



[Local Area Name]  
**LOCAL PLAN**

JULY 1, 2017 - JUNE 30, 2021

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### Strategic Planning Elements

LWDB and Regional Demand Lists are now maintained online at: <https://labor.ny.gov/workforcenypartners/lwda/lwda-occs.shtm>. Changes to Demand Lists can be made by following the directions on the webpage.

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

Enter at submission

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

October 11, 2017

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

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

To be supplied by DOL Regional Labor Market Analyst

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

To be supplied by DOL Regional Labor Market Analyst

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

To be supplied by DOL Regional Labor Market Analyst

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

i. Current labor force employment and unemployment numbers;

To be supplied by DOL Regional Labor Market Analyst

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

To be supplied by DOL Regional Labor Market Analyst

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

To be supplied by DOL Regional Labor Market Analyst

d. Provide an analysis of workforce development activities, including education and training, in the region.

i. Identify strengths and weaknesses of these workforce development activities.

Any evaluation of workforce development activities in the North Country region must start with the fact that the region is big (12,500+ square miles), rural (36 people per square mile), and decentralized (its two largest cities, Plattsburgh and Watertown, being located 160 miles apart, having 1910 populations equal to only 10.2% of the region’s population). Therefore, the region’s economic activity – and the employment opportunities created by it – is also decentralized. These geo-demographic realities make the task of training and education of the workforce more challenging than would be the case if there was a larger population, living in a smaller area with a core community that focused the area’s economic activity. Added to these realities is the fact that much of the land area of the region’s seven counties (except for Jefferson County) is partly or wholly within the boundaries of the Adirondack Park, whose economy has many dramatic differences from the what characterizes the “flatlands” that ring it from the East, North, and West

This is not a complaint; these are the “facts of life” in North Country – facts that can’t be changed by purposive policy actions. Add to them the de-industrialization in much of the region (with the possible exception of Plattsburgh) – a trend that has been underway for 40-50 years – and small growth in the population and the result is a challenging environment in which to educate and train the workforce for jobs for a changing (and deindustrializing) business climate.

Not everything is gloom and doom. Higher education (ten colleges with a student population of almost 29,000) has been expanding, creating jobs and trained workers for the last two decades. Agriculture, particularly dairy farming, though undergoing consolidation and subject to commodity price swings, is still a vital part of much of the region’s economy. Because the population is aging, and because the region has at least a dozen hospitals, health care is a growing employer. Because of the Adirondack Park, together with tourist attractions like Lake Placid and the Thousand Islands, tourism is still strong. Because four of the region’s counties are located on the border with Canada, and even though international currency fluctuations create uncertainties in this sector, retail trades that cater to Canadian shoppers, as well as to college students and to tourists, are in large measure dealing with the impacts of online shopping in many areas of the County.

In light of all this, in 2011 the North Country Regional Economic Development Council formulated a strategic plan for the region, to which it has made several relatively minor modifications since then. The most recent version (2016) includes the following:

- Energize our communities by building on growth in the aerospace, transit equipment, defense, biotech, energy, and manufacturing industries
- Leverage our gateway to Canada, the nation’s largest trading partner, to lead the state in global investment
- Attract and nurture entrepreneurs through innovation to catalyze the highest per capita rate of small business start-ups and expansions in the state
- Invest in community development infrastructure that expands opportunities and capacity

- Innovate effective rural healthcare and education delivery networks
- Elevate global recognition of the region as one of the special places on the planet to visit, live, work and study
- Activate tourism as a driver to diversify our economies by creating demand to accelerate private investment
- Invest in agriculture as we help feed the region and the world
- Create the greenest energy economy in the state

Needless to say achieving all nine of these goals poses challenges to the region’s workforce development and training system. Most of the region’s ten colleges, three BOCES systems, and three Local Workforce Development Boards, together with its other training and education providers, have all worked together in preparing the REDC’s Plan and its annual reports. They are well positioned to execute the workforce elements of the Plan.

