

COMPREHENSIVE THREE YEAR LOCAL PLAN  
7/1/05 – 6/30/08

FOR THE

**BUFFALO AND ERIE COUNTY**  
**WORKFORCE INVESTMENT AREA**

SUBMITTED BY

**BUFFALO AND ERIE COUNTY**  
**WORKFORCE INVESTMENT BOARD, INC.**



## 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 website at [www.workforcenewyork.com](http://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: [WDTLocalPlans@labor.state.ny.us](mailto:WDTLocalPlans@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

***Workforce Investment Board: Buffalo and Erie County***

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
- Attachment I: Chief Elected Official Agreement (if applicable)
- Attachment J: Local Board By-Laws
- Attachment K: One Stop Operator Agreement

Additional Attachments and Appendices:

- Attachment I: Consortium Agreement
- Attachment J: Local Board By-Laws
- Attachment K: One Stop Operator Agreement
  
- Appendix A: Committee Structures
- Appendix B: Targeted Industries List
- Appendix C: Demand Occupation List
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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>950,265</u>	Population (Total, all ages)
#	<u>607,449</u>	Population of labor force age (15-64)
#	<u>121,660</u>	Population age 15-24 (Emerging labor force)
#	<u>191,558</u>	Population age 0-14 (Children)

**Workforce Investment Board: Buffalo and Erie County**

*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 response to these challenges.*

**The Local Area has seen many changes over the past few years. An aging population, a population decrease (1.2% decrease from the 2000 U.S. Census to the 1990 U.S. Census), and a more diverse population has created some challenges for the local one-stop system. The aging of the population over the next 10-20 years will affect many businesses as this group retires. Replacements must be prepared to step into these jobs. In order to do this, individuals must have the skills in demand. A more diverse population (steady flow of immigrants and refugees into the local area from Africa, Russia, Middle Eastern and Pacific and Island Nations) will create challenges on its own. It will be the goal of the one stop system to prepare individuals, from all walks of life, for these positions created by retirements, whether the training involves literacy, ESL, occupational skills, etc., the local one stop system will assist in everyway possible in creating a perfect fit between open jobs and available people.**

**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).*

	<b>CY 2000</b>	<b>CY 2001</b>	<b>CY2002</b>	<b>CY 2003</b>	<b>CY 2004</b>
<i>Unemployment rate (%)</i>	<b>4.2%</b>	<b>4.7%</b>	<b>5.5%</b>	<b>5.8%</b>	<b>5.7%</b>
<i>Labor Force</i>	<b>469,000</b>	<b>463,500</b>	<b>471,200</b>	<b>471,100</b>	<b>474,800</b>
<i>Employment</i>	<b>449,400</b>	<b>441,700</b>	<b>445,400</b>	<b>443,700</b>	<b>447,600</b>
<i>Unemployment</i>	<b>19,600</b>	<b>21,800</b>	<b>25,800</b>	<b>27,400</b>	<b>27,200</b>

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

**Workforce Investment Board: Buffalo and Erie County**

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.

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>Planned PY 05</b>
WIA Adults	1,737	2,660	2,110	1,754	1,900
WIA Dislocated Workers	439	973	972	1,200	1,352
WIA Older Youth	59	162	147	127	150
WIA Younger Youth	860	1,646	1,511	1,006	1,200
Wagner-Peyser Funded Customers*	INA	42,888	32,470	29,329	29,036

**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:*

- # 2 Certified Full-Service One Stop Centers
- # 2 Affiliate Sites (as defined by your local area)
- # 16 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.*

**Affiliate sites are agencies or organizations that have, as part of their core mission, employment and training services with a focus on placement into employment and retention. They must also meet all required criteria for connection and utilization to New York State’s primary case management system known as the One-Stop Operating System (OSOS).**

*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 scope of the local One-Stop system has evolved and broadened significantly over the duration of the previous five-year plan. The system has grown to include 16 local agencies/partners/access points in addition to the two original Full-Service**

**One-Stop Centers and two Affiliate Sites.** Electronic linkages and co-location have provided users with quicker access to a broad array of specialized services available through various agencies. This has allowed the local One-Stop system the opportunity to leverage resources and optimize the benefits to customers by providing services on a more cooperative basis.

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

Once WIA allocations are received the Budget and Oversight Committee of the board schedules a meeting to begin the budget process for the upcoming program year. The committee reviews available WIA resources and activities with those of current and previous program years to make an initial determination as to the need to adjust services. It is the goal of the Budget and Oversight Committee to maximize resources for training and services to employers. With this goal in mind the committee then charges other committees with formulating recommendations to the Executive Committee or full board regarding adjustments in service levels based on available resources. For example, the Economic Development Committee is charged with allocating funds for OJT and customized training. In formulating their recommendations the Committee is asked to review all available resources for these activities including partner resources, state funds, county funding and economic development initiatives. Similarly, the Strategic Planning Committee formulates recommendations regarding ITAs; the One Stop Systems Welfare to Work Committee is charged with budget recommendations regarding the One Stop's core and intensive services and welfare to work services and the Youth Council does the same for contracted youth activities.

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) New York State Department of Labor (Wagner Peyser, Veterans, UI)
- 2) Supportive Services Corporation (Title V Older American's Act)
- 3) Buffalo Board of Education (WIA Title II)
- 4) Erie Community College (Carl Perkins)
- 5) Suburban Adult Services/PEOPLE, Inc. (Disability Program Navigator)

*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 :*



**Workforce Investment Board: Buffalo and Erie County**

- 1) **VESID (Title I of the Rehabilitation Act)**
- 2) **Erie County Department of Social Services (TANF)**
- 3) **Buffalo Municipal Housing Authority (HUD)**
- 4) **Community Action Organization (Community Services Block Grant)**
- 5) **Native American Community Services (Native American Program)**

*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) **Erie County Department of Environment and Planning (Economic Development)**
- 2) **Catholic Charities Education Services (Faith Based Organization)**
- 3) **Empire Zones (Economic Development)**
- 4) **Everywoman Opportunity Center (Displaced Homemakers)**
- 5) **St. John the Baptist Community Development Corporation (Youthbuild Partner)**

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.*

- **The WIB together with its partners the Buffalo Public School Adult Education Division and the Buffalo Niagara Partnership (a Chamber of Commerce) have secured an EDGE XII grant from the New York State Department of Labor to provide assistance to approximately 48 participants in achieving a series of milestone goals (i.e., career plan plus 60 instructional hours, educational gain, credential, job entry/job retention). The WIB is the lead applicant. The Buffalo Public Schools will provide recruitment; eligibility determination, career plan, educational instruction and job skills instructors and the Buffalo Niagara Partnership will provide job placement and retention. The total reimbursable amount of the program is \$152,320. The contract period is January 1, 2005-December 31, 2006.**
- **The WIB has received \$75,000 from the New York State Department of Labor to continue to support two full time Disability Program Navigators at the two full service One Stop Centers in Erie County for the period 7/1/05-6/30/06.**
- **The local area has been awarded a Youth Build Grant from the U.S. Department of Housing and Urban Development in the amount of \$400,000 to cover 30 months of operation beginning in May of 2005. Partners in the Youth Build application include the Workforce Investment Board, the Workforce Development Consortium, Erie Community College, Buffalo Public Schools and the St. John Baptist Community Development Corporation. Youth Build Buffalo will provide up to 24 youth with a**

combination of education, vocational training, hands on construction training, counseling, leadership development, placement and follow-up. Youth will have a role in building four new residential housing units in one of Buffalo's east side neighborhoods known as the "Fruitbelt."

- Our welfare-to-work program, funded by the Erie County Department of Social Services, was closed on February 24, 2005 due to County budget cuts, but was able to reopen at a reduced funding level on May 2. The original staff of 24 was reduced to 14, and the program has been reengineered in an effort to serve the maximum number of welfare recipients with limited resources. The current contract with Erie County is in effect through 2005 with a budget of \$755,000.
- One of the most economically significant successes of the WIB has been its close partnership with Erie County government in the area of economic development, job creation, and job retention. Among the most noteworthy examples of large economic development projects are the following:

- \* \$1 million grant to the Quebecor printing company in 2000 to aid in the creation of 400 new jobs in Cheektowaga.

- \* A training grant of \$375,000 to Niagara Ceramics Corporation in 2003 was a critical factor in saving over 200 manufacturing jobs, which would otherwise been eliminated with the demise of Buffalo China, the predecessor company.

- \* A \$400,000 grant to GEICO for OJT in 2004 to train new employees was a key factor in that company's decision to open a new call center in Erie County. The company is now proceeding to fill 2500 newly created positions, many of them through the One Stop offices, and implement the extensive workforce training project.

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 biggest past and continuing challenge has been the establishment of a true One Stop System in Erie County. This effort has involved bringing together twelve very different agencies that serve as grant recipients for ten different Federal funding streams.

The ultimate vision of the effort is to create a system in which customers can get full information about all programs by visiting (either in person or electronically) any one. Of course one straightforward way to accomplish this would be to house all the programs together at the one-stop centers. In practice, this has worked for some but not all of our Partners. At a minimum, however, all programs should be linked electronically.

**The challenges of fashioning single system for workforce customers have included a number of obstacles, some of which have been overcome, while others await further progress. Here are some examples:**

- **Lack of knowledge of Partner programs and services by staff from other Partners. To help address this problem, a team of one-stop Partner agency staff members developed a PowerPoint presentation that gives a brief overview of all required Partner programs. This presentation can be shown anywhere to customers in a group setting or individually, or can be e-mailed to individuals.**
- **Lack of Connectivity to the One Stop Operating System. As recently as PY '02 most non-WIA Partners, were unaware of both the benefits of connecting to OSOS and HOW to connect to the system. After an extensive effort to get every Partner connected and trained in how to use OSOS, Erie County achieved that goal in PY '04.**
- **Use of the New York State Job Bank. Perhaps the biggest selling point for Partner agencies to get connected to OSOS has been the access it provides to the Job Bank. Here the goal was to get all job orders and all job seekers into a common data base, thus maximizing the number of "hits," i.e., matches of job seeker with job opening. In large measure this task is now behind us, although there remain some challenges in getting FULL participation by every agency.**

**Perhaps the biggest remaining challenge is to get all Partners to utilize OSOS for shared case management. The OSOS platform enables two or more service providers to work together to serve a single client when the person is eligible for more than one program. By entering into OSOS all services provided to the client, counselors from multiple agencies can track the person's progress and avoid duplication of services.**

**In Erie County, we have concluded that the shared management of a single case by more than one agency has potential to optimize services for an individual. But the realization of this potential has proven to be more difficult than expected. Perhaps because the specific benefits of shared case management are a bit harder to explain (i.e. SELL) to Partner agencies, the use of this OSOS capability has so far been limited.**

**Late in PY '04, a meeting of Partner agencies was held to consider how to implement shared case management more fully via OSOS. A consensus emerged from the meeting that those programs that have the ability to dedicate and expend dollars for individual clients would have the greatest interest, because of the possibility of cost sharing. During PY '05, the idea of shared case management, cost sharing, and optimizing services for individual clients will be pursued further.**

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.*

**Approximately three years ago, the WIB identified industry sectors to be targeted for public investment using the following approach:**

**a.) In an effort to identify the greatest potential demand for (and thus shortage of) employees, we utilized data provided by our local Labor Market Analyst to determine:**

- The industry sectors with the greatest relative size (this was based on the assumption of annual employee turnover that will require new hiring), and**
- The industry sectors with the greatest relative growth in employment.**

