One-Stop Center Operator. Their recommendations are reported to the Service Committee of the Board on a quarterly basis. This action is used to support changes where needed to the Center and System operations thus ensuring that continuous improvement takes place in the delivery of One-Stop services.

7. Youth Services

Service Levels

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

	<i>PY 01</i>	<i>PY 02</i>	<i>PY 03</i>	<i>PY 04</i>	<i>PY 05 Planned</i>
<i>Older Youth</i>	105	125	86	49	32
<i>Younger Youth</i>	292	233	255	149	114

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Note: The total number of youth served is found in the WIA Annual Reports.

WIA PY04 data may be found through the most recent WIA Quarterly Report.

Performance

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

Performance Measure	Funding	PY 2001			PY 2002			PY 2003			PY 2004		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Entered Employment Rate	Older Youth	55.0	90.9	P	57.0	81.6	P	62.0	68.9	P	63.0	84.4	P
Retention Rate	Older Youth	72.0	80.0	P	72.0	87.0	P	76.0	89.2	P	77.0	88.9	P
	Younger Youth	41.0	37.5	P	42.0	50.0	P	47.0	53.8	P	48.0	55.1	P
Earnings Change	Older Youth	\$1,302	\$4,019	P	\$1,277	\$2,893	P	\$2,850	\$2,967	P	\$2,900	\$2,961	P
Credential Attainment Rate	Older Youth	33.0	88.2	P	35.0	77.6	P	50.0	73.2	P	51.0	74.0	P
Diploma/GED Rate	Younger Youth	47.0	33.3	F	54.0	60.0	P	57.0	55.2	P	58.0	73.1	P
Skill Attainment Rate	Younger Youth	67.0	78.6	P	69.0	86.6	P	73.0	71.9	P	74.0	92.1	P

Based on your performance answer the following:

- If the LWIA has failed any of the performance measures in the past, what actions has the Board taken with its youth providers to identify service delivery weaknesses?
- What changes have been made to policy, service delivery, providers, engagement of partners, memberships on board and councils, etc., to provide for improved program performance?
- How have those changes been incorporated or aligned with key workforce challenges and planning strategies?
- What strategies are being devised to exceed standards, improve services and increase market penetration?

Only one standard (PY '01 Diploma/GED Rate), during the above four (4) year period, did not meet the pass/fail requirement. The LWIA overall, though, finds this accomplishment to be exemplary. More emphasis since has been put on the "Diploma/GED Rate" for younger youth, by the youth unit supervisor/staff, and better checks and balances have been put in place to better manage all youth performance requirements (i.e. monthly exit reviews, etc.). Under LWIA, the local WIA Title I operator is held solely responsible by the Board for the case management and performance requirements of all youth enrollment outcomes. Service providers are held accountable for the delivery of the services contracted for, not overall performance outcomes. The Board feels there are no contract service delivery weaknesses to address at this time.

The Youth Council has had to bring more and more of the service delivery in-house due to the continuous erosion of federal and state dollars. Less money has meant less contracting out, less in-house staff to provide the full milieu of services we have provided in the past and thus less youth are being served even though all partners are mixing and matching their monies where at all possible to meet the needs of all youth in the local workforce area.

The Board has initiated dialogue (created a task force) with the local education community to establish a better infrastructure for youth so they can more easily access educational opportunities, defray costs and better understand what's available to them through the multi-faceted media resources that are locally available to youth to ensure that dissemination of this information gets to them and to make sure that our local youth "are not left behind". This initiative might also help to reduce, the 'brain drain' effect, of youth leaving the area, not only for educational opportunities, but also for better job/career options. This is a major strategic planning issue recognized by the local Board. An issue that all rural America is wrestling with, to include, the outsourcing of talent, product and services globally.

There are presently no new strategies being devised to exceed youth standards other than improving our youth performance management practices and continued utilization of youth OSOS data. We are presently meeting our youth performance standards above 100%. Fortunately, the New York State Workforce and Training Division has initiated steps to measure outcomes, not only under the existing WIA standards, but they will also measure against the proposed youth "Common Measures" as well. This will ensure we all are ready for the change over in measuring [all] standards, when and if it happens. Service improvement is simple. Do more with less, serve more with less. Mix and match funds with all partners to improve service delivery, prevent duplication and increase market penetration. Encourage better employer participation and investment in youth programs and initiatives, such as our own version of "Jobs for Youth", not just for the summer months, but year around.

Framework and Program Elements

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

- *Describe the Board's process and frequency for reviewing the design framework and how it evaluates whether the framework is equipped to successfully support emerging trends, current and future workforce goals and workforce strategies as they relate to youth.*
- *If a multi-county area, describe how youth program design is coordinated among the counties.*
- *Describe the type and availability of youth activities in the local area and identify any challenges for serving greater numbers of youth most-in-need, including out-of-school youth.*
- *What efforts, if any, are being made to connect both WIA and non-WIA youth to the One Stop system? How are youth being exposed to career awareness, work readiness and the One Stop system?*
- *Describe how the Youth Council will incorporate literacy and numeracy elements into the design framework in accordance with USDOL Common Measures Policy.*
- *Describe how the Youth Council will incorporate certificates into the design framework in accordance with USDOL Common Measures Policy.*

The designed frameworks for these programs are annually reviewed by the Youth Council. The review will include a final report by service provider(s) as well as youth case management outcomes and performance standard attainment. The number of youth served and costs associated with the service will also be included. St. Lawrence County is not part of a multi-county area.