The best way to demonstrate the truth of this last assertion is to consult the 2016 Plan at the following link:

[https://regionalcouncils.ny.gov/sites/default/files/regions/northcountry/NorthCountry\\_ProgressReport2016.pdf](https://regionalcouncils.ny.gov/sites/default/files/regions/northcountry/NorthCountry_ProgressReport2016.pdf) (pp. 67-75.

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

In an area as large and diverse as the North Country not all of the goals cited above, nor the workforce challenges associated with them, apply in equal measure in each county – or for that matter within each of the counties themselves.

The WDB has determined that the educational and training providers in the LWDA – especially SUNY Canton and BOCES – offer training programs that could address the education and skill needs of the local workforce, including individuals with barriers to employment, and businesses. It is important to underline that both of these organizations, as well as others serving the LWDA, have a history of responding to the needs of local employers – by developing new programs as business needs have evolved.

However, it is also important to note that there is little competition among educational and training providers in the LWDA – a fact that is to be expected in a sparsely populated rural county. The wonder is, given the low population density and the decentralization of that population, that the County has such a wide array of local training and education options available to both workers and businesses.

One major exception to this may be that farm worker training is difficult to obtain – possibly because most training for traditional farm employees has been done on the job by

the farm owners themselves. But, even here, there is change. SUNY Canton is taking action to revive its long-dormant agricultural studies program and BOCES also has been exploring new program initiatives focused on training for agricultural jobs.

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

The mission of the St. Lawrence County Workforce Development Board, as a partnership of private and public community resources, is to ensure the economic vitality of our county by building and maintaining a quality workforce development system that strengthens and provides economic, educational, and developmental opportunities for all citizens and employers.

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

The LWDA’s partner agencies have conscientiously demonstrated their commitment to supporting the WDB’s vision. The best example of this is how they have continued to fight the good fight in light of continuing budget reductions in the resources they bring to the table, so that trying to do more with less has practically become the mottoes of their business models.

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

The effort to make decreasing resources to address the LWDA’s needs has certainly caused strains – both within each agency as well as across the County’s network. The partner entities have no illusions that much in the way of additional resources will be afforded to the SLC LWDA or to their individual agencies – which is another way of saying that they know that they need to find more efficient ways of delivering services with the levels of resources available to them. They expect that one mechanism through which they will achieve this is through the monthly partners meeting that are discussed in detail and at length in succeeding sections of this Plan.

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

The WDB has consistently paid attention to the LWDA’s performance on the Common Measures and Customer Service Indicators that characterized WIA. The WDB has also focused on maximizing the amount of Title I WIA funding that was spent on training and supportive services, rather than on administrative and program delivery costs. It plans to do the same with the new measures under WIOA.

However, the WDB also recognizes that WIOA has placed much increased emphasis on ensuring that the WDB is overseeing the operations of a workforce system/network in the LWDA, not just the Title I program. The network involves not just the partners required by WIOA but also other workforce development organizations operating in the LWDA. Again, as mentioned in the previous response, the mechanism through which the WDB expects to

oversee the network’s success in meeting both its vision and the REDC’s goals is the monthly partner meetings. The importance of these partner meetings, as will be explained in greater detail later in this Plan, cannot be overstated.

**Local Workforce Development System**

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

- i. Core programs;

WIOA Title I programs: Adult; Dislocated Worker; Year-Round Youth – delivered by St. Lawrence County Title I staff

Adult Education and Literacy: delivered by St. Lawrence-Lewis Board of Cooperative Educational Services and SUNY Canton

Wagner-Peyser: delivered by the New York State Department of Labor (NYSDOL)

Services for persons with disabilities: delivered by ACCES-VR

Services to Veterans – delivered by NYSDOL and St. Lawrence County Veterans Department

Services to older citizens: delivered by the St. Lawrence County Office of the Aging

Services to Blind Citizens – delivered by NYS Commission for the Blind

Services to people suffering from economic dislocation: delivered by the St. Lawrence County Department of Social Services (SLCDSS) and the St. Lawrence County Community Development Program

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

SUNY Canton administers and supports activities under the Carl D. Perkins Career and Technical Education Act of 2006.