**b.) The list of large and/or growing industries was compared with the sectors targeted by the local Industrial Development Agencies in Erie County, the Buffalo Niagara Enterprise and Empire State Development. Those industries listed in both our own analysis and the economic development eligibility lists were targeted.**

**c.) It should be noted that the WIB's policy of investing in training only in occupations paying over \$9/hour may preclude training in a number of occupations employed by targeted industries.**

**In preparation for development of this Comprehensive Three-Year Local Plan, the WIB has revisited the previously targeted industry sectors. First, we surveyed all local and state economic development agencies to identify the industry sectors they currently target. We also reviewed our list to determine how meaningful it is in targeting public resources. Based on our findings from these exercises, the Board has adopted the following policy:**

**-- For purposes of developing and updating the Demand Occupation List, used to approve Individual Training Accounts, the WIB will target industries where there is currently a documented demand for skilled workers.**

**-- For purposes of directing investment in employer specific training, the WIB will target industries in alignment with economic development agencies when there is either a current demand for skilled workers or where significant job growth is expected to occur in the future. In the second case, the WIB will research the employment opportunities in the sector and if appropriate will convene the major stakeholders from the industry sector to analyze the needs of its businesses, and the skills of its workers and identify possible solutions to fill skills gaps.**

**-- The WIB will not target industries where it would be difficult to have any real impact on the workforce. For example, the Accommodations Sector is currently on the list but we have virtually no dealings with the industry because the wages of hotel workers are frequently less than the WIB required minimum of \$9.00 per hour.**

**This list of suggested target industry clusters has been developed in accordance with these guidelines. It is based on currently available employment data and current expectations for future growth. The list of targeted industries (Appendix B) will be subject to periodic**

review by the WIB taking into account changing economic conditions and expectations for growth in particular sectors.

The WIB's assessment, along with other analysis by the New York State Department of Labor, state and local economic development agencies, and the Federal Reserve Bank all point to the fact that Western New York is undergoing a transition from a manufacturing based to a knowledge-based economy. A key challenge for the Workforce Investment Board is to assist in the growth of information-based sectors by providing appropriate skills to new workers and workers dislocated from older industry sectors. The required skills range from word processing for clerical workers to biochemistry for research technicians. Over the next three years, the WIB will invest in many of these skill areas to aid in the transition and growth of the regional economy.

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.)*

Employer services are provided through the Buffalo and Erie County Workforce Development Consortium, Inc. (WDC) Business Services Department (BSD) and directly by the WIB staff.

The BSD works closely with the One Stop offices and Partner agencies to provide a range of regular business services on a day-to-day basis.

Included are the following:

**\* Employee recruitment and screening**

Utilizing the pool of job seeker customers from the One Stops as a first source, the BSD assists area businesses in recruiting and screening people to meet their human resources needs. Working with a business, the BSD develops an accurate job description and lists the skills required for that position. The BSD assists the business in completing a job order that will then be posted in the OSOS system and to which appropriate job seekers will be matched. The BSD refers appropriate candidates to the business for employment consideration and will follow up with the business and inform the job seeker referred on the status of the referral, the selection process and the status of the position.

**\* On-the-job and customized training services**

When a business expresses interest in hiring an individual referred from the One Stop System and can demonstrate that the person to be hired is in need of specific extraordinary skills training directly relevant to the position for which they are to be hired, the BSD's

**Contracts Manager confers with the customer's Case Manager and the business and will discuss the specific skills the new position requires and the specific skills possessed by the applicant. When a skills gap is determined, the Contracts Manager meets with the business and discusses training options available. Where appropriate, an On-The-Job Training contract is developed and executed with the business to address and remediate the skills deficiency of the new hire. Where it is determined that a Customized Classroom training program would better suit the training needs of the new hire, the Contracts Manager helps the business develop a training outline and identify appropriate providers for the training. A Customized Classroom training contract is then developed and executed. In each case, the Contracts Manager will monitor the training provided during the contract period.**

**\* Upgrade training services**

**In those cases where a business demonstrates a need and desire to provide up-grade training to all or part of its current workforce, the BSD meets with that business to discuss the purpose, scope and expected outcomes of such training. In those cases where WIA funds will be used to provide this training in whole or in part, the BSD provides Core and Intensive services for the employees to be upgraded, enrolls them in training, monitors the training provided, and provides required follow-up on the employees who received this training. Participating businesses are generally required to post all positions that become available in their organization for a one-year period. These opportunities will be posted on the OSOS and at the One Stops and appropriate referrals will be made for employment consideration.**

**\* Targeted jobs and recruitment activities**

**The primary mission of the BSD is to bring together businesses with workforce development needs and job seekers from the One Stop System. In addition to posting job orders in the OSOS Job Bank and in each One Stop, the BSD facilitates job and recruitment activities at the One Stops. Businesses are encouraged to meet with and recruit from One-Stop offices and meet with job seekers directly. When requested by an employer, the BSD also organizes targeted job and recruitment activities in collaboration with partner agencies at the facilities of the businesses or places of the partners choosing.**

**\* Outplacement services**

**In cases where a business may be experiencing a downsizing or closing, the BSD works with the employer to bring the resource of WIA services to effected workers. In collaboration with New York State Rapid Response programs, the BSD representatives inform those who are to be dislocated of services available to them through WIA and how they can access those services using the One Stop System.**

**Working closely with the BSD, the staff of the WIB is frequently involved in coordinating special projects that impact individual employers or clusters of employers. Over the past five years, the WIB has taken the lead in developing a variety of innovative workforce development projects for employers. Examples of this work include the following:**

- \* **H-1B project from 2001 to 2003 to provide Federal Workforce Development funds for a consortium of manufacturers and other employers.**
- \* **Buffalo Niagara Partnership Skills Survey to document employer needs.**
- \* **Technical assistance to employers applying for state funding under the Building Skills in New York State initiative.**
- \* **Coordination with the Western New York Technology Development Center of the Accelerate New York project to assist manufacturers with strategic business planning.**
- \* **Combining WIA resources with economic development grants from Erie County for workforce training.**
- \* **Hosting focus groups of employers to identify worker skill needs. The WIB is currently sponsoring an ongoing series of such discussions among firms involved in Biomanufacturing, with the goal of developing a new associates degree program at Erie Community College.**

**Over the past five years, business customer services have undergone major changes and improvements in Erie County. It is the intention of both the WIB and WDC to continue to improve these services over the next three years.**

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

**Perhaps the most economically significant success of the WIB has been its close partnership with Erie County government in the area of economic development, job creation, and job retention. As mentioned above, several of the largest packages of assistance to employers in Erie County have involved the combining of WIA and County funds for workforce training. Among the most noteworthy examples of large economic development projects are the following:**

- \* **\$1 million grant to the Quebecor printing company OJT in 2000 to aid in the creation of 400 new jobs in Cheektowaga.**
- \* **A training grant of \$375,000 to Niagara Ceramics Corporation in 2003 was a critical factor in saving over 200 manufacturing jobs, which would otherwise have been eliminated with the demise of Buffalo China, the predecessor company.**
- \* **A \$400,000 grant to GEICO for OJT in 2004 to train new employees was a key factor in that company's decision to open a new call center in Erie County. The company is now proceeding to fill 2500 newly created positions, many of them through the One Stop offices,**

and implement the extensive workforce training project.

\* **YO! Buffalo** was awarded through the U. S. Department of Labor in 2000. This five-year demonstration grant was intended as seed money to enable Buffalo to provide resources to help youth, particularly at-risk and out-of-school youth, living in the poorest neighborhoods in Buffalo's Federal Enterprise Community (FEC) to access a wide range of services. It is the mission of YO! Buffalo to increase the educational attainment and employability of FEC youth by providing direct access to opportunities for personal growth, education and training, career development, employment, sports and recreation in a safe and nurturing environment within their own community. To this end, YO! Buffalo has established two Youth Opportunity Centers in the heart of these neighborhoods on the east side and west side of the City of Buffalo. The YO! Program is scheduled to end on December 31, 2005 and efforts have been underway to sustain many components of the program. The total value of this 5 year award is \$31,598,845.

\* **InfoTech Niagara** is the 300-member association of information technology firms in Western New York. The group has worked closely with the WIB since 2001 to promote job training as a way of keeping high tech firms competitive. In addition to WIA funding, such sources as H-1B, Empire State Development, SUNY Contract Course funds, and 32-I funds from the New York State Department of Labor have been tapped. In 2003, the WIB was honored by InfoTech's BETA award for its help in targeting these investments in the technology workforce.

Also of significant economic impact was the technical assistance provided by the WIB to help employers qualify for training assistance under the New York State Department of Labor's Building Skills in New York State (32-i) program for incumbent workers. Over a two-year period ending in the spring of 2005, 66 employers in Erie County were approved for a total of over \$9 million under this program. While little or no local funding from the WIB was invested in these projects, the 32-i program served to highlight the importance of the workforce system and the role of the WIB as a catalyst for workforce investment.

As mentioned above, the WIB worked in partnership this year and last with the Western New York Technology Development Center under the state's Accelerate New York program. The purpose of the project was to assist manufacturing firms in strategic business planning including planning for workforce development. Also involved were Niagara County Community College's Small Business Center, the Small Business Development Center at Buffalo State College, and Niagara County Community College. In a little over a year, this consortium of providers was able to complete over 50 business plans for manufacturing firms. The reaction of the participating firms was overwhelmingly positive. Most believed that the chance to take the long view of their company's position in the global marketplace and think about how to adapt was invaluable.

Each one of these projects and many others over the last five years have resulted in new partnerships with business and industry and served to highlight the role of the WIB in the community.





## II. Strategic Planning

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

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

1. Were you awarded the NYSDOL funded Strategic Planning for a Human Capital Advantage grant?

**No.**

2. Have you achieved the third benchmark of that project and received the third payment under the grant?

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.

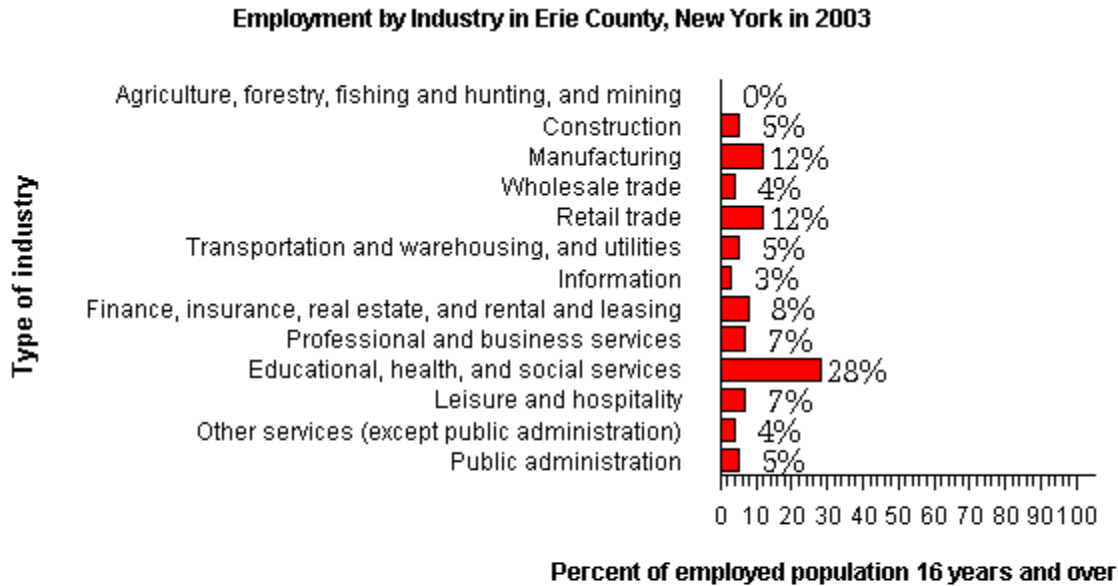
### **1. Economic Environment and Key Workforce Issues**

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?*

The U.S. Census Bureau’s list of Employment by Industry in Erie County, New York for 2003 follows:



Source: American Community Survey, 2003

Note: The Professional and business services category includes the following industries: Professional, scientific, management, administrative, and waste management services. The Leisure and hospitality category includes the following industries: Arts, entertainment, recreation, accommodation, and food services

For the period ending in July 2005 in Western New York Job region job gains were posted in professional and business services (+1,100), natural resources, mining and construction (+1,000), financial activities (+900), educational and health services (+800), and other services (+600). Losses were concentrated in trade, transportation and utilities (-300).