Comprehensive services will be provided to eligible youth that will enhance their skill levels and employability. Upon registering for services each youth will be provided a full array of applicable services available through the local system. An objective assessment will be conducted that will review the academic and occupational skill levels as well as the service needs of each youth. Upon completion of the initial assessment, an Individual Service Strategy (ISS) will be developed identifying a career goal and consideration of the assessment results. The ISS will outline a developmental plan to address the needs of the customer and will provide a plan for the following: preparation for post secondary educational opportunities; linkages between academic and occupational learning; preparations for employment; and effective connections to intermediary organizations that provide links to the job market and employers. Referrals will be made to address the objective and goals of the plan. Linkages for program referrals will be made with other agencies and programs to foster the participation of local eligible youth. Customer referrals will be sought from: Secondary school systems; BOCES occupational training programs; Alternative education programs; Probation/Criminal Justice Departments; Children and Family Services of DSS; Local Public Housing Authorities; County Youth Bureau; NY State VESID Office; NY State Department of Labor; and other public and private referral sources.

Youth not meeting program eligibility or enrollment guidelines will be referred either for further assessment or to programs or services outside WIA Title I programs that can address their needs.

Program elements that will be offered to participants may include one or more of the following elements:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including drop out prevention strategies;
2. Alternative secondary school offerings;

3. Summer employment opportunities directly linked to academic and occupational learning;
4. Paid and unpaid work experiences, including internships and job shadowing within either the public or private sector;
5. Occupational skills training;
6. Leadership development opportunities, which may include such activities as positive social behavior and soft skills, decision making, team work and other activities designed to enhance the developmental skills of youth;
7. Supportive services that may include:
 - A. Linkages to community services;
 - B. Assistance with transportation costs;
 - C. Assistance with child care and dependent care costs;
 - D. Assistance with housing costs;
 - E. Referrals to medical services;
 - F. Assistance with uniforms or other appropriate work attire and work related tool costs.
8. Adult mentoring for a duration of at least 12 months after program participation;
9. Follow up services that may include:
 - A. Leadership development and supportive services
 - B. Regular contact with a youth participant's employer, including assistance in addressing arising work related problems;
 - C. Assistance in securing better paying jobs, career development and further education;
 - D. Work related peer support groups;
 - E. Adult mentoring
 - F. Tracking the progress of youth in employment after training.

All youth enrolled into WIA-funded activities will receive follow up services of some form for a minimum duration of 12 months.

With the exception of the summer youth program, which will be operated by St. Lawrence County, all other nine required elements of youth programming will be bid out for program delivery. The Youth Council will receive and screen all bids and will make recommendations to the Workforce Investment Board. The Board will award contracts for services to be provided. The Council/Board will consider each bid for:

1. Purpose and goal of delivery;
2. Content and program of operation;
3. Cost of operation per youth served;
4. Performance attainment measurements;
5. Timeliness of operation;
6. Recording and reporting mechanisms;
7. The capacity to deliver service.

It is the intent of the Council that a system of integration and collaboration will be developed and enhanced between WIA I Youth Programs and existing youth initiatives. It is the desire of the Council, through fostering a synergy of effect, that the development/employability skills of participating youth will be enhanced to meet the demands of the local economy.

Older youth with interest to enroll in full-time post secondary education or who may benefit from other formal training will be referred via One-Stop Career Center to adult programming. Youth may be co-enrolled in youth and adult programming to affect a desirable mix and mingle of services to address the needs identified through the objective assessment and reach the established goals in the individual services strategy. Performance measures will be tracked and reported for each program.

The needs of local youth will be met through creating a system that knits the collaborative efforts of many existing agencies and programs together into a unified synergistic response and builds bridges of connectivity through the creation of a full array of services and elements of youth programming. The Local Board and Council continue the process of ensuring that appropriate links to entities that will foster the participation of targeted eligible youth are established with local area justice and law enforcement agencies, public housing authorities, local education agencies, and other area youth initiatives including those that serve out-of-school youth.

The "One Stop" is the central focus of youth programming. WIA I Youth staff are physically located at and identify themselves from the One-Stop. All letterheads, correspondences, and business cards carry the One-Stop insignia, address, phone, and fax numbers.

Outreach and recruitment of youth to programs is carried on from the One-Stop Center. Radio, newspaper advertisements, and insertion on the web page alert the public to current and planned programs and services.

Staff has provided One-Stop orientations to secondary, postsecondary, and graduate classes. GED preparation, occupational skill training, work readiness/pre-employment skill training workshops open to the public are conducted at the One-Stop. All One-Stop Partners have utilized the facility for programming purposes.

The St. Lawrence County Youth Council is still in the process of understanding and exploring the new common measures. It is agreed by all that uniformity of understanding and practice will be of utmost value. In that light training was provided for youth service providers by the Eastern Regional Adult Education Network on the proper administration, scoring and reading of the Test of Adult Basic Education (TABE) and its crossover score to Educational Functioning Levels. The uniqueness of the youth population included in Literacy and Numeric gains will surely foster continued exploration and multiple varieties of address for differing scenarios.

Attainment of a degree or certificate under common measures is similar in scope to the WIA performance standards of high school completion and credentials. The Council will continue to focus on the importance of education and lifelong learning in all youth service strategies, and basic and work readiness skill development will be pursued by means of classroom, contextual, experiential, and work based methods. Recognized certificates and credentials will be desired outcomes.

Youth Council

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

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- *Describe the current and future goals of the Youth Council as aligned with the overall strategic goals of the local area.*
- *What outreach and connections to other youth services and providers will be collaboratively planned (i.e., Youth Bureaus, educational partners) to ensure the provision of integrated youth services?*

The vision of the St. Lawrence County Youth Council is to connect youth to the services necessary to become productive adults. The Council acts in an advisory capacity to the local board providing expertise in youth workforce development policy. It is the goal of the Council to establish a network of collaboration and integration of services to youth that will not only streamline existing available youth services and avoid duplication and create new programs, but also will initiate and enhance the positive developmental skills of our local youth population. The Council works to provide solutions to their needs and assist them with avoiding or escaping the effects of barriers or at-risk factors in their lives. Concern is shown for employability, post-secondary education opportunities, community and service learning projects, and peer-centered activities as well as skill enhancement of youth to include positive social behaviors and citizenship, decision-making and leadership skills.