- iii. Other workforce development programs, if applicable.

Trade Adjustment Assistance – administered by St. Lawrence County Title I staff

Summer Youth – administered by St. Lawrence County Title I staff

St. Lawrence County Youth Bureau

Akwesasne Mohawk Tribe

Job Corps  
 Workforce Development Institute  
 CITEC

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

The LWDA’s primary vehicle for ensuring the continuous improvement of services and service providers is the monthly partners meetings.

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

Each of the providers/partners (those whose programs are listed above) understand that preparing workers for jobs that do not exist is a fool’s game; each also realizes that economic growth in the County cannot occur unless and until the businesses that create and maintain jobs have properly trained workers. You can’t have one without the other.

All the partners – and this is regular agenda item at the monthly partners meetings that will be mentioned again and again in the rest of this Plan – understand that they MUST not just respond to employers’ defined training needs but aggressively seek information from employers about their changing workforce training needs. The trick is for the partners to engage with the employer community so that the latter see them as partners in their business expansions. The idea is for workforce training NOT to be an afterthought.

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

Obviously all of the partners bring to the “training table” the resources that their particular programs allocate to them. But, these programs bring more than just funds to the table.

For example, some of them bring physical assets – like classrooms (BOCES, the colleges, the County), resources rooms and office space.

But, probably most important is the professional experience and commitment that the various partners’ staffs represent. This is the plus side of what will also in the next decade become a major challenge for the partners, i.e., that its experienced staff will begin to retire and will have to be replaced. To some extent this “changing of the guard” has already started but for the moment the County’s network continues to benefit from decades of experience – experience that encompasses both program familiarity and working across agencies with one another.

**Workforce Development and Career Pathways**



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

The SLCWDB supports the development of career pathways as a workforce development strategy to link basic academic education provided by Title II providers to occupational skills training programs. When this type of programming is combined with integrated support services from partner agencies, community members are positioned to advance over time to higher level training and education that will enabled them to access living wage jobs within local industry sectors. Career pathways are organized as a series of steps that lead community members towards employment with industry recognized credentials, certificates and/or licenses. The selection of specific career pathways is identified locally through business sector engagement and developed collaboratively by the community of partners, specifically occupational training program providers. Pathways will be highlighted by those sectors that need skilled employees and also have local promotional opportunities.

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

Five colleges and universities operate facilities in St. Lawrence County. All offer recognized post-secondary credentials.

One of them, SUNY Canton has built its business plan around preparing the workforce for real world jobs, in SLC and elsewhere. Historically, the WDB has regularly ensured that Career Center staff are alert to opportunities to direct job seekers to postsecondary programs that will help them achieve their career goals. In the future it is important to continue this but also to make sure that the partners are also familiar with the career opportunities at the County’s other colleges as well.

The proper forum for doing this is the monthly partners meetings.

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

Yes. The County’s colleges are fully accredited.

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

No.

**Access to Employment and Services**

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

The SLC WDB and its partners attempt to achieve this goal through:

- Media advertisements
- Partner websites
- Orientations
- Job fairs
- Targeted employment recruiting (i.e., recruiting for specific employers)

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

The SLC WDB and its partners attempt to achieve this goal through:

- Website, including links to partners' websites
- Job fairs at remote locations
- Remote area visits by partner staff
- Remote location orientations

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

The Title I and Title III programs use OSOS to the fullest extent possible. The other partner programs utilize their internal reporting systems that are uncoordinated with OSOS.