The Western New York economy continues to reposition itself for the future, with job creation increasingly driven by companies in service-providing industries. In 2004, service-providing industries (excluding government) accounted for 80 percent of all private sector employment in the region. As recently as the mid-1970s, manufacturing’s share of private sector jobs stood at almost 40 percent. By 2004, this figure had declined to 16 percent. These figures are not directly comparable, due to a change in industry classification that moved some former manufacturing industries to non-manufacturing industries beginning with 1990 data. However, they underscore the dramatic transformation of the region’s employment base.

The rise of employment in service-providing industries and the parallel decline of blue-collar jobs have important implications. During the national economic downturn in the early 1990s, about 10 percent of goods-producing jobs and 1 percent of private service-providing jobs in the region were shed between 1990 and 1992. In contrast, during the

national recession and subsequent jobless recovery spanning 2001-2003, the area only lost goods-producing jobs (about 10 percent), while actually registering a small (1 percent) gain in service-providing employment (excluding government).

The financial activities sector added 400 jobs over the past year. On the insurance front, GEICO opened its new Amherst service center, which is expected to eventually employ 2,500. In a \$100 million deal, which is the largest private sector development in downtown Buffalo since 1967.

Although Western New York lost 2,800 manufacturing jobs over the year, there are positive signs on the horizon. For example, manufacturers are still making significant investments in the region. Among the most notable, the Ford Stamping Plant in Hamburg is installing a new \$62-million press that will speed up production. Time Release Sciences, a manufacturer of foam products, plans to hire an additional 200 workers over the next two years. Dairy processor Upstate Farms Cooperative, Niagara Chocolates and furniture maker Bush Industries are other examples of manufacturers that have recently expanded or invested in the region.

Looking ahead, many indicators suggest the region's labor market is poised for a turnaround in 2005. The region's over-the-year job losses totaled only 400 in December 2004, considerably less than over-the-year losses earlier in the year. In addition, the number of unemployment insurance beneficiaries has been below year-ago levels every month since February 2004, while the region's unemployment rate has been below year-ago levels since July 2004. An improving national economy bodes well for the Western New York economy.

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

All local, regional and state economic development agencies are focusing their economic development strategies on Life Sciences and Bioinformatics. At the core of these efforts in our area is the Buffalo Center of Excellence in Bioinformatics, a partnership of the Roswell Park Cancer Institute, Hauptmann-Woodward Medical Research Institute and State University at Buffalo super computing. The heart of this effort is the scientific quest to pinpoint disease causes and design pharmaceutical drugs, molecule by molecule, to save or improve lives. The research will generate patents and the hope is that local medical and pharmaceutical manufacturers can capitalize and these patents grow their businesses and generate jobs.

Other focus areas for economic development include Logistics, Distribution and Trade, Professional Support Centers and Technology Intensive Manufacturing. These agencies promote the areas strategic location to attract, retain, and grow Logistics Distribution and Trade business. Buffalo Niagara is home to six international bridges, which facilitate \$81 billion in annual trade between Canada and the U.S., 30% of the total trade conducted between the world's two largest trading partners. When attracting Professional Support

Centers, economic development strategies focus on the available and qualified workforce and the telecommunications infrastructure.

Since 1995 major corporations like General Motors and Ford have invested nearly \$400 million to upgrade their plants in Buffalo Niagara because they recognize the value the Buffalo Niagara region delivers to their bottom line. With a manufacturing workforce topping 100,000, a diverse array of companies are integrating sophisticated technologies into their manufacturing facilities here.

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

With input from the New York State Department of Labor, the economic development community, and local businesses the WIB has developed a demand occupation list included as Appendix C. This list reflects current employment opportunities with documented demand in the local area. It should be noted that the WIB will not target occupations where it would be difficult to have any real impact on the workforce. For example, there are numerous opportunities for jobs in retail sales but we have no dealings with the industry because the wages of these workers are frequently less than the WIB required minimum of \$9.00 per hour.

In areas where significant job growth is expected to occur in the future, the WIB will research employment opportunities in the sector and, if appropriate, will convene the major stakeholders from the industry sector to analyze the needs of its businesses and the skills of its workers and identify possible solutions to fill skills gaps. For example, the WIB is currently hosting a series of focus groups of bio/chemical manufacturing firms and Erie Community College to identify worker skill needs with the goal of developing a training program to address these skills gaps.

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

The Biotechnology sector is expected to continue its growth for some time to come. At this time, the WIB has found that it is limited in how it can contribute to assisting in addressing the workforce needs on the scientific and research end of Biotechnology as top level scientists and researchers are being attracted from other parts of the country and the world. However, the WIB is currently hosting a series of focus groups with biochemical manufacturers to address the skills needs of their workers. While there are approximately 150 existing life services companies between Buffalo and Rochester, there are new biotechnology, medical device and pharmaceutical manufacturing firms starting up on a regular basis.

The demand for workers in health care will continue as the supply of nurses and other health care professionals is shrinking due to an aging workforce and an inadequate supply of students to replace those who retire. Further, as the “baby boomer” generation reaches retirement age in large numbers later this decade, the demand for continuing care services will begin to steadily increase as the availability of care givers continues to fall. The WIB

has strategic partnerships with ECC, BOCES and Trocaire College to address the health care shortage and invest resources in academic preparation for these occupations. Of the 25 fastest growing occupations listed for our area by our local labor market analyst, 13 occupations are in health care.

With \$100 million of capital projects to take place on Buffalo's East Side, the Joint Buffalo Schools construction project valued at \$1 billion underway, the \$100 million Bass Pro Sporting Goods Store expected to break ground in 2006 and the \$100 million Blue Cross/Blue Shield Office complex currently under construction in downtown Buffalo we anticipate 500-700 new construction jobs over the next three years. The WIB will be working with organized labor and major contractors with the goal of ensuring that women and minority candidates are trained to fill many of these jobs. Job growth is also expected to occur in Information Technology, specifically for data base administrators, computer software engineers and network systems and data communication analysts. On the insurance front GEICO opened its Amherst facility and is expected to eventually employ 2,500 individuals. The WIB has contracted with GEICO for Skills training of potentially hundreds of One Stop customers.

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

**New York State Department of Labor, Federal Reserve Bank, Buffalo Branch, U.S. Census Bureau, U.S. Department of Labor, Bureau of Labor Statistics.**

*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?*

The Board works closely with our New York State Department of Labor local Labor Market Analyst to identify workforce trends and emerging issues. The Labor Market Analyst is a frequent guest at the WIB Strategic Planning Committee meetings to discuss demand occupations, growth industries and the state of the local workforce. He has guided the Board through numerous decision-making processes by providing clear and concise information on the local economy.

The Board also has partnered with the Buffalo Niagara Partnership and the New York State Department of Labor on a skills survey to document employer needs. The survey resulted in a listing of industries with the most current job openings (July, 2003), projected job openings (January, 2004) and a listing of occupations from employers with the most openings and what percentage of these occupations were considered "difficult to fill."

The Board also uses direct feedback from its business customers to analyze their needs and the skills gaps of workers. The WIB is currently hosting a series of focus groups with bio-chemical manufacturers in the area to determine their workforce needs and identify possible training solutions. Erie Community College is part of these focus groups and has expressed their commitment to develop an associate degree program to address the skill gaps that exist in bio-chemical manufacturing.

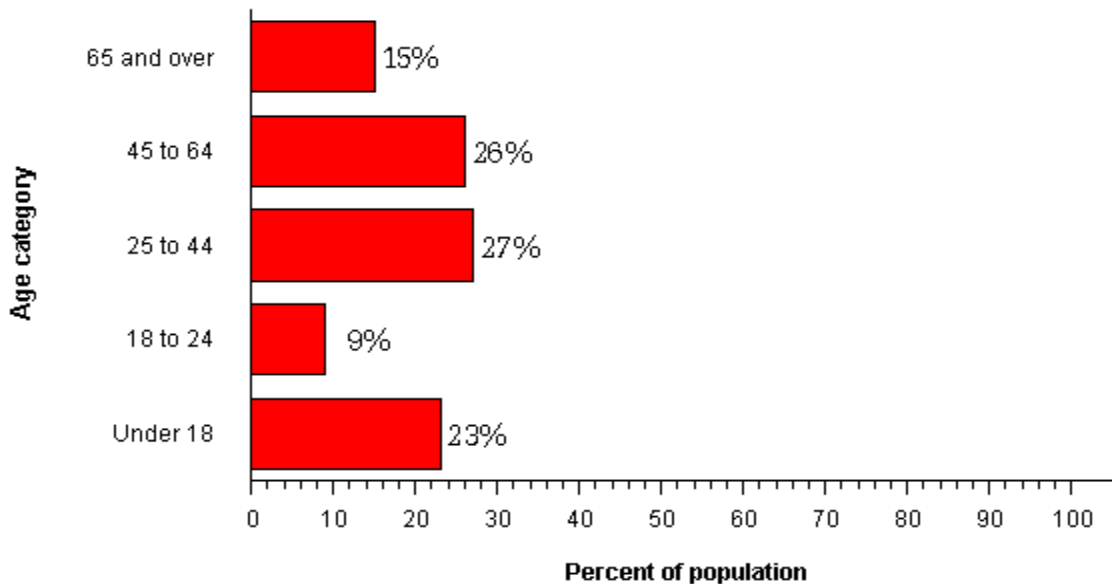
We are fortunate in Western New York to have a multitude of educational resources from community colleges to four-year institutions, technical institutes to trade schools and community-based organizations. The WIB has formed strategic partnerships with many of these agencies to provide students of all ages with training opportunities ranging from basic literacy to sophisticated technical skills training. The WIB's strategic partnerships with the education community focuses on increasing their awareness of skills gaps and emerging issues and leveraging education resources to invest in demand driven education and training.

- *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.*

The population of Western New York continues to decline posing current and future workforce availability concerns. The Federal Reserve Bank, Buffalo Branch estimates that the region experienced out-migration of roughly 6.5% of the population since 1980. According to a U.S. Census Bureau report issued in April, 2005, the population of Western New York declined by 4,641 residents between mid-point 2003 to mid-point 2004. Erie County suffered the biggest decline with its estimated population dropping by 3,404 residents. The most striking thing about the area's population loss is the percentage of young people in the 20-34 year old range who made up the bulk of the migration. The loss of young working age adults has produced an older demographic and a population significantly older than the national average. (See chart below.)