The Council has and plans to continue integrated youth services with collaboration from all service providers open to youth development and services. Past and continuing collaborative efforts include:

New York State Vocational and Educational Services for Individuals with Disability
New York State Department of Labor
New York State Office of Temporary and Disability Assistance
St. Lawrence County Office of Economic Development
St. Lawrence County Department of Social Services
St. Lawrence County Youth Bureau
St. Lawrence County Probation
St. Lawrence County Chamber of Commerce
Seaway Valley Alcohol & Substance Abuse Prevention Council, Inc.
Commission for the Visually Blind and Handicapped (CVBH)
Franklin County Career Development Center
Jefferson/Lewis County Department of Employment & Training
SUNY Canton
St. Lawrence-Lewis BOCES
21 Public school systems in and contiguous to St. Lawrence County

Selecting Youth Providers

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

- *Identify your youth providers, the services they provide and the steps that will be taken to leverage additional resources to deliver integrated youth services in a broader youth development context.*
- *Has your partner or vendor mix also changed and if so, how and why? Describe how this mix provides integrated youth services from a youth development perspective.*

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- Describe your Youth RFP process including the frequency of release, review criteria and who reviews the proposals
- For which services has the Board entered into a contract? Are the local Employment and Training offices providing any services to youth?

Current youth service contract providers include:

1. **St. Lawrence County Office of Economic Development: case management, follow up, summer employment opportunities, paid work experiences, leadership development, supportive services, adult mentoring, guidance, and counseling.**
2. **Seaway Valley Alcohol and Substance Abuse Prevention Council
"Connections"**
3. **Step-By-Step, Inc.
"Steps to Work Program"**
4. **BOCES "Occupational and Transferable Skills Training Program"
BOCES "Youth Literacy Program"
BOCES "Microcomputers-Essential Workplace Skills"**
5. **St. Lawrence County Youth Bureau "Community Service Brigade"**

The uniqueness of the county's size and isolation has contributed to years of collaborative efforts by multiple agencies building the positive development of St. Lawrence County youth. A strong partner and vendor mix has been established over the past five years and no changes are planned for the near future.

St. Lawrence County Workforce Investment Board last released an open-ended Request for Proposals (RFP) for youth services in the spring of 2002. The deadline for RFP submissions was left open as a recommendation of the youth council to the Board because they wanted to allow any interested youth service provider the opportunity to bring their program or service before the council and board for funding consideration at any time. This has enabled the Council to hear and consider a variety of presentations from outside services and agencies without limitations of time.

The steps to the youth Request for Proposal procedures are:

1. **RFP created and approved by council.**
2. **WIB released RFP with open-ended deadline.**
3. **Advertised in county papers.**
4. **Bidders notice with copy of RFP sent to all inquiries.**
5. **Bidders notice with copy of RFP sent to youth service agencies listed on assessment survey.**
6. **Bidders' conference held.**
7. **Bids received reviewed by council review committee.**
8. **Review committee reports to council. Council moves recommended bids to WIB.**
9. **WIB by resolution approves recommended bids.**

10. One-year contract drawn up between WIB and service agency with renegotiating and extension clause built in at WIB’s discretion.
11. Service reviewed by council at end of service or prior to contract completion. Council moves renegotiation or extension approval to WIB for authorizing resolution.

Youth Eligibility

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

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

The local definition of “deficient in basic literacy skills” is unchanged from that established by the Federal WIA rules and regulations, which are those youth functioning at or below the eighth grade level. The Test of Adult Basic Education (TABE), forms 7 & 8, will be utilized for this determination. The onset of common measures “numeric and literacy gains” with required post testing for increase in educational functional levels has necessitated a standard normed instrument. The TABE is also utilized by the local BOCES and data exchange between offices is frequent; sparing the shared youth participant redundant testing.

The need for “additional assistance” will be demonstrated with the administration of the pre-tests used for the Board approved youth skills competencies system in basic, work readiness, and occupational goals. Youth demonstrating need for assistance, through the pre-tests, will be considered an individual who requires additional assistance to complete an educational program or secure and hold employment.

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

Service Levels

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

Total Number Served	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
<i>WIA Adults</i>	180	243	425	349	312
<i>WIA Dislocated Workers</i>	176	223	268	198	216
<i>Wagner-Peyser Funded Customers*</i>	N/A	7145	6914	5855	5797

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

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

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

Performance

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

Performance Measure	Funding	PY 2001			PY 2002			PY 2003			PY 2004		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Customer Satisfaction	Participants	70.0	73.0	P	72.0	N/A	N/A	71.0	79.5	P	72.0	80.4	P
	Employers	68.0	69.0	P	70.0	N/A	N/A	68.0	79.7	P	69.0	75.5	P
Entered Employment Rate	Adults	62.0	82.6	P	64.0	92.1	P	70.0	94.9	P	71.0	92.7	P
	Dislocated Workers	79.0	93.1	P	80.0	93.8	P	80.0	92.4	P	81.0	95.8	P
Retention Rate	Adults	74.0	87.8	P	75.0	85.1	P	79.0	91.7	P	80.0	93.9	P
	Dislocated Workers	85.0	96.7	P	83.0	92.0	P	87.0	93.3	P	88.0	95.0	P
Earnings Change	Adults	\$3,001	\$3,684	P	\$2,943	\$2854	P	\$2,649	\$5,677	P	\$2,675.00	\$2,827	P
Earnings Replacement Rate	Dislocated Workers	82.0	55.7	F	83.0	68.0	P	85.0	66.3	F	85.0	94.6	P
Credential Attainment Rate	Adults	46.0	68.6	P	56.0	72.8	P	60.0	82.9	P	61.0	80.1	P
	Dislocated Workers	45.0	78.6	P	55.0	74.6	P	56.0	84.1	P	57.0	77.5	P
Job Seeker Entered Employment Rate	Wagner-Peyser	N/A			N/A			N/A	N/A	N/A	N/A	N/A	N/A
Job Seeker Employment Retention Rate	Wagner-Peyser	N/A			N/A			N/A	N/A	N/A	N/A	N/A	N/A