Even though the various career centers in SLC are scattered over a wide area (the County's land area is more than 2,800 square miles), the various agencies' personnel actually know each other professionally quite well. They know each other well – and cooperate extensively, even though they are often located in different facilities, and even different communities – because of their accumulated years of experience and because the overall client base is relatively small. Therefore, in spite of the lack of either the funding or State-wide direction for an integrated intake case management systems, the informal referral system that exists among the service professionals in the County usually ensures that clients do not “fall through the cracks”. The system isn't perfect and could certainly be improved – something that is in the new One-Stop Network's Operator's “wheelhouse” and that will be one of the key concerns of the monthly partner meetings that he will lead.

All partners are eagerly anticipating working with DOL and other State agency partners when they deploy a more cross-agency, integrated intake case management reporting system as envisioned by WIOA. In the meantime, the SLC partners expect to improve the already-adequate case management information system.

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

All relevant Title I-V services are available in SLC to eligible adults and dislocated workers.

In addition to these, the network also makes efforts to coordinate with other non-WIOA financed programs. Examples of these include training programs offered by the local colleges and the BOCES system, not to mention no-cost programs instituted by the St. Lawrence County Health Initiative and the financial literacy programs offered by local banks.

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

St. Lawrence County is one of the most sparsely populated (42 people per square mile). To make it more challenging, there is no “central place” in the County; its largest population center has fewer than 15,000 residents and there are many small villages and hamlet scattered over what is the largest county by far in New York State (2,800 sq. mi.).

This is relevant because none of the communities has the critical mass to permit public transportation to function on even a break-even basis.

The partners’ staffs as best they can make appropriate efforts to schedule meetings at the career centers so as to make it possible for clients to utilize the subsidized bus transport services offered by NYSARC (St. Lawrence County Public Transit).

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

To the WDB’s knowledge, other than the MOU among the partners, there are no such replicated cooperative agreements in place in SLC.

Nonetheless, ACCES-VR has cross trained staff in the past and certainly can do that again, as needed. ACCES-VR has counselors at all of the local One Stops and are they available to provide technical assistance with participants with disabilities as needed (and requested). The partners have worked on formalizing the referral process among themselves and this will continue both formally and informally. The partners are also expecting that the monthly partner meetings will be a mechanism that will bring consistency to this process.

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

As a long-term workforce professional the SLC One-Stop System Operator is well acquainted with the need to make sure that priority for adult career and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. In addition, the WDB’s Executive Director has directed him to ensure that an issue of regular discussion at the monthly partners meetings should be to remind the partners that such priorities must be honored.

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

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

The Canton One-Stop Center and other partner facilities will comply with all architectural accessibility standards. The One-Stop Network Operator and the partners will ensure that individuals with disabilities have the same opportunities to participate in programs and services as those without disabilities by receiving any reasonable accommodations, modifications, and assistive technology as needed. Programs will be administered in the most integrated setting appropriate and at satellite locations that are accessible by public/private transportation. Criteria for programs will be reviewed periodically in the partner meetings to ensure that individuals with disabilities are not screened out.

- ii. Technology and materials for individuals with disabilities; and

Assistive technology, adaptive equipment, auxiliary aides, modified materials, and other supports will be provided to participants with disabilities as appropriate to access the services and training programs necessary to achieve their goals. Again, coordination among the partners to make sure that such technologies and materials are provided to individuals with disabilities will occur at the partner meetings.

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

Cross training of staff will be provided by partner agencies to include examples of job support strategies and services, disability etiquette, workplace flexibility, and employer negotiation for those who may be facing challenges in employment. This effort too will be channeled through the partner meetings.

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

Cross training of staff will be provided by partner agencies will also include the roles and resource contributions of the One-Stop partners related to the nondiscrimination requirements of WIOA (section 188), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.). Again, this effort too will be channeled through the partner meetings.