**The Age Distribution of People in Erie County, New York in 2003**



Source: American Community Survey, 2003

According to Literacy Volunteers of America, Buffalo and Erie County, one in five residents in Erie County are functionally illiterate. Statistics like this are staggering but reinforce the need for workforce partners to form strategic alliances to ensure that students of all ages have access to educational resources. For example the Buffalo Public Schools Adult Education Department offers GED preparation, ESOL and computer literacy at the Buffalo Employment and Training Center. We have also established a relationship with a network of literacy providers including Literacy Volunteers of America, the International Institute and Catholic Charities of Buffalo Refugee Assistance Program for referral of individuals in need of these services.

The current documented business demand for workers is outlined in the Demand Occupation List found in Appendix C. In discussing the skills demands with numerous local employers we have found that many skills are in demand across industries including that include customer service skills, basic computer skills and management and supervisory skills. Customer service skills are important to most companies but are critical to the myriad of Professional Support Centers and Call Centers in Erie County. Basic technology skills are important to most industries in the 21<sup>st</sup> century including manufacturing which is moving from the traditional realm of manufacturing to technology intensive manufacturing. Management and supervisory skills are increasingly important as more companies move front line staff up the career ladder to positions of greater authority and better pay. In addition, within some more traditional manufacturers workplace literacy has been identified as a gap as they try to move from older manufacturing processes to more technology intensive processes.

The healthcare industry is in need of workers who are credentialed to be nurses, technicians, therapists and counselors. The need for information technology workers is focused on software engineers, database administrators and network systems and data communications analysts. Manufacturers who are trying to remain competitive in a global economy continue to seek Lean Manufacturing training and ISO certification.

Western New York is home to over 30 institutions of higher education ranging from large public universities to small private colleges. Training is also available from numerous community based organizations and proprietary schools. The Eligible Training Provider list for our area includes approximately 160 providers with 1200 training offerings to address skills training and upgrading needs. The Buffalo Public Schools Adult Education Division provides literacy training and GED preparation on site at Buffalo Employment and Training Center at no cost to the WIA Title I B Program. The WIB has worked in collaboration with Erie BOCES I and various local businesses to address the workplace literacy needs of the workforce. The WIB is currently involved in a series of discussions with Erie Community College and local Biotechnology companies to develop an associate degree program preparing workers to become gainfully employed in the Biomanufacturing field.

The Buffalo Public Schools has been represented on the Youth Council since the inception of WIA. Through this forum many issues around the emerging workforce have been addressed. One example is the development and publishing of a Youth Services Directory, a resource tool for youth workers and young people detailing numerous services available in our area. The Directory provides detailed information on after school programs, career counseling, drop out prevention programs, training opportunities, employment opportunities, etc.

The Board will continue to work with its education partners to address the skill needs of our workers and the emerging workforce. This work takes place at the Board's committee meetings, focus groups, partner meetings and meetings directly with businesses who express the need for workforce training.

- *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?*

In 2005, at the request of the WIB's Executive Committee, the staff began to research the needs of the local biotechnology sector. Several of the local economic development agencies had voiced concern that certain skill gaps might limit the growth of this sector in Western New York. In addition, it was felt that the large capital investment New York State is making in the Center for Excellence in Bioinformatics (CEB) should be accompanied by a plan to address workforce needs in this area.

Because the primary focus of the CEB is research the development of drugs based on the Human Genome Project, the staff contacted and met with various laboratories involved in

the project to gauge their need for employees. We also looked into workforce development strategies in other regions, which have focused on biotechnology.

Three important conclusions emerged from this inquiry:

1. That there will probably be more opportunities for jobs for residents of Erie County in biomanufacturing, rather than in research per se.
2. The primary skills gap identified by local biomanufacturers is a need for production floor technicians. The consensus among the firms contacted was that such technical jobs require at least an Associate's Degree in areas such as bioprocess technology and good manufacturing practices.
3. In other areas of the country pursuing biotechnology as a focus for economic development, local community colleges are currently providing such training.

In order to develop an action plan based on these conclusions, the WIB will continue to convene meetings of manufacturing and HR specialists from local biomanufacturers in early PY '05. Erie Community College has already agreed to pursue the development of a two-year Associate's program in biomanufacturing if the need can be documented.

Perhaps most important, all participating employers agree that, if the skills gap on the production floor of local bioprocessors is not addressed by a workforce development strategy, the opportunities for production of new drugs in Western New York, including those developed by CEB, will be severely limited. The WIB will continue to provide the leadership to develop just such a strategy, in the interests of sustaining local economic growth.

Another key workforce issue that has emerged is Workplace Literacy. Since the establishment of the WIB, a number of employers have indicated the need to upgrade basic reading and math skills of currently employed workers. Employers are concerned that without upgrading the basic skills of incumbent workers, it will be increasingly difficult to adopt new technology needed to compete in the global marketplace.

Funding for Workplace Literacy is available to certain local education agencies under Title II of WIA. To address the need to upgrade the basic skills of workers, the WIB will convene all Title II grant recipients in Erie County to develop an aggressive Workplace Literacy initiative. This effort will be coordinated with the Good Schools for All and the Buffalo Reads Coalition. Good Schools for All is a broad-based partnership of stakeholders—foundations, businesses, educators, parents, and the community-at-large—committed to developing innovative ideas and practices to improve student achievement in Buffalo's public schools. Buffalo Reads is a coalition of more than 25 organizations committed to improving literacy in Buffalo. The two groups are currently implementing a comprehensive, citywide literacy plan to improve the literacy skills of everyone in our community, from infancy through adulthood.

**Along with Good Schools and the Buffalo Reads Coalition, the WIB will co-sponsor the citywide literacy initiative to:**

- \* Guide the planning process,**
- \* Involve community stakeholders in its development,**
- \* Ensure that the resulting plan is implemented and sustainable,**
- \* Provide mechanisms to measure its impact and outcomes.**

**We seek to create a framework that includes**

- \* Quality standards,**
- \* Performance measures, and**
- \* Resource development to optimize public and private resources.**

**While the primary focus of the WIB's involvement in the initiative will be Workplace Literacy, in the process we intend to build even stronger partnerships with Buffalo's public schools as well as community, state, and national partners. We are ready and willing to help Buffalo become a demonstration community statewide and even nationwide for a successful literacy campaign.**

**Buffalo is long overdue for the enormous benefits of a citywide literacy initiative. The goal of the initiative is to enhance the quality of life for Buffalo's residents by improving student achievement, increasing adult skills and job performance, and enhancing economic development opportunities by producing a highly competitive workforce.**

## **2. Engaging Community Partners in Workforce Solutions**

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

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

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

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

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

### **3. Aligning Service Delivery**

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

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

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

### **4. Measuring Achievement**

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

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

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

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

## Section II-B - Local Area Strategic Planning Progress

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

### 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?*

### 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?*

### **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?*

### 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?*

**In January 2005, the WIB began issuing guidance using a "Local Policy Bulletin" format rather than a memorandum format. This format is similar to the format the State uses in issuing Technical Advisories. The new system was implemented to better organize and track information that affects local WIA policies. The WIB provides policy information to the One Stop Operator, the Buffalo and Erie County Workforce Development Consortium (WDC), which maintains an internal website for the posting of Bulletins and pertinent information needed by all staff to perform their duties. Also posted to this location are Technical Advisories, TEGs, correspondence from New York State Department of Labor and other policy-related information. Information for the general public is posted on the public websites of both the WIB and the One Stop Operator. Each One-Stop Center also maintains home page and posts pertinent information for customers.**

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

**The WIB website is [www.becwib.org](http://www.becwib.org); the One Stop Operator website is [www.wdcinc.org](http://www.wdcinc.org).**

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

**The WIB website contains Board membership, Committee membership, staff contact information, meeting information, a calendar of events, Local Policy Bulletins, the entire Strategic Plan, FAQs, and links to numerous partners.**



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

The WIB Marketing Director is responsible for maintaining the content on the WIB website. The WDC website is the responsibility of the Assistant Administrative Director who regularly reviews the content for timeliness and accuracy. In addition, the WIB Policy Bulletins and Technical Advisories are automatically posted by One Stop Operator staff when received from either the WIB or NYSDOL.

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

The WIB routinely issues Policy Bulletins, which are dated, include an effective date, and indicate what previous policies are rescinded by the issuance, if any. Also, staff is charged with the responsibility of reviewing State issuances on a regular basis to ensure the revisions and updates are posted in a timely fashion.

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

Hard copies of all this information can be found at the WIB office, 726 Exchange Street, Suite 632, Buffalo, New York 14210.

## 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:

- Complete the **Attachment C, Signature of Local Board Chair**.*
- 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:

- Complete **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.*
- 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).*

See Attachment I.

c. *Attach a copy of the Local Board By-laws.*

See Attachment J.

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?*

**Yes, the Board is 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.)*

See Appendix A.

- *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?*

**While the Buffalo and Erie County Workforce Investment Board (WIB) does not have a formalized recruitment plan, its leadership has fully embraced the provisions of federal WIA legislation to insure its board properly replicates local economic diversity. This has been accomplished by insuring the boards membership, not only reflects recognized highlighted and/or mainstream sectors/clusters, but also reflects emerging sectors identified as having potential to add to the area’s future economic growth and vitality. It should be noted, that the WIB’s list of “highlighted” mainstream sectors/clusters and emerging sectors were developed in cooperation with our local economic development community and our regional DOL Labor Market Analyst. This listing is included as a source document within the body of this Strategic Plan.**

**Filling board positions with qualified candidates/industry representatives is paramount to the boards overall success. The WIB has established strong working relationships with many of the local and regional associations/agencies representing the business community. It utilizes these relationships as a key resource for developing new relationships and to recruit new board members. Working with Chambers of Commerce; trade groups such as InfoTech Niagara, the Manufacturers Alliance and the National Tooling & Machining Association; Health Care agencies and professional; and representatives of the Bio Manufacturing business community, the WIB has been successful in recruiting highly active and talented industry professionals. This is reflected in our roster of individuals sitting on our Board of Directors and the various sub-committees under its direction.**

**Local elected officials (County Executive & Mayor, City of Buffalo) are mindful of the WIB’s mission and actively monitor and participate in the selection process of Board members. They are the final appointing mechanism of Board members. Other State,**

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County and City elected officials serve as WIB board members, representing their level of government.

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

Under the terms of the agreement between the WIB and the Chief Local Elected Officials, the County Executive is responsible for appointing an Executive Director to the Board. The WIB/CLEO agreement provides that the Executive Director is subject to the direction of the Chairman of the Board and the Board as a whole. The Executive Director is responsible for the selection and supervision of the WIB staff.

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

**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 Title1-B and Wagner-Peyser staffing and infrastructure costs, at a minimum.