Based on your performance answer the following:

- *If you have failed any of the performance measures in the past, what actions has the Board taken with its program operators and One Stop operator to identify service delivery weaknesses?*
- *What changes will be made to policy, service delivery, training providers, engagement of partners, memberships on board and councils, etc., to achieve all performance standards?*
- *What strategies are being devised to exceed met standards, improve services and increase market penetration?*

The only adult and dislocated worker standard we have not met for PY '01-'04 was the 'Earnings Replacement Rate' for dislocated workers (PY01 and PY03). The Board was forewarned of this and had been fully aware all along that our local labor market conditions are such that this standard more than likely wasn't going to be met. In fact the planner/monitor tried to negotiate with the State a lower standard for our area because of this, but was unsuccessful. The preponderance of the dislocation during this three-year period had been in the manufacturing sector of the paper and aluminum industry, displacing tenured workers, in the age range of 40 – 60, who are not willing or able to relocate for the same or similar paying positions elsewhere. Specifically, production positions paying \$14 to \$20/hour. Our labor market couldn't absorb these workers even at 80% of their previous wage. This wasn't a program operator or a One-Stop operator issue, but simply the 'reality' of the labor market of our local economy. High paying manufacturing jobs are hard to come by, but low pay, low skill service sector jobs are plentiful. No change to policy, service delivery, providers, etc. is planned, at this time. We live within our means, within the present economy and continue to promote aggressively our region for better paying manufacturing and high tech companies to expand here. We further promote our strong connection between economic development and workforce development. The employer community is on board and fully supports our efforts.

Adult and Dislocated Worker Eligibility

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

- *Identify any subcommittee of the local board that is responsible for policies related to adult and dislocated worker eligibility.*
- *How is the definition of a "general announcement" of a plant closing shared with staff to determine dislocated worker eligibility (including partner staff needing to determine dislocated worker "target group" eligibility for Work Opportunity Tax Credit applications)?*
- *Describe how the One Stop Operator's policies and procedures adequately address the needs of self employed individuals who become unemployed as a result of general economic conditions in their community because of natural disasters.*

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

The Board's Services committee is presently responsible for policies related to adult and dislocated worker eligibility. A "general announcement" of a plant closing is shared with staff, including partner staff, as a result of a letter received from an employer with the laid off workers' names on it, a newspaper article with a recent pay stub from a laid off worker, telephone verification from employer or union representative, WARN Notice with recent pay stub or Applicant Statement/Self-Certification. These sources will also serve as documented evidence to support eligibility for Work Opportunity Tax Credit applications. For further evidence of the adequate systems in place, to support dislocated worker eligibility, to include 'self employed individuals'. (See Addendum 7).

UI for re-employment purposes are provided at two DoES locations within the local One Stop system to all U.I. recipients who are deemed to be in the labor market (excludes union workers who obtain work through the union hall, employees on a temporary layoff or those with a definite date to return to work within eight (8) weeks of the date of layoff) are called into the local DoES offices for re-employment services orientation (RSO). The RSO includes basic information on their rights and responsibilities under the UI law and information on the labor exchange services available to them through these office locations and the One-Stop Center in Canton, New York. A staff person from WIA Title I is a co-presenter with a DoES staff person at these orientations. After the orientation is complete, customers are brought to the resource room and shown/demonstrated the various resources/tools available to them in their job search. Handouts are also provided. Each customer is given referral/s to open orders if any are appropriate and scheduled to return for a follow up meeting within 4 - 8 weeks. At this time, they are asked about the previous referrals and given additional referrals if available. Veteran's staff provide individual services to qualified veterans at this point.

UI profiling information is used to target services, including enrollment into the dislocated worker program each week by DoES staff who prepare a list of profiled customers for each DoES office. This list is e-mailed to the One-Stop Center for WIA Title I service deemed appropriate. The Center then sends each profiled customer a letter advising them that they can access additional services through the One Stop/WIA program and if they are interested to contact the Center for additional information or for an appointment to meet with an employment and training counselor.

Rapid Response

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

- *Identify any subcommittee of the local board that is responsible for policies related to Rapid Response.*
- *What policies can the Local Board enact to foster greater connections with the One Stop system and better outcomes for individuals served through local Rapid Response activities?*
- *Who is responsible for coordinating Rapid Response services in the local One Stop system?*

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

The Board's Services committee is presently responsible for policies related to Rapid Response. All the connections, policies and procedures within the One Stop system are in place to ensure quality Rapid Response services which are intended to help companies in all stages of the economic cycle, not just those available during layoffs. Identified staff of WIA Title I and the NYS DOL, are the 'primary' rapid response team responsible for the initiation and ongoing rapid response services to companies in the local workforce area. As a business service, the local rapid response service ensures the following: 1. Timeliness of services (early intervention); 2. Convenience of services (on-site rather than off site); 3. Customer choice(s) (determination of as many strategies are available as possible); 4. Consistent and accurate information (needs to be locally driven); 5. Leveraging resources (services needed to ease the adjustment process); 6. Active promotions (making all aware that rapid response exists and is available to help); 7. Layoff aversion (averted through the use of strategies that help retain or save jobs, if possible); 8. Measures of success (measurable goals that will provide feedback); 9. Partnerships (helping communities pull together during a dislocation).