## Business Engagement

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

The SLC WDB and the County itself has implemented the following initiatives to facilitate business engagement:

- Ensuring that far more than 51% of the members of the WDB are from the business sector. (Currently the SLC WDB has 13 business members [out of 23] and three other members classified as non-business by WIOA are retired business people or entrepreneurs whose businesses do not employ four or more people.)
- The current Chair of the SLC WDB is a member of the Board of Directors of the St. Lawrence County Industrial Development Agency (IDA). One of the other WDB board members, a retired businessman, is also an IDA board member. These provide a direct link between the local workforce system partners and the County's employer network
- For the last five years the WDB has contracted with the St. Lawrence County IDA's Local Development Corporation to hire one of the latter's employees as its Executive Director. This arrangement also has provided a direct link between the local workforce system partners and the County's employer network
- The WDB has recently recognized the need to make more extensive use of OJT to specifically help businesses find and develop employees for in-demand sectors and occupations.
- Furthermore, the WDB's Executive Director participates in the DOL-hosted Business Services Team quarterly meetings.

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

See (a) immediately above.

Also, the St. Lawrence County IDA convenes quarterly meetings of all the economic development organizations in the County. While many of the partners attend these meetings, the WDB's Executive Director attends all of them and reports to the partners as appropriate about business intelligence resulting from these get-togethers. These reports will be systematized through the monthly partner meetings.

Plus, a limited number of commercial banks and professional accounting and legal firms serve the County's businesses. Hence, it is easily within the reach of an individual to be acquainted with all of these business intermediaries. One of the reasons the LWD hired its Executive Director is because he has over 35 years of experience in doing economic development projects in the County and because of that experience is personally acquainted with almost all of the key personnel who represent banks, and accounting and law firms.

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

The LWDA's basic method of supporting a local workforce development system that meets

the needs of businesses is to pay close attention to the business intelligence that the County’s network of economic developers glean through their relentless day-to-day interaction with businesses throughout the County. Section (a) immediately above outlines some of the avenues through which some of this intelligence is collected and diffused.

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

No economic developer worth the name can ignore the critical importance of addressing workforce development issues with her/his business clients. They all learn in ED 101 that the first issue in any business plan execution is whether the company has the people it needs to do what it takes to make the business profitable.

Nonetheless, economic developers are seldom intimately familiar with the details of the many workforce development programs and how they are customized for various job seeker populations. SLC has a modest – but real – advantage in helping to coordinate the LWDA’s workforce development programs and strategies with economic development activities. That advantage – and it is not an accidental advantage – is that all the County’s developers are well acquainted with the WDB’s Executive Director, not just because he has been in the economic development “business” in SLC for close to 35 years but also because he has worked with all of them on development projects. Because of this they consult him on a regular basis on workforce issues.

Add to this “open door policy” his participation with them in the quarterly developers meetings hosted by the IDA (see a.i above) and it is probably safe to say that the least of the LWDA’s problems is the coordination between workforce and development professionals.

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

Many of the development organizations active in the County manage entrepreneurial and micro-loan programs. (One of these programs, in fact, is housed at the IDA-LDC, the corporation that employs the WDB’s Executive Director.) As part of his duties to both the WDB and the IDA-LDC the WDB’s Executive Director actively engages with entrepreneurs and County organizations (like the SUNY Canton SBDC and Clarkson’s Reh Center) that specifically target entrepreneurial activity as their specialties. He also helps manage the IDA-LDC’s micro-loan fund, sits on the boards of two other funds, and has worked closely with the managers of the County’s other microloan funds

Why this is important is that because of his role at the WDB, he is in a unique position to help entrepreneurs and microenterprises to attend to their workforce needs, early in their business development, when they most need well-trained staff.

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

Throughout this plan there are frequent references to face-to-face contact among the professionals who work within the County’s workforce system. In no area is the value of such contact more apparent than in the coordination with rapid response program.

The DOL’s rapid response coordinator is normally physically present in the Canton One-Stop Career Center for 2-3 days a week. Both the Title I staff and the WDB’s Executive Director have frequent interactions with the coordinator.