**Infrastructure Costs in Dollars (Current)**

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
<b>Buffalo</b>	<b>547,000</b>	<b>55,954</b>	<b>40,500</b>	<b>70,000</b>	<b>32,200</b>	<b>146,214</b>	<b>891,908</b>
<b>Orchard Park</b>	<b>230,000</b>	<b>27,000</b>	<b>19,800</b>	<b>14,441</b>	<b>950</b>	<b>75,743</b>	<b>367,934</b>
<b>Cheektowaga</b>	<b>8,560</b>	<b>-0-</b>	<b>-0-</b>	<b>4,400</b>	<b>1,531</b>	<b>11,550</b>	<b>26,041</b>
<b>Tonawanda</b>	<b>3,520</b>	<b>-0-</b>	<b>-0-</b>	<b>3,500</b>	<b>300</b>	<b>4,860</b>	<b>12,180</b>

**Total Infrastructure Cost and Staff Levels in FTEs (Current)**

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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
<b>Buffalo</b>	<b>2,027,110</b>	<b>.5 FTE</b>	<b>24</b>			<b>17</b>	
<b>Orchard Park</b>	<b>903,940</b>	<b>1 FTE</b>	<b>7.75</b>			<b>8.5</b>	
<b>Cheektowaga</b>	<b>168,346</b>		<b>1.25</b>			<b>1.25</b>	
<b>Tonawanda</b>	<b>122,969</b>		<b>1.1</b>			<b>1.1</b>	

**Infrastructure Costs In Dollars (Planned over next three years)**

One Stop Center and Affiliate Sites (Identify by Location)	Rent	Utilities	Maintenance	Technology	Marketing	Other	Total
<b>Buffalo</b>	<b>1,690,230</b>	<b>173,021</b>	<b>124,145</b>	<b>216,300</b>	<b>99,498</b>	<b>451,801</b>	<b>2,755,955</b>
<b>Orchard Park</b>	<b>710,700</b>	<b>83,430</b>	<b>61,182</b>	<b>44,623</b>	<b>2,936</b>	<b>234,046</b>	<b>1,136,916</b>
<b>Cheektowaga</b>	<b>26,450</b>	<b>-0-</b>	<b>-0-</b>	<b>13,596</b>	<b>4,731</b>	<b>35,690</b>	<b>80,467</b>
<b>Tonawanda</b>	<b>10,877</b>	<b>-0-</b>	<b>-0-</b>	<b>10,815</b>	<b>927</b>	<b>15,017</b>	<b>37,636</b>

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

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
<b>Buffalo</b>	<b>6,263,770</b>	<b>.5 FTE</b>	<b>24</b>			<b>17</b>	
<b>Orchard Park</b>	<b>2,793,175</b>	<b>1 FTE</b>	<b>7.75</b>			<b>8.5</b>	
<b>Cheektowaga</b>	<b>520,189</b>		<b>1.25</b>			<b>1.25</b>	
<b>Tonawanda</b>	<b>379,974</b>		<b>1.1</b>			<b>1.1</b>	

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

	Total FTEs	Planned
Wagner-Peyser Management Staff For Delivery of Core and Intensive Services	0	0
Total WIA Title 1 Management & Administrative Staff	5	5
Total for the LWIA	5	5

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

The One Stop Systems Committee of the WIB will work during PY '05 to increase the integration of services provided by Partner agencies with services provided at WIA-funded one-stop sites. Over the last five years the WIB has succeeded in getting all Required Partner agencies connected to and utilizing the New York State Job Bank. During PY '04, the WIB conducted a pilot project at the request of the Department of Labor to test the new OSOS Interagency Referral Process. The pilot project identified certain problems and bugs in the OSOS referral function, most of which are now being addressed by system programmers.

It is the intention of the One Stop Systems Committee to utilize the OSOS Interagency Referral function to improve coordination and eliminate duplication of services. OSOS provides a platform for "shared case management" of individual clients so that employment counselors from different Partner agencies can see and add to a client's service history. The possibility of more than one agency providing what is essentially the same service to the same client is thus minimized. By eliminating the duplication of services such as testing, assessment, and employment-related workshops, resources will be freed up to provide additional job training and services to employers.

- *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.*

At the present time, there are two offices of the New York State Department of Labor that provides Wagner-Peyser services to job seekers in Erie County. While there is frequent communication and cross referral of clients between these two sites and the WIA-funded one stop centers, no formal agreement is currently in place to designate either as an Affiliate Site.

In order to be designated as an Affiliate Site and officially part of the one stop delivery system, an organization must have as its core mission employment and training with a focus on providing job placement and retention services. The WIB requires that a written agreement be in place, which includes information about the funding of the Site and about the procedure for client referral between the Affiliate Site and the One Stop centers.

It is the intention of the WIB to designate the two "free standing" Wagner-Peyser offices in Erie County as Affiliate Sites in Program Year '05. In recent weeks staff level discussions between the WIB and the Job Service have taken place to develop a protocol for cross referral of clients and an Interagency Referral Process utilizing OSOS. A tentative agreement has been reached that provides the following ground rules:

1. Referrals from W-P to WIA will include clients who have received activities that equate to Core and Intensive Services and were determined to be in need of training.

- 2. Referrals from W-P to WIA may include clients who have received Core Services and are in need of Intensive Services that cannot be provided by a W-P Counselor.**
- 3. Referrals from W-P to WIA may include clients that have received some Core Services from W-P but are in need of different Core Services from WIA. Core Services currently being offered by W-P offices primarily emphasize job matching, while the WIA One Stop centers offer a wide range of workshops and information sessions for job seekers that qualify as Core Services.**
- 4. Referrals from WIA to W-P will include clients who are primarily in need of job matching services and live closer to a Job Service office than to a One Stop Center.**
- 5. Referrals from WIA to W-P will include clients who are interested in attending any employment-related workshops or special events hosted by the Job Service.**
- 6. Referrals from WIA to W-P will include clients who are in need of any testing or specialized employment assessment services offered by W-P and not available at the One Stop Centers.**

**The Interagency Referral Process of OSOS assumes that both organizations will continue to serve the customer as an active client. Each organization will identify individuals who will receive the referral, generally a person at the supervisory level. These designated individuals must have the authority to accept or reject a referral and direct those that are accepted to a specific Counselor or Labor Services Representative for service. At that point the customer becomes a client of both the W-P and WIA programs. Any services that are provided are recorded on OSOS and the Counselor/Labor Services Rep from both programs can follow the progress of the client by reviewing the activity record.**

**Early in PY '05, a Memorandum of Understanding between the WIB and the Job Service will be developed to designate the two freestanding Wagner-Peyser sites as Affiliate Sites. In order to comply with Section 662.300 of WIA Regulations, the MOU will contain a description of the funding of the two sites along with the methods for referral of individuals between the Job Service and the One Stop Centers for appropriate services. Section 652.202 requires that, in order for an Employment service office to be an Affiliate Site, labor exchange services must be delivered as part of the delivery system and be available at One Stop sites, and an acceptable MOU must be executed. Given that labor exchange service is already available at One Stops in Erie County, the execution of the MOU in which conforms to Section 662.300 will bring the LWIA into compliance with Section 652.202.**

## **Subsection 2**

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

## **1. Selecting and Certifying Operators**

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

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

## **2. Contracting for Service Providers**

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

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

**In accordance with the requirement in WIA Section 123, eligible providers of youth services, except the design framework and Summer Employment opportunities, are selected by awarding a contract on a competitive basis. The design framework and the summer employment component are operated by the grant recipient/fiscal agent.**

**In the course of negotiating a Memorandum of Understanding with Erie Community College (ECC), a required One Stop Partner representing Perkins funding, ECC proposed becoming a One Stop Center and the WIB accepted this proposal. The College brought to bear Perkins funding and other resources that we would otherwise be unable to access.**

**Likewise, in the course of negotiating a MOU with the Title V Older Americans Act partner, they proposed that their provider, Supportive Services Corporation, provide core and intensive services specific to older workers. The Title V Older Americans Act was able to contribute funds for work experience and other workforce services specific to older workers to supplement WIA resources.**

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

**The Board awards contracts to the two providers listed above through the MOU negotiation process. Through this bilateral negotiation process the WIB and these**

providers detailed the services to be provided, how the costs of these services and the operating costs of the system will be funded, methods of referral between the One Stop Operator and the partner, and other details related to the Agreement.

The One Stop System Welfare-to-Work Committee is responsible for reviewing and approving MOUs for the provision of One Stop Services. This Committee reviews One-Stop services and performance on an annual basis to determine the need for contracted services.

- *For which services do you currently contract?*

- Comprehensive Employability Services for Out-of-School Youth
- Follow-up Services for Youth
- Core and Intensive Services/One Stop Center
- Core and Intensive Services/Older Workers
- One Stop Operator

- 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?

Based on current and future goals, we do not anticipate changes to the numbers and types of services for which we will be contracting. We will continue to work closely with contractors to identify any corrective measure that will assist us in meeting WIA performance goals. However, the Strategic Planning Committee has asked to review sectoral initiatives in Program Year 2005, specifically BioManufacturing. This may result in some new contractual arrangements to implement a training initiative in the future.

### **3. Priority of Service**

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

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

The Strategic Planning Committee of the Board has responsibility 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?*

Like New York State, the Board has determined that there are sufficient funds available to provide services and meet the needs of public assistance recipients and other low-income individuals. Accordingly, the Board has not implemented a priority of service determination policy. As recently as November 2004, the Strategic Planning Committee



reviewed issues related to priority of service. The Committee, provided with background information about the process by which any priority of service would be applied, was updated on WIA fund availability and given examples of the way priority of service is applied in a number of States and local areas across the country. The Committee had considerable discussion about other programs in the area that serve these populations such as EDGE, Greater Buffalo Works, PIVOT, other TANF initiatives, Educational Opportunity Center Programs, etc. The Committee requested that staff continue researching this area in terms of availability of funds for employment related services for this population, the special needs of the population, and other economic conditions that may impact the need for a priority of service policy.

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

The local definition of self-sufficiency aligns with the local strategic objectives in that they both foster maximum inclusion for serving employed and unemployed individuals in targeted industry sectors where skill gaps have been identified yet average wages tend to be comparatively high. These targeted industry sectors include occupations in biotechnology, information technology and manufacturing.

#### **4. Self-Sufficiency**

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

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

The Strategic Planning Committee of the local board is responsible for policies related to self-sufficiency.

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

The Local Board made a determination that the self-sufficiency wage for the local workforce area is \$25 per hour. Employed workers making less than this wage may be eligible for intensive or training services if their hourly wage is less than \$25 per hour and all other Workforce Investment Act provisions are met.

- *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 local definition of self-sufficiency aligns with the local strategic objectives in that they both foster maximum inclusion to One Stop System services.

#### **5. Supportive Services and Needs-Related Payments**

Local Boards, in consultation with One Stop partners and other community service providers, must develop a policy on supportive services that ensures resource and service coordination in the local area. The policy should address procedures for referrals to such services, including

how such services will be funded when they are not otherwise available from other sources. Local Boards may establish limits on the provision of supportive services or provide the One Stop Operator with the authority to establish such limits. Consistent with other regulations, the Local Board must establish the level of needs-related payments for adults [§663.800].

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

**The Strategic Planning Committee of the Local Board 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 coordinated among the counties?*

**The Strategic Planning Committee, with the aid of the WIB staff and One-Stop partners, review and update the local area's supportive service policy whenever the need arises. Throughout the year, depending on the circumstance, policy adjustments are made. Supportive Services available in the local area include:**

**Child Care assistance, adult dependent care, transportation assistance, daily support allowance, temporary housing assistance and other financial assistance (e.g. driver instruction, car repair, dental work). The partners represented in the local one-stop system share in the responsibility of providing these supports to the individuals. If one partner is more capable than the other in providing these services, then, that partner will be the one to assist the individual.**

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

**The Local Area does not and has no plans to make needs related payments.**

## **6. Grievances and Complaints**

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

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

**The One-Stop Operator has been relegated the responsibility for the handling of all system related grievances and complaints. As part of the One-Stop Operator selection process,**

applicants were required to include in their application specific information related to how complaints and grievances would be processed. The WIB's One-Stop Welfare-To-Work Committee coordinates and is responsible for the selection of the area's One-Stop Operator. In addition to the on going monitoring of Operator operations and performance, the One-Stop Welfare-To-Work Committee is responsible for overseeing that the Operator complies with policies and procedures of their plan, as it relates to the handling of grievances and complaints. Furthermore, the committee insures that these policies and procedures are in compliance with applicable federal and state statutes and regulations, as well as Workforce Development System Technical Advisories.