Business Services

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

- *Identify any subcommittee of the local board that is responsible for policies related to Business Services.*
- *What is the plan to:*
 - *determine the needs of employers in your local area?*
 - *integrate business services, including Wagner-Peyser Act services, to employers through the One Stop system?*
 - *maximize awareness and employer use of available Federal tax credit programs through the system?*

Again, the Board's Services committee is presently responsible for policies related to Business Services. Determination of employer needs is primarily accomplished through the use of mailed surveys, personal employer contacts, presentations at various fraternal business groups, specific targeted marketing and advertising and through the sharing of information resources with the local Chamber of Commerce, Economic Development and Industrial Development agencies. The local Board has an established 'business service unit' in place that works with the counselors and job development staff of the One-Stop Operator and partner agencies. All tax credit programs, state or federal, are part of the 'basket' of services available to the business community.

Coordination and Integration of Services

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

- *Identify any subcommittee of the local board that is responsible for policies related to Coordination and Integration of services.*
- *Provide a brief explanation on how core, intensive and training services are delivered. Specifically discuss how Wagner-Peyser funded core services are coordinated with WIA Title 1B funded core services. Describe how you assure that the delivery of these services is aligned. Identify any subcommittee responsible for this function.*
- *How will coordination of services provided by each of the required and optional One Stop partners through the One Stop system be improved?*
- *How will freed-up resources resulting from this improved coordination and integration of services be utilized to provide expanded training opportunities?*
- *Describe the level of coordination with Wagner-Peyser in your full-service One Stop centers. In consultation with the local Wagner-Peyser WIB representative, describe what steps toward full integration are planned over the next three years.*

The local Board's Services committee is presently responsible for the policies related to the coordination and integration of One-Stop services.

Core (self-service) is provided by DOL (Wagner-Peyser) and WIA Title IB staff at the One-Stop Career Center. Through a coordinated effort that includes a mix of written information and electronic data bases, public service announcements through local media resources and staff assistance, customers are provide with a full range of employment and training opportunities. DOL and WIA Title IB staff also provide one-on-one information of services available to the general public. This also includes information about the Resource Room, including a computer bank and their proper use for self-directed job search. Initial assessment of skill level, aptitude, work experience and abilities is also provided. Results of the initial pre-assessment leads to a determination of how and which partner or combination of partners can best meet the customer's needs. If it is determined that staff assistance is necessary, Wagner-Peyser (DOL representative) meets with customer to assist them with their labor exchange needs. The Title IB and DOL representative together determine whether the customer needs additional services beyond core, i.e. intensive and/or training services.

There will be ongoing dialogue between all center organizations for continuous improvement through daily coordination efforts with staff from all partners. The One-Stop Manager will facilitate partner agency meetings monthly to improve and coordinate center and system service delivery.

The Wagner-Peyser WIB representative and the One-Stop Career Center Manager have frequent interaction (WIB meetings, Partner Agency Meetings, and one-on-one meetings) to address new and changing issues as it pertains to full service delivery.

Any customer that can be served by Wagner-Peyser allows the Title IB counselor more time to work with individuals with other needs beyond labor exchange that can be better served by Title IB intensive and training services. Thus expanded training opportunities can be developed to better meet the specific needs of the customer.

Wagner-Peyser and Title IB staff work daily with a customer service focus to provide core services and beyond. Rapid Response service for dislocation has been and will continue to be provided as a collaborative effort between Wagner-Peyser and Title IB

staff. Our local One-Stop center and system has already established full integration of services with our Wagner-Peyser representative. Over the next three years, if financial resources permit, the Board might possibly certify additional full franchise One-Stop affiliate sites in Ogdensburg and Massena.

Service to Special Populations

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

- *Identify any subcommittee of the local board that is responsible for policies related to Service to Special Populations.*
- *Describe the Board's strategies for anticipated enhancements to service delivery for special populations, including at a minimum Unemployment Insurance claimants, veterans, displaced homemakers, individuals with disabilities, individuals with limited English proficiency, older individuals, and migrant and seasonal farm workers over the next three years.*

The Services Committee is responsible for policies related to Service to Special Populations.

The local Board's strategies over the next three years for service delivery are integrated in the system of multiple partners offering different services that target special populations, i.e. Office for the Aging, Veterans Services, DOL Employment Service, VESID, Vocational Education, DOSS and WIA Title IB. All individuals with special needs will be provided with information at the core service level of program delivery. This will include an initial assessment to determine which partner agency can best serve the customer's needs.

Unemployment insurance claimants can access electronically or by phone the TCC from the One-Stop Center, and DOL locations in Ogdensburg and Massena. The Center has a full range of Veteran services available at these same locations, as well as, the Counties Veteran Services Department. Our local area hasn't experienced 'limited English proficiency issues' other than on a few occasions over the years and we have been able to access services when this has happen through our Title II partner and/or affiliated church groups. Older individuals are provided services through our County Office for the Aging partner programs.

When there is limited funding available, Local WIB policy will give priority of service to public assistance and other low-income individuals.

The Local WIB also has been granted funds for a Center Disability Program Navigator Project to assist individuals with disabilities to better provide services and create new training and employment opportunities for them.