**Program Coordination**

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

The SLC LWDA’s programs and strategies strengthen the linkages between the One-Stop delivery system and Unemployment Insurance through several approaches including:

- Conducting Unemployment Insurance (UI) appointments in three offices in the County, reviewing barriers to employment and promoting supportive services available through the NYSDOL and local workforce partners such as BOCES, ACCES-VR, DSS and local colleges.
- Referring UI customers to local classroom training opportunities, on-the-job training programs, job fairs and recruitments, hiring businesses, health insurance navigators and services available through partner programs.
- Assisting businesses with hiring grants which target dislocated workers and long-term unemployed individuals.
- Assisting businesses in times of downturn by promoting the Shared Work program, Rapid Response Services and the Trade Adjustment Assistance (TAA) Program. Shared Work allows businesses to retain valuable staff and reduce payroll costs by enrolling employees in partial UI benefits. Rapid Response customers are commonly unemployed due to a mass layoff or plant closure and are case-managed by staff until they are once again connected to meaningful employment. TAA is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. Staff work with TAA customers to help them obtain weekly benefit payments, wage subsidies and training opportunities.
- Sharing information on available services relating to UI at partner meetings, business meetings and workforce development events.

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

- i. Coordination of relevant secondary and postsecondary education programs;

As noted elsewhere in this Plan, one of St. Lawrence County’s deficits is that it has a limited

number of providers of training services. In fact, they can all fit comfortably into a normally sized conference room.

This is relevant here because, since the providers of secondary and postsecondary education programs in SLC think that the best way for them to coordinate their activities is through face-to-face contact. This has been going on for decades under one training act regime or another but will now be systematized through the mechanism of the monthly partner meetings overseen by the Network Manager now that this position is fully operational.

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

See (b) (i) immediately above. Just as the coordination of relevant secondary and postsecondary education programs – and for the same reasons – the local area’s partners will coordinate and enhance services through the monthly partner meetings.

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

See (b) (i) immediately above. The local area’s partners will avoid duplication of services through the monthly partner meetings as well.

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

Again, the monthly partner meetings will be the venue at which the SLC network will assay the coordination of services provided in the SLC LWDA by the State employment service under the Wagner-Peyser Act (29 U.S.C. 49 et seq.), to improve service delivery and avoid duplication of services.

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

Aside from the Memorandum of Understanding among the partners, no such agreements exist in SLC. Again, as explained in b) (i) in this section, the workforce system partners are able to ensure integration of and access to the entire set of services available in the local Career Center system through regular consultation – now systematized through the monthly partner meetings, conducted by the One-Stop Network Manager – rather than through a complex set of written protocols that only lawyers can love.

## Youth Activities

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



i. Name of Youth Point of Contact

Mr. Larry Fetcie

Senior Employment Counsellor

v. Phone

315-229-3343

ii. Email Address

lfetcie@slcogov.org

vi. Address

80 State Hwy, 310, Canton, NY  
13617

iii. Name of Organization

St. Lawrence County One-Stop Career  
Center

iv. Title

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

i. Out-of-School Youth

74

iii. Carry-Over In-School Youth

0

ii. New In-School Youth

0

iv. Work Experience

20

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

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

Title I staff implements this function.

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

Working closely with the two main service providers operating in SLC – the St. Lawrence-Lewis BOCES and SUNY Canton – the Title I staff makes every reasonable effort to help clients base their ISSs on career pathways plans. A good example of this is the cooperation between the Title I program and BOCES for the health professionals’ career pathway. The WDB and its partners actively search for similar career pathways initiatives that they can deploy. Discussion of career pathways will be a regular feature of the partners’ monthly partner meetings.

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

In SLC, Title I staff administers the WIOA Youth Program Design Framework Services (intake, eligibility, assessment, etc). Part of the creating the ISS is to list which of the 14 program element services the individual Youth is receiving and which agency is providing said services.

- ii. Are made available to youth with disabilities.

The LWDB has in place an unambiguous policy of non-discrimination, which applies to youth with disabilities as much as it does to minorities. The partners too have similar policies in place policies in place.