- *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.*

Pursuant to the most recent WIB/Operator Agreement, the Operator is required, on a quarterly basis, to notify the One-Stop Welfare-To-Work Committee in writing of any and all Grievances and/or Complaints filed against the Operator and/or its staff. The information provided will include all appropriate case detail, including the current status and/or the disposition of the noted grievances and/or complaints. The One-Stop Welfare-To-Work Committee will review and analyze the information provided to insure all complaints and grievances are handled in a timely and professional manner and that the Operator is in compliance with the policies and procedures as appropriate.

- *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?*

As a result of analyzing data regarding complaints, some policy changes have occurred in the Local Area. DOL-EO staff are now brought in to make presentations to staff regarding sexual harassment, discrimination and other similar topics. Changes are communicated to the public, the staff and the State through reports from NYSDOL's Equal Opportunity office and from distributed informational materials. Information from the EO Reports are then incorporated into the local area's EO Plan.

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?*

Information regarding non-grievable complaints is shared with the One Stop Operator through memos to the appropriate parties. This information garnered is also discussed at staff level meetings, where ideas are generated as to how to improve the delivery of services.

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**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.

	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>PY 05 Planned</b>
Older Youth	59	162	147	127	150
Younger Youth	860	1,646	1,511	1,006	1,200

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

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

**Performance**

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

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Entered Employment Rate	Older Youth	72.0	0.0	F	74.0	65.1	P	75.0	67.4	P
Retention Rate	Older Youth	72.0	100.0	P	71.0	73.7	P	73.0	96.9	P
	Younger Youth	41.0	75.0	P	42.0	69.7	P	47.0	67.4	P
Earnings Change	Older Youth	3,232	1,501	F	3,169	1,739	F	2,850	2,789	P
Credential Attainment Rate	Older Youth	44.0	0.0	F	47.0	31.8	F	47.0	47.5	P
Diploma/GED Rate	Younger Youth	43.0	75.0	P	49.0	68.6	P	49.0	71.9	P
Skill Attainment Rate	Younger Youth	62.0	98.4	P	64.0	82.1	P	70.0	81.1	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?*

**The Board has recommended internal reviews by Board and One Stop Operator staffs to address previous shortcomings in youth performance outcomes.**

- *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?*

**In an effort to improve Older Youth Credential Attainment Rate performance, a more formalized process for identifying, distributing and recording the attainment of recognized credentials was established following PY 2003. This formalized process has led to improved program performance in this measure in subsequent program years.**

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

**This particular change has required better communication between various staff from various partner agencies. This has resulted in a more seamless delivery of services to older youth and a more standardized recognition of achievement through the Board authorized employability readiness certificate. The initiative has helped this population overcome a specific workforce challenge while aligning with the boards overall strategy for improved youth performance.**

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

**The local one-stop system continues to develop strategies based on increased awareness of performance-related definitions and timeframes used in the various calculations. Market penetration continues to increase with the recent partnership forged with a local alliance (Youth Employment Services funded through a grant from the New York State Developmental Disabilities Planning Council) dedicated to serving disabled youth. Initial discussions have also taken place with the New York State Office of Children and Family Services to establish an improved process for appropriate referrals to the local one-stop system.**

### **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:

## ***Workforce Investment Board: Buffalo and Erie County***

- *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.*

**Board staff has been charged with annually reviewing the design framework for youth programs in the local area. This takes place before the start of every new program year. Staff assesses and evaluates the design and delivery of all youth-related services against the overall goals and strategies for youth programming. These goals and strategies center on skill attainment, diploma/equivalent attainment, employment and retention. Staff also ensures that all ten program elements of youth programming are being offered either internally or through contracted services.**

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

**The local workforce area is not part of a multi-county area.**

- *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.*

**A wide variety of youth activities are available in the local area based on the needs of individual youth. Activities such as high school equivalency (GED) preparation, basic skills upgrading, subsidized employment, employment readiness training, educational/vocational assessment, job placement/follow-up, college exploration/financial aid assistance, leadership training, mentoring, job shadowing, development of a career portfolio and credentialing are examples of the different types of activities available through various service providers throughout the local one-stop system. Employment retention and earnings gain for out-of-school youth has been historically difficult though the overall number of these type of youth are high in the local area.**

- *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?*

**Efforts have been made recently to connect an increased number of disabled youth and youthful offenders to the One-Stop system through established or soon-to-be established relationships with the Youth Employment Services group (funded through the New York State Developmental Disabilities Planning Council) and the New York State Office of Children and Family Services. Youth are exposed to career awareness and work readiness as part of all local youth programming.**

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

**Literacy and numeracy performance as defined by USDOL Common Measures Policy will be a key consideration in all future out-of-school youth programming. Since, historically, most out of school youth services have been subcontracted in the local area, it is incumbent on the local workforce staff to clearly define the methodology/operational parameters of**

**this measure and articulate specific expectations and outcomes. Complete information/requirements concerning Common Measures Policy has been included in all requests for proposals over the last two program years. Increased emphasis on literacy and numeracy elements will play an important role in all future Youth Council evaluations for the subcontracting of out-of-school youth services.**

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

**Local area staff, on behalf of the Youth Council, has completed initial identification and assessment of certificates that meet common measure requirements and the needs of local business. This work will be expanded and incorporated as part of the design framework for all youth programs in the local area.**

### **Youth Council**

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

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

**Current and future goals of the Youth Council will continue to focus on the further development of a seamless delivery system for youth services in the local area. To this end, the Youth Council commissioned the development of a Youth Services Directory. The Youth Services Directory serves as a comprehensive guide to accessing all youth related services available in the local area. This directory is a useful tool in the Youth Council's mission of preparing local youth for successful participation in the future workforce. This involves providing increased opportunities for youth to achieve career goals through education and workforce training. The Youth Council's goal is to foster the raising of literacy, social, and/or technical skills of all youth served in the local area, regardless of barriers. This will ultimately lead to youth successfully obtaining and retaining employment and advancing career pathways to increased responsibility and higher wages.**

- *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?*

**A major new outreach initiative between the local board and the New York State Office of Children and Family Services (OCFS) is being planned to further ensure the provision of integrated youth services. The goal of this collaboration is to develop an intergraded model to serve at-risk youth between the state agency and local board that could be replicated across all local workforce areas in New York State. OCFS brings strong, existing relationships with local youth bureaus, community based organizations and local department of social services to the One Stop System. This will result in further integration of youth services.**

### **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.*

**The Buffalo and Erie County Workforce Development Consortium provides services or access to services to satisfy the required ten program elements (tutoring, summer employment opportunities, leadership development, follow-up services, etc.) for all eligible in-school youth. Catholic Charities (CC) of Buffalo provides a year round comprehensive program of services to meet the employability development needs of out-of-school youth. Services include GED preparation; basic skills upgrading, paid work experience, assessment, leadership training, etc. Buffalo Public Schools (BPS) Adult Education Division/Erie Community College provides a year round comprehensive program to serve out-of-school youth in need of remediation and/or academic credentialing, workplace readiness skills and college enrollment. Services include development of a career portfolio, GED preparation, leadership training, student internship, job shadowing, etc.**

**In-kind contributions by providers (e.g. \$706,000 and \$78,000 provided, respectively, by BPS and CC in support of program funding beyond WIA resources) and recent collaborations with additional youth service providers have assisted and will continue to assist in leveraging additional resources to deliver integrated youth services to a broader youth audience. For example, the TANF Summer Youth Employment Program has provided resources for the employment of thousands of eligible youth in the local region. This program, in turn, has allowed for greater numbers of youth to be served using WIA funding. Other examples of leveraging additional resources for better service integration include the local Youth Opportunity Grant (YO! Buffalo) and Youth Build Grant (YBG). YO! Buffalo was awarded through the U. S. Department of Labor in 2000. This five-year demonstration grant was intended as seed money to enable Buffalo to provide resources to help youth, particularly at-risk and out-of-school youth, living in the poorest neighborhoods in Buffalo's Federal Enterprise Community (FEC) to access a wide range of services. It is the mission of YO! Buffalo to increase the educational attainment and employability of FEC youth by providing direct access to opportunities for personal growth, education and training, career development, employment, sports and recreation in a safe and nurturing environment within their own community. To this end, YO! Buffalo has established two Youth Opportunity Centers in the heart of these neighborhoods on the east side and west side of the City of Buffalo. The YO! Program is scheduled to end on December 31, 2005 and efforts have been underway to sustain many components of the program. The Youth Build Grant from the U. S. Department of Housing and Urban Development is in the amount of \$400,000 to cover 30 months of operation beginning in May of 2005. Partners in the Youth Build application include the Workforce Development Consortium, Erie Community College, Buffalo Public Schools and the St. John Baptist Community Development Corporation. Youth Build Buffalo will provide up to 24 youth with a combination of education, vocational training, hands on construction training,**



**counseling, leadership development, placement and follow-up. Youth will have a role in building four new residential housing units in one of Buffalo's east side neighborhoods.**

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

**The vendor mix of youth service providers has changed somewhat over the past few program years due primarily to the reduction in funding and board policies that have flowed from this circumstance. Educational enrichment activities in connection with the summer youth employment component, and vendors that provided these services, are no longer subcontracted. These services are now provided as part of the youth services offered by the local Employment and Training offices. The local board has added an additional vendor providing additional capacity in serving out-of-school youth over the last two program years. Since this new vendor represents a new partnership with the major school district in the region, this relationship has promoted better integrated services for these youth participants. This partnership has also led to other collaborations, which has resulted in additional resources being brought into the local area to serve specific, targeted youth in the local workforce area.**

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

**The Youth RFP process occurs annually in the spring of each calendar year culminating with vendors initiating or continuing youth services at the start of the next program year (July 1<sup>st</sup>). The Youth Council, working with board staff, determines what services, at what funding levels, will be subcontracted. RFP's are drafted and reviewed by representatives of the NYSDOL. The RFP's are published and information concerning them is sent to all interested parties. Proposals in response to these RFP's are reviewed and scored based on program design, program timetable, enrollment criteria, participant evaluation, results/benefits, management and budget. Staff recommendations are presented to the Youth Council. The Youth Council reviews all proposal summaries and recommendations and makes final recommendations to Workforce Investment Board.**

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

**The Board has entered into contracts for comprehensive employability development services for out-of-school youth and follow-up services for WIA exited youth. In previous program years, the board has entered into contract for educational enrichment activities in connection with the summer youth employment and training component. Local Employment and Training offices are currently providing the design framework to youth along with the vast majority of services provided to in-school youth in the local workforce area. Partner agencies provide a variety of year round/school year support type services to local youth using non-WIA resources.**

### **Youth Eligibility**

## Workforce Investment Board: Buffalo and Erie County

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 Board’s current definition for “deficient in basic literacy skills” is an individual who computes or solves problems, reads, writes or speaks English at or below grade level 8.9; or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual’s family or in society. The current local definitions for “requires additional assistance to complete an educational program, or to hold and secure employment” refers to an individual who requires assistance to complete high school or GED access college or occupational training, or obtain and retain employment. These local board definitions are designed to be inclusive rather than exclusive, in nature, in order to maximize youth eligibility under these two specific categories.