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

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

- *Identify any subcommittee of the local board that is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.*
- *Describe how the local area ensures that local training providers on the State ETP list are licensed, registered and/or approved by the appropriate State or Federal oversight entities (e.g., proprietary schools regulated by the New York State Education Department, Bureau of Proprietary Supervision, under Article 101 of New York State Education Law), and in compliance with the requirements/standards of these entities.*
- *How are cost and performance data being collected and validated for the provider's offerings and how does it inform the subsequent eligibility review process? How is customer feedback collected; how frequently is it used; and how is it shared with the public?*
- *Based on current and future key workforce issues and goals, what changes are being considered to the demand occupations, eligible training provider and individual training account review process and how will they be implemented?*
- *If a multi-county area, how is the review process for demand occupations, eligible training providers and individual training accounts coordinated among the counties?*
- *Describe how contiguous areas' policies affect your process and any coordination efforts at the regional level.*
- *How are demand occupations, eligible training providers and individual training account policy decisions and changes communicated to staff? How are they shared with customers?*

The Services Committee is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (ETP) and Individual Training Accounts (ITA).

Any provider that is on the State ETP will be researched by staff to assure that they meet all minimum requirements related to the aforementioned policies regarding Demand Occupations, ETP and ITA. Cost and performance data is collected through public literature offered by provider (i.e. placement percentage and enrollment). Internal evaluations are solicited from enrollees sponsored customers supported in training by WIA funds. This customer feedback is then given to our Title I counselors, who compile the information on these eligible providers and post said findings in the center resource room. This information is then in turn shared with future customers accessing training with a given eligible provider. Our demand occupation listing is generated by the North Country DOL R and S Division Economist and an occupation can be added or deleted by Board Staff, depending on the changes in the labor force demand in the local economy. There is a local Board policy in place that governs the use of ITA's. These policies are posted in the center resource room and individual copies provided to enrolled customers.

There is information exchanged between the One-Stop Manger and neighboring WIA representatives to coordinate services on any common customers or training providers being utilized by contiguous service areas. This and other information is

disseminated to staff by program unit Senior Coordinators during regular weekly meetings and through written material from the Federal, State or local administrations regarding any change in policy.

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

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

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

The Services Committee is responsible for policies related to Customized Training and OJT. The committee reviews these policies annually and any changes to such are forwarded to the full Board.

An Employment and Training Counselor working in conjunction with a customer or on behalf of a customer, either contacts or is contacted by an employer requesting assistance in the form of On-the-Job Training, Customized Training or Skills Upgrade. The counselor meets with the employer to complete the training proposal, which includes not only contractual information, but also information relevant to the skills needed to be productive in the requested position. The counselor then evaluates the completed proposal against the prior skill level, knowledge and ability of the customer being considered for training to determine what, if any, training is allowable. Once the training proposal is completed, it is presented to the Unit Supervisor for review and approval. It is the supervisor's responsibility to assure that the training is necessary and meets all local policy guidelines for OJT, Customized Training or Skills Upgrade. Next the proposal is sent to the One-Stop Manager for review and approval and forwarded to the Department Director for review, approval and contract signature.

Trade Act Service Strategy

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

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

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

The Services Committee is responsible for policies related to Trade Act Services.

At this time Trade Act petition certifications have had no impact on our Local Workforce system. It has been our Local Board’s policy to enroll all Trade Act customers when the event occurs into the Title I Dislocated Worker Program to benefit the customer in terms of an integrated service delivery model. Our local service area has not experienced a Trade Act petition since WIA Title I became responsible for the TRA/TAA process effective July 1, 2004. There is a Board policy in place governing the TRA/TAA process.

The policies that are in place are reviewed annually. A circumstance that would constitute change in the current local Trade Act system would be a shortage of Title I funds in relation to the number of customers on behalf of TRA petitions were being filed. It is expected that WIA Title I funds are to be used (as ‘bridge financing’) while the local area waits for TRA/TAA funds to become available. If there is limited WIA Title I funds available, then the customer will have to wait till they can access the actual TRA/TAA dollars.

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

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

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

Measure		Performance Standard PY 05
<i>Customer Satisfaction</i>	<i>Program Participants</i>	75%
	<i>Employers</i>	73%
<i>Entered Employment Rate</i>	<i>Adults</i>	73%
	<i>Dislocated Workers</i>	81%
	<i>Older Youth</i>	65%
<i>Retention Rate</i>	<i>Adults</i>	81%
	<i>Dislocated Workers</i>	88%
	<i>Older Youth</i>	77%
	<i>Younger Youth</i>	52%
<i>Earnings Change/Earnings Replacement in Six Months</i>	<i>Adults</i>	\$2,850
	<i>Dislocated Workers</i>	\$(-)1950
	<i>Older Youth</i>	\$2,900

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Credential/Diploma Rate	Adults	70%
	Dislocated Workers	63%
	Older Youth	51%
	Younger Youth	52%
Skill Attainment Rate	Younger Youth	73%

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

- Identify any subcommittee of the local board that is responsible for policies related to WIA IB and Title III Performance and System Indicators.
- How are the WIA local performance levels communicated to staff, partners, providers and stakeholders so that their role in helping to achieve those performance levels is understood?
- How do newly negotiated performance levels affect current policies, procedures and/or local One Stop system initiatives?
- Describe the tracking system in place and who is responsible for continuously evaluating WIA performance levels. How is the evaluation process integrated so that both program and fiscal performance data is analyzed in conjunction with each other to gain a system view? How are performance issues identified and corrected when they arise?