- f. Identify successful models for youth services.

The model that LWDA staff has followed to ensure that ensure the WIOA elements are implemented is one of close collaboration among the partners that highlight to Youth the examples of local participants that have successfully completed/attained their goals

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

**Administration**

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

The office of the County Administrator is responsible for acting as the Fiscal Agent for the County. The office of Fiscal Agent currently is Ms. Penny Scott, and she reports directly to the County Administrator.

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

The SLC Board of Legislators, as the WIOA contract holder, has chosen to manage the Title I administration using County employees. Therefore, no competitive process was necessary.

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

On May 31, 2017, via an email to DEWS (Performance), the St. Lawrence County Workforce Development Board, on behalf of the St. Lawrence County Local Workforce Development Area, requested to negotiate the SLC LWDA’s PY 2016 and PY 2017 Primary Indicators and asked that these goals should be set at zero.

The WDB made this request because, in view of the newness of the WIOA-mandated performance measures and the present inadequacies of the data collection systems, there are not sufficient data to calculate or support the proposed Indicators. This is certainly true for PY 2016 and the WDB sees nothing to encourage us to believe that such data will be available in time to assign meaningful indicators for PY 2017, which after all started on July 1, 2017.

- d. Describe the actions taken toward becoming or remaining a high-performing board, consistent with factors developed by the SWIB. A board will be defined as high performing if it meets the following criteria:
  - i. The board is certified and in membership compliance;
  - ii. All necessary governance actions and items have been accomplished, including executing a local MOU, selecting a One-Stop System Operator, and implementing all required local policies, etc.;
  - iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
  - iv. The LWDA meets or exceeds all performance goals.

All of these tasks are ultimately the responsibility of the Executive Director of the SLC WDB. He shares this responsibility in criteria iii and iv with the One-Stop Network Operator, who will use his best efforts – working especially through the monthly partner meetings – to help the partners’ career centers to achieve at least an 80% score in the Career Center Certification Process, when that process has been defined and deployed, and otherwise meet or exceed all performance goals that apply to the SLC LWDA.

**Training Services**

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

All the partner agencies deliver their training services directly with their own staffs. Except

in unusual circumstances, none contract out with third-party providers.

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

Title I staff make extensive use of ITAs. Utilization and coordination of ITA use through the County network are/will be a regular agenda item at the monthly partner meetings.

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

The WDB has long had policies in place that direct staff to make its best efforts to act as an “honest broker” when advising clients on their career choices. Staff does its level best not to in effect make choices FOR the customers. They (the staff) realize that there is no more certain way to have poor outcomes than to foist unwanted services on customers.

With that said, it is also critical to say that staff also knows that many (but surely not all) clients need and seek advice from experienced professionals, not just about what programs can help them pay for training but also what training is best for them. This is where the experience of the partners’ staffs mentioned several times in this Plan becomes a critical factor in determining how the network serves both the job seekers and the employers.

**Public Comment**

- a. Describe the process used by the local board to provide a 30-day opportunity for public comment and input into development of the plan by representatives of business, labor organizations, and education prior to submission.

The WDB published a notice of release of the Plan in the Watertown Daily Times on XX, 2017 and in the Ogdensburg Advance-News, as required by SLC procurement rules. The SLC WDB took action to adopt it on October 11, 2017.

- b. Did the NYSDOL State Representative review the plan before submission? If no, please submit to your State Representative for review prior to posting for public comment.

Yes – the State Representative in question is Ms. Carrie Aubertine

**List of Attachments:**

Please complete all attachments.

- Attachment A** – Units of Local Government
- Attachment B** – Fiscal Agent
- Attachment C** – Signature of Local Board Chair
- Attachment D** – Signature of Chief Elected Official(s)

**Attachment E** – Federal and State Certifications

**Attachment F** – Youth Services Chart

**Attachment G** – Local Plan Budget 2017

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

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

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

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

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