### 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.*

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>PY 05 Planned</b>
<i>WIA Adults</i>	<b>1,737</b>	<b>2,660</b>	<b>2,110</b>	<b>1,754</b>	<b>1,900</b>
<i>WIA Dislocated Workers</i>	<b>439</b>	<b>973</b>	<b>972</b>	<b>1,200</b>	<b>1,352</b>
<i>Wagner-Peyser Funded Customers*</i>	<b>N/A</b>	<b>42,888</b>	<b>32,470</b>	<b>29,329</b>	<b>29,036</b>

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

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

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

#### Performance

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

**Workforce Investment Board: Buffalo and Erie County**

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Customer Satisfaction	Participants	65.0	76.0	P	67.0	NA	NA	71.0	78.7	P
	Employers	62.0	68.0	P	64.0	NA	NA	68.0	72.3	P
Entered Employment Rate	Adults	74.0	72.7	P	76.0	92.1	P	76.0	89.6	P
	Dislocated Workers	83.0	83.3	P	84.0	90.2	P	84.0	84.2	P
Retention Rate	Adults	72.0	84.4	P	74.0	90.9	P	79.0	90.8	P
	Dislocated Workers	87.0	100.0	P	85.0	92.1	P	87.1	94.1	P
Earnings Change	Adults	2,493	165	F	2,444	1,860	F	2,444	1,758	F
Earnings Replacement Rate	Dislocated Workers	86.0	83.4	P	87.0	95.0	P	90.0	94.2	P
Credential Attainment Rate	Adults	55.0	48.1	P	65.0	77.2	P	67.0	84.2	P
	Dislocated Workers	47.0	57.1	P	56.0	79.1	P	57.0	78.0	P
Job Seeker Entered Employment Rate	Wagner-Peyser	INA			INA			INA	INA	INA
Job Seeker Employment Retention Rate	Wagner-Peyser	INA			INA			INA	INA	INA

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?

The Board has directed staff to monitor and analyze program operators and the One-Stop operator to determine the various factors that have contributed to lower than expected outcomes in the Adult Earnings Change performance measure.

## ***Workforce Investment Board: Buffalo and Erie County***

- *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?*

**Greater awareness of the definitions and timeframes associated with the Adult Earnings Change measure by all service providers of the local service delivery system has played an important role in diagnosing underlying performance-related issues in the on-going effort to achieve all performance standards.**

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

**As it relates to the Adult Earnings Change measure, strategies for calculating and evaluating pre-program wages, before committing to WIA enrollment, have proven to be an effective tool in increasing outcomes for this measure, leading to the local workforce area passing the negotiated standard for the last, full program year.**

### ***Adult and Dislocated Worker Eligibility***

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

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

**The One-Stop/Welfare-to-Work committee of the Local Board 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)?*

**The WIB has not established a definition of a general announcement of a closing.**

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

**It has been the practice of the One Stop Operator to address the needs of self employed individuals who became unemployed as a result of general economic conditions in our community because of natural disasters by immediately making these individuals dislocated workers, due to the natural disaster; partnering up with the SBA Disaster Relief office, so low interest loans could be secured; and having close contact with the Rapid**

**Response representative, so, easy access to the one-stop centers may occur, thus leading to retraining and reemployment.**

- *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.*

**Reemployment services for UI Customers are coordinated in our one-stop area through colocation of our New York State DOL's employment service representative in each full one-stop center. U.I. profiling information will be used to choose what individuals are most likely to exhaust U.I. benefits and least likely to return to same or similar occupation.**

### **Rapid Response**

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

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

**The One Stop Systems/Welfare-to-Work Committee of the Local Board is responsible for policies related to Rapid Response.**

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

**The Workforce Investment Board (WIB) will be in contact with the New York State Department of Labor to consider a policy which would require that all laid off workers register with the local One Stop System in order to maintain continued eligibility for unemployment insurance.**

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

**The New York State Department of Labor is responsible for coordinating Rapid Response services in the local One-Stop System.**

- *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?*

**Rapid Response functions as a business service in the local area by offering on-site coordination with the affected business and its employees; imparting information regarding U.I. Benefits and One-Stop systems services; providing guidance with regard to reemployment strategies; and providing any other assistance necessary (e.g. WIA, other emergency assistance). Rapid Response will promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs, by promoting layoff aversion strategies that may avoid plant closings. Layoff aversion**

strategies may include: incumbent worker training, linking businesses with economic development agencies, use of Labor/Management Committees, employee stock option purchases, the Shared Work Program and solicitation of a buyer through economic development partners.

### **Business Services**

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

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

**The Economic Development Committee 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?*

**The Business Services Department of the Workforce Development Consortium, Inc. will facilitate on-going focus groups for growth industries focusing on the specific needs and workforce concerns of the particular groups. Whenever possible, these gatherings are held at the One Stop Centers and always include an overview of the One Stop System, a tour of the One Stop, and a description of all business services available through the system.**

**The Business Services Department also meets with staff of the New York State Department of Labor regional office regularly to review the results of an employer survey they mail out to local businesses every three months. A copy of the survey is included as Appendix D.**

**The WIB is also hosting focus groups of employers in emerging industries to identify worker skill needs. The WIB is currently sponsoring an on-going series of such discussions among firms involved in BioManufacturing with an eye toward developing a new associate's degree program at Erie Community College.**

**The Workforce Development Consortium Business Services Department meets with New York Department of Labor regional staff on a monthly basis to:**

- **Review market penetration trends and schedule targeted outreach to Growing businesses who have had little interaction with the One Stop System;**
- **Assign specific business accounts to Business Service Representatives in**

**order**

- To avoid any duplication of effort;
- Continue on-going cross-training efforts to ensure that a Business Services Representative from either agency can inform businesses on the array of Services available from the One Stop System;
  - Review the workforce needs identified in the quarterly Business Needs Survey conducted by the New York State Department of Labor regional staff and develop outreach plans to address appropriate needs through the system;
  - Plan collaboratively on the development of job fairs to meet the needs of multiple employers.

As part of the outreach to business customers, all Business Services Representatives are armed with information on tax credits including:

- o Empire Zone;
- o Empowerment Zone/Renewal Community Employment incentives;
- o Work Opportunity Tax Credit; and
- o Earned Income Tax Credit.

In cases where businesses are eligible for the Empire Zone or Empowerment Zone credits, New York State Department of Labor serves as the lead agency and provides the screening of targeted individuals.

### ***Coordination and Integration of Services***

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

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

**The One-Stop/Welfare-to-Work Committee of the Local Board is responsible for policies related to Coordination and Integration of Services.**

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

**Core, Intensive and Training services are delivered through the One-Stop System. Core services may be provided directly by the One-Stop Operator or through subcontracts with service providers who are approved by the Local Board. Intensive services may be provided by the One-Stop Operator or by subcontracting with service providers, which may include contracts with public, private for-profit, and private non-profit service providers. Training services are delivered through Individual Training Accounts, on-the-**

**job training and customized training. Wagner-Peyser funded core services are available at the Local Area's two full service One-Stop Centers, and at two NYSDOL offices. These four offices work together to serve the job-seeking customer. Cross referral of clients between the Wagner-Peyser offices and the One-Stops is a common occurrence. OSOS is a key element of the communication process. Shared case management in OSOS allows the delivery of services to be smooth and non duplicative. The One-Stop /Welfare-to-Work committee oversees this process.**

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

**The coordination of services provided by each of the required and optional One-Stop partners in the One-Stop system will be improved by instituting an Interagency Referral Process utilizing OSOS. This cross referral of clients should ease the customer's transition from one program to another.**

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

**By reducing duplication of services to the same individual by sharing resources, increased funding would be available for ITAs, OJTs, and customized training. The overall goal of the Local Board is to free up resources for training activities.**

- *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.*

**Currently, each full service One-Stop Center has a Wagner-Peyser Representative onsite working closely with One-Stop Center staff. This representative works mainly with job matching; taking referrals from One-Stop Center staff, but on occasion, offers other core services. The level of coordination between the Wagner-Peyser representative and the One-Stop Center staff is very high. It is anticipated that in the next year, full integration will take place by designating the two "free standing" Wagner-Peyser offices in Erie County as affiliate sites. This step will improve communication between the One-Stop Centers and the Wagner-Peyser sites, thus leading to a stronger referral system.**

### ***Service to Special Populations***

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

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

**The Strategic Planning Committee of the Local Board 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 Local Board's strategies for anticipated enhancements to service delivery for special populations vary depending on the population served. The following are populations served by the local area who face barriers preventing them from accessing employment and financial security.

#### **Unemployment Insurance Claimants**

The local area will work closely with the New York State Department of labor ensuring that U.I. claimants receive reemployment services to the extent that funds are available and the services are appropriate to the needs of these claimants. The coordinated effort will occur with the ultimate goal of reattachment to labor force as quickly as possible.

**Veterans**-Veterans often acquire a variety of skills in the military and are often mature and responsible beyond their years. However, they need assistance in making the transition to viable non-military employment. This assistance can be fostered through the co-location of Veterans employment representatives at the One Stop Centers.

**Displaced Homemakers**-These individuals were removed from the workforce for a number of years while providing childcare and homemaking for their families. Strategies for this population include: exploring new careers (including non-traditional), updating outdated skills, understanding the current labor market and updating job search techniques. Staff of the Everywoman Opportunity Center are currently colocated at Buffalo Employment and Training Center to work

#### **Individuals with Disabilities**

Many individuals in the local area experience some form of disability. The local area currently has two (2) full time disability program navigators (DPNs) who not only assist individuals with disabilities but guide One Stop System staff on how to assist persons with disabilities. The DPNs help the staff understand each disability group's needs, thus enabling them to best access services provided by the One Stop System or other beneficial programs in the adult service system. The assistance given will hopefully lead to employment or improvement of employment for those already in entry-level jobs.

#### **Individuals with Limited English Proficiency**

The local area has a need to serve populations who are non-English speaking or who have limited English proficiency. These populations include: Hispanic, Latino, Arab, Southeast Asian, East African and Russian individuals. The strategy for these individuals is intensive, employment oriented, English-as-a-Second Language instruction, coupled with job readiness/job survival skills training, occupational skills training and job placement services. The Buffalo Public Schools Adult Education Program - English for Speakers of Other Languages (ESOL), located at Buffalo Employment and Training Center, the

International Institute, Catholic Charities Refugee Assistance Program and Literacy Volunteers are all local programs that address the needs of this population.

### **Older Individuals**

Older Workers have often demonstrated their abilities to be more reliable and productive employees than their younger counterparts, but, they often have not kept up with technological skills which may be essential to land jobs. Age discrimination is another factor against them. Many younger managers are uncomfortable with supervising their elders and the older individuals may have difficulty interacting with a young supervisor. Services like the subcontracted Supportive Services Corporation's Older Worker Program will be of great benefit to these individuals. Supportive Services recognizes the special needs and values of the older individual and will work closely with the individuals to instill in them the reality that their contributions to the workforce and economy are quite valuable. Supportive Services is a subcontract of the Erie County Department of Senior Services, the grant recipient and local area partner, under Title V of the Older Americans Act.