The Executive Committee is responsible for policies related to WIA IB and Title III Performance and System Indicators. Dissemination of local performance is communicated to all stakeholders through board meetings, operator meetings, unit meetings, quarterly published reports, monthly newsletter, etc. To date newly negotiated performance levels haven't affected current policies, procedures and/or local One Stop system initiatives, but with 'Common Measures' on the horizon this could change. The Board will take the appropriate actions necessary to effectively deal with any changes required. Presently the One-Stop Manager is responsible for tracking program performance on a quarterly basis. The One-Stop Manager and the Assistant Fiscal Manager meet monthly to evaluate both program and fiscal performance data to gain an overall system view of the operation. When performance discrepancies are found, each individual takes appropriate steps with their respective staff to correct said performance issues. By the end of each subsequent Program Year quarter, the corrective actions they have taken should be found in the quarterly performance reports received from the State.

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

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

Other than what has previously been addressed regarding performance standards and noting that the over all performance for the past four (4) program years has been exemplary, the Board has no plans to make adjustments to improve performance at

this time. If these circumstances change over the next year or ‘Common Standards’ become reality, then the Board will take the appropriate actions necessary at the local level and inform the State accordingly.

System Indicators

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

- *Identify any subcommittee of the local board that is responsible for policies related to System Indicators.*
- *Describe how the Local Board has adopted the system indicators identified by the State Workforce Investment Board (Market Penetration, Repeat Customer Usage, Total System Investment)?*
- *Describe any local indicators, in addition to the State Workforce Investment Board’s system indicators (Market Penetration, Repeat Customer Usage, Total System Investment), that have been developed or will be developed by the Local Board.*
- *Identify the partners responsible for providing data to measure attainment of System Indicators.*
- *Are partner performance measures known and how does the system’s design support their achievement and any over all standards for the system?*

The Board is in discussions regarding “Preliminary Market Penetration System Indicators” as outlined in the SWIB 2004 report entitled “Workforce New York System Indicators Implementation Plan” intended to measure performance of the local Workforce Investment System beyond individual partner program performance measures established by the Federal government. These processes require LWIAs to address the status of local plans/efforts/information regarding implementation of the system indicators across partner programs. The Board is in the process of developing “preliminary” market penetration system indicators as part of their recertification and 3 year planning processes. They also are reviewing the ‘definition of services’ to determine if all “services” are being appropriately recorded and the definitions being utilized are consistent across partner programs. It is the Board’s intent in compiling this data to establish a starting point for framing local discussions/analyses around the system indicators i.e. Business Customer Market Penetration Rate and Individual Customer Market Penetration Rate. The ability to measure the market penetration rate for both business customers and individual customers is a fundamental goal of the workforce investment system. Furthermore, development of market penetration indicators would require partners to begin sharing common customer information, which in turn would promote further integration. Measuring system indicators is new to us all. Much work still needs to be done here at the local and any technical assistance from the State would be greatly appreciated. As we further define the measuring of our ‘system indicators’ more information will be reported to the State as to the Board’s progress regarding this endeavor continues.

10. Local Monitoring

It is the role of the Chief Local Elected Official (CLEO) and the Local Workforce Investment Board (LWIB) to conduct financial, program and performance oversight and monitoring in local

workforce areas [WIA §117(d)(4)]. As noted in TA #04-2 and #04-19, performance and accountability are key elements of a Local Board's effective oversight and monitoring plan.

- *Identify any subcommittee of the local board that is responsible for policies related to Local Monitoring.*
- *How frequently will financial, program and performance monitoring be conducted? Identify the areas, if any, where the local monitoring goes beyond the minimum standards established in TA #04-19.*
- *How does the Board ensure consistency and quality in how monitoring is conducted and results reported?*
- *How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?*
- *Under what circumstances will an issue arising from a monitoring report be brought before the full Board? What role will the Board play in requiring corrective action and what challenges does the Board anticipate in taking action on the monitoring reports?*

The Executive Committee to the Board is responsible for policies related to Local Monitoring for both program services and fiscal operations.

Other than TA #04-2 and #04-19, additional guidance regarding Oversight and Monitoring Responsibilities for CLEOs and LWIBs is contained in TA #05-15. These compliance documents require that all financial, program and performance monitoring is conducted at least once during each Program Year, which the local Board at a minimum requires. Some additional monitoring efforts are made (when needed) i.e. performance monitoring on a quarterly basis or when compliance issues arise that the Board feels need immediate attention (i.e. holding service providers accountable for certain contract provisions that staff have identified as not being provided or met). All monitoring efforts and findings are reported first to the appropriate unit supervisor. He/she in turn reports said findings to the One Stop Manager who submits a final report to the Youth Council and/or the Board. These reports will be used by the Youth Council or the Board to improve services, identify systemic problems and initiate corrective action. If further action is necessary, the Board has final authority, in agreement with the CLEO, to take whatever action they deem necessary to remedy the situation or problem identified as a result of the compliance monitoring effort made.

11. Open Meetings

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

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

The St. Lawrence County Office of Economic Development's Administrative Assistant posts WIB meeting information on the County web site (www.co.st-lawrence.ny.us) including date, time, and location of said meeting. The meeting information is also provided to approximately 15 St. Lawrence County media sources and is also posted

at the St. Lawrence County Board of Legislators' office and the One-Stop Career Center. In addition to that, the One-Stop Career Center web site (www.slconestop.com) also posts an annual meeting schedule.

12. Public Comment on Local Plan

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

- *Describe how the policy for gathering public comment on the Local Plan has changed since the development of the initial five-year plan and what caused those changes to be made?*
- *Describe where/how the current Local Plan was made available for public comment?*
- *Attach a copy of the public comments received in disagreement with the Local Plan and how those disagreements were addressed. (See Addendum 8)*

The use of electronic web based capability to dispense meeting notifications, schedules and the local plan has had the greatest impact in gathering public comment on the local plan since the development of the initial five-year plan period.

The current five-plan was made available in hard copy form at the St. Lawrence County Office of Economic Development for public review and comment through a legal notice advertised for in the two (2) official county newspapers.

No one from the general public attended the Public Hearing, nor was any public comment received in disagreement with the local plan by phone or letter.

IV. Required Certifications and Documents

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

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

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

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

ATTACHMENT A: REQUEST FOR EXTENSION TO SUBMIT LOCAL PLAN

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

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

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

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

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

Local Plan Extension: The **St. Lawrence County** LWIA requests an extension to submit its Comprehensive Three Year Local Plan from June 30, 2005 to September 30, 2005 for the following reasons: **1. Time constraints we are under in wrapping up our Strategic Planning process by the end of March and completing the final draft of our State of the Workforce Report, having it printed, published and disseminated throughout the local workforce community. 2. Continue working towards the completion of our One-Stop Operator Re-Certification process. 3. In the middle of our Board WIA Strategic planning initiative; three (3) training sessions scheduled to be completed by mid-April.**

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

Date: *March 15, 2005*

Typed Name: *Donald J. Hooper*

Signature of Local Board Chair: _____

ATTACHMENT B: TIMELINE FOR SUBMITTING COMPLETE LOCAL PLAN

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

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

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

Date: September 28, 2005

Typed Name: Donald J. Hooper

Signature of Local Board Chair: _____

ATTACHMENT C: SIGNATURE OF LOCAL BOARD CHAIR

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

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

By virtue of my signature, I:

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

Date:	09/28/05	Signature of Local Board Chair:	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local Board Chair:	
Ms.	<input type="checkbox"/>	Donald J. Hooper	
Other	<input type="checkbox"/>		
Name of Board:	St. Lawrence County Workforce Investment Board		
Address 1:	80 State Highway 310, Suite 6		
Address 2:			
City:	Canton		
State:	NY	Zip:	13617
Phone:	315-379-9806	E-mail:	

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

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

Attention: Margaret Moree, Director
Local Plan Documents

ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL

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

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

By virtue of my signature, I:

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

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

Date:	9/29/05	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	Thomas A. Nichols	
Other	<input type="checkbox"/>		
Title of Local CEO:	Chair, St. Lawrence County Board of Legislators		
Address 1:	48 Court Street		
Address 2:			
City:	Canton		
State:	NY	Zip:	13617
Phone:	315-379-2276	E-mail:	

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

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

Attention: Margaret Moree, Director
Local Plan Documents

ATTACHMENT E: UNITS OF LOCAL GOVERNMENT

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

Unit of Local Government	Grant Recipient	
	Yes	No
Not Applicable		

ATTACHMENT F: FISCAL AGENT/GRANT SUBRECIPIENT

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

Entity	Fiscal Agent	
	Yes	No
St. Lawrence County Office of Economic Development	X	

Entity	Grant Subrecipient	
	Yes	No
St. Lawrence County Board of Legislators	X	

ATTACHMENT G: ONE STOP OPERATOR INFORMATION

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

OPERATOR: One-Stop Career Center	
Method of Selection	Type of Operator
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System <input checked="" type="checkbox"/> Center(s)
Operator Address:	80 State Highway 310, Suite 8 Canton, NY 13617
Operator Phone:	315-386-3276
E-Mail:	pkelly@co.st-lawrence.ny.us

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

- Name/Address/Phone of Center(s)
***St. Lawrence County One-Stop Career Center
 Human Services Center
 80 State Highway 310, Suite 8
 Canton, NY 13617***
- Identify Full-Service or Certified Affiliate Site
- Identify Partners On-Site and Frequency On-Site (e.g., half day/week; two days/week)
***The following partners' hours are as follows:
 9 am – 5 pm, Monday-Friday with evening hours on Thursday from 5 pm – 7 pm
 8 am – 4 pm, Monday-Friday with evening hours on Thursday from 4 pm – 6 pm
 during July and August***
 - ***St. Lawrence County Office of Economic Development – WIA Title I***
 - ***New York State Department of Labor – WIA Title III***
 - ***Veterans' Services – Required Partner***
 - ***Youth Bureau – Required Partner***
 - ***St. Lawrence County Department of Social Services – Suggested Partner***
 - ***Office for the Aging – Required Partner***

VESID – WIA Title IV – 9 am- 5 pm, Tuesday and Friday

St. Lawrence-Lewis BOCES – WIA Title II - 9 am-5pm, M-F, GED Classroom 9 am – 12 pm on Tuesday and Thursday with evening hours on Thursday from 5 pm – 7 pm

➤ Identify Center Hours of Operation

9 am – 5 pm, Monday-Friday with evening hours on Thursday from 5 pm – 7 pm

8 am – 4 pm, Monday-Friday with evening hours on Thursday from 4 pm – 6 pm during July and August

OPERATOR CERTIFICATION STATUS

Indicate status of State Level Recertification:

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

All required partner agencies have been assigned various portions of the recertification process. To date, progress has been intermittent at best. Once we get the 3-Year Plan completed the One-Stop Manager will be able to reconvene the appropriate parties to complete the recertification requirements.

ATTACHMENT H: FEDERAL AND STATE CERTIFICATIONS

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

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

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

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

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

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

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

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

D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:

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

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

- (1) Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I - financially assisted program or activity;
- (2) Title VI of the Civil Rights Act of 1964, as amended which prohibits discrimination on the basis of race, color, and national origin;
- (3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- (4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- (5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

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

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

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

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

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

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

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

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

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

STATE CERTIFICATIONS

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

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

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

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

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

Workforce Investment Board: St. Lawrence County

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

1. Has business operations in Northern Ireland:

Yes No

If Yes:

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

Yes No

G. NON-COLLUSIVE BIDDING CERTIFICATION

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

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

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

Signature of Authorized Representative

Chairman
Title

September 28, 2005
Date

V. Review Process

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

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

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