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

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

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

**The Strategic Planning Committee of the local board 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.*

In the near future, the local area through its Strategic Planning Committee will be addressing the issue of local training providers and their licensure, registration and/or approval by State and Federal oversight entities. Input will be sought from the Department of Labor, the State Education Department and providers on the ETP list (both licensed and unlicensed). A decision, with regard to the Local Area's policy on this subject will be made within the year.

## **Workforce Investment Board: Buffalo and Erie County**

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

**Cost of a provider's offering is verified with the provider before an ITA contract is executed. The cost on the contract must match the cost on the ETP List. Performance data is generated from the One-Stop Operating System (OSOS). Previous experience tells us that the data from OSOS is much more accurate than data collected from the individual training providers. The performance data collected on an offering is taken under consideration during the subsequent eligibility review process. Customer feedback is collected by a customer's counselor after training is completed. This information is used quite frequently in advising customers as to their choices of training programs.**

- *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?*

**Currently, the local area is considering adopting the State Education Department's requirement for licensure/approval. Also, the local Board is constantly keeping an eye on emerging trends, e.g. biotechnology. Change may also occur in the occupations listed on the area's demand occupation list, the ETP list and ITAs based on emerging industry trends. Demand occupations flow from the Board's list of targeted sectors. Some sectors have been added based on sectors targeted by economic developers, e.g. Biotechnology. However, there is no documented demand for workers in the field today. The WIB is currently researching employment opportunities with numerous biotechnology companies.**

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

**The local area is not a multi-county area.**

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

**Contiguous areas' policies do not affect our Demand Occupations, ETP and ITA processes. Only in certain instances are the coordination efforts affected. When a common project occurs involving a number of workforce areas, things like different demand occupations, ITA caps and approved training providers, may affect whether a participant will enter a training program. The needs in one area may be somewhat different from another.**

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

**Demand occupations, eligible training providers and individual training account policy decisions and changes are communicated to staff through Buffalo and Erie County**

**Workforce Investment Board local policy bulletins.** These policies are posted on the One Stop Operator's intranet. The staff then shares these bulletins with customers.

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

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

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

**The Economic Development Committee of the Local Board 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.*

**Local policies with regard to OJT, skills upgrading or other customized training are reviewed on a yearly basis. The Economic Development Committee has the responsibility for establishing and reviewing policy related to awarding funding. In relation to OJT or customized project funding the Economic Development Committee establishes specific criteria for the purpose of funding project requests. Examples of established criteria to be taken into consideration when funding a proposed project are: \$9 an hour minimum wage, occupation in demand, utilization of the One Stop's referral process, increased salary upon completion of training and previous successful relationships with State and Federal agencies. The process includes: identifying current and projected local job openings and the skills needed to fill these positions; analyzing local, state and national labor market data to discover what direction the labor market is going; reviewing the reimbursement policy; reviewing strategy for targeting demand occupations and the employers who house these occupations; and devising a plan on how to effectively utilize allocated resources for such activities. The local area's Business Services division is the point of contact and the unit responsible for receiving, reviewing and approving requests for OJT, skills upgrading or other customized training. Business Services calls on companies to see if they need any assistance in meeting their employment needs. If there are job openings and training assistance is needed, financial incentives (OJT, customized training, skills upgrading and assistance in finding employees) are offered. Once a job order is received from the company, the training outline is reviewed for feasibility and approved after it's determined that it's a good training opportunity that can be filled by a customer of the one-stop system.**

### *Trade Act Service Strategy*

Local Boards are required to establish local policy for a Trade Act service strategy and must ensure that a dislocated worker eligible for trade benefits is co-enrolled in WIA Title I dislocated

worker services for referral to WIA-funded intensive services and Trade-funded training services [TA #04-6].

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

**The Buffalo and Erie County Workforce Investment Board's (WIB) One-Stop Welfare-To-Work Committee directly oversee the local Trade Act Coordinator (TAC), and all activities related to the processing and enrollment of Trade Act eligible individuals. This committee, which is made of system partners and private sector representatives, is responsible for the monitoring and evaluation of the LWIA's One-Stop Operator, the Buffalo & Erie County Workforce Development Consortium. (WDC) The WDC is responsible for oversight of all center activity including the administration of the Trade Act Assistance program.**

- *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.*

**In July of 2004, the responsibility for processing and servicing TAA/TRA eligible individuals was shifted from the New York State Department of Labor's Employment Services Division, to the local One-Stop Workforce Development Service System. This change had a major impact on the number of dislocated workers served by the centers and the number of dislocated workers accessing center resources and training opportunities. In an effort to maximize training dollars and services available to these individuals, it was necessary to integrate WIA funded staff and resources into the component responsible for serving these individuals. In addition, due to differences between federal, state and local policy, policies and procedures related to the serving of dislocated and TAA/TRA eligible individuals were reviewed and updated to insure compliance at all levels. These changes were all necessary, to benefit the customer through an improved integrated service delivery model.**

**In the Buffalo and Erie County Workforce Investment Area, the TAC acts as the primary clearinghouse house for all information related to the TAA program. In working under the auspices of the One-Stop Welfare-To-Work Committee, the TAC's primary function is to insure that all TAA information forwarded and made available through the New York State and Federal Department of Labor is communicated to the individuals responsible for the administering the program at the One-Stop Center level. (Administrators, Counselors, etc.) This includes, but is not limited to the following: changes in program guidelines/procedures; companies approved under TAA, including all relevant approval/eligibility dates; listing of individuals potentially eligible for TAA benefits, including address, phone, SSI# and lay-off date; and TAA fund availability. In addition, the TAC takes a lead role in contacting business deemed eligible for TAA benefits to secure a listing – with all appropriate information – of individuals that have been laid-off. Once a list has been secured, he works with the One-Stop Centers to schedule One-Stop/TAA orientations for these individuals. Finally, he notifies these individuals (via mail) of the upcoming orientations. In addition, the Trade Act Coordinator meets - at least quarterly - with WDC fiscal and One-Stop center staff, to discuss opportunities for system**

improvement. As part of his charge, the TAC researches and identifies other LWIA's who have been recognized for "best practice" and communicates these success stories to administration and center staff. Where appropriate, the TAC will utilize this information to develop and implement system changes to better serve TAA eligible clients.

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

The Buffalo and Erie County WIB believes that early intervention is essential in insuring the future success of displaced workers under TAA. For this reason, the TAC meets weekly with the designated Rapid Response Coordinator (RRC) for our area to identify companies who have filed WARN notices and/or who may be eligible for TAA. The RRC offers valuable insight into the profile of the workers subject to lay-off by the company. Based on this insight, One-Stop center staff are better prepared to deal with issues specifically related to these individuals. As an example, many of the workers laid off during the closing of New Era Cap's Buffalo, New York facility were of Asian decent and many could not speak English. A special orientation was set up for these workers with a translator present, so that programs and benefits could be properly explained. Linkages were established so that future communication with these individuals could be properly facilitated. As indicated above, the TAC proactively contacts all employers immediately following their designation as TAA eligible. Laid-off employees are invited to visit and utilize the services and programs offered by the One-Stop system while their individual eligibility for TAA benefits is established. Group orientations are held when major lay-offs take place and individualized service provided for smaller groups. The TAC is mindful of One-Stop capacity issues and works closely with Center personnel to insure the quality of service offered is not compromised. When necessary, other center staff are reassigned from their normal area of responsibility to help supplement the processing of TAA eligible clients. The placement and/or training of displaced workers is a high priority within our LWIA and it is reflected in individualized OJT funding and major project funding agreements. Companies affording opportunities for displaced workers are given special consideration when funding requests are reviewed under the WIA and TAA programs. Our integrated service model highlights the displaced worker throughout the organization and places their placement and/or training as a first source applicant in all our programs.

## **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.*

**Workforce Investment Board: Buffalo and Erie County**

<b>Measure</b>		<b>Performance Standard PY 05</b>
<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>	-\$1,950
	<i>Older Youth</i>	\$2,900
<i>Credential/Diploma Rate</i>	<i>Adults</i>	70%
	<i>Dislocated Workers</i>	63%
	<i>Older Youth</i>	51%
	<i>Younger Youth</i>	52%
<i>Skill Attainment Rate</i>	<i>Younger Youth</i>	73%

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

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

**The Strategic Planning Committee is the 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?*

**WIA local performance levels are communicated through standard channels from the New York State Department of Labor to the Local Board. The Local Board shares this information with the One-Stop Operator. The One Stop Operator, in turn, shares these performance levels with One-Stop Center staff. A workgroup, made up of Local Board, One-Stop Operator, One-Stop Centers, partner and provider staffs meet on a monthly basis to discuss issues related to the One-Stop Operating System (OSOS) and WIA performance. This workgroup, known as the OSOS workgroup, reviews and analyzes all aspects of performance to ensure that definitions and timeframes for the performance levels are clearly understood. This workgroup has proven to be an effective forum for understanding and overcoming local weaknesses in certain aspects of WIA performance.**

## **Workforce Investment Board: Buffalo and Erie County**

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

**Newly negotiated performance levels serve as the driving force behind modifications to current policies and serve as the template used to design 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?*

**WIA performance levels are tracked by Board and One-Stop Operator staffs. Performance data is analyzed and shared with One-Stop Center and partner agency staffs. Recommendations/connections related to performance are made through the OSOS Workgroup and forwarded, in most cases, to the Local Board for final authorization. The evaluation process of both program and fiscal performance data is integrated at the level of the Executive Committee of the Local Board. This subcommittee includes the chairpersons of both the Strategic Planning Committee, responsible for program performance, and Budget Committee, responsible for fiscal performance.**

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

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

**The Local Board will continue to analyze performance in all areas but will focus attention on those performance standards that have proven to be especially challenging. Adult and Older Youth Earnings Change are examples of two historically challenging performance measures. The Local Board will consider/mandate the serving of more Public Assistance recipients and/or long-term unemployed individuals in an effort to decrease average pre-program wages or continuing to provide services to adult or older youth participants until increased employment earnings can be reasonably achieved. Increased emphasis on post-employment services will play an important role in any progress toward achieving these standards. These efforts should result in improved performance outcomes for these more challenging performance measures.**

### **System Indicators**

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

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

**The Strategic Planning Committee of the Local Board 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)?*

**The Strategic Planning Committee of the Local Board has not yet formally adopted the specific system indicators identified by the State Workforce Investment Board. Beginning in Program Year 2005, the committee will begin to evaluate these indicators and will adopt these specific indicators as appropriate, to measure how well the local workforce system is developing, integrating and continuously improving.**

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

**The Local Board has developed local indicators, beyond the State Workforce Investment Board's system indicators, to promote an integrated systems approach to measuring performance and tracking continuous improvement. These local indicators track performance and cost for those customers that receive WIA core and intensive services (only) versus those that receive training services and track performance and cost for those customers who receive employer-specific training versus those customers who receive Individual Training Accounts (ITAs). An additional local indicator uses swipe card data and individual budgets to compare the cost per unique/new customer and cost per visit/usage for the two local, full service One-Stop Centers. The Business Services Department of the One-Stop Operator also tracks contacts with business customers in an effort to determine market penetration over different program years.**

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

**Since the Local Board has not yet adopted system indicators identified by the State Workforce Investment Board, no specific partners have been identified as being responsible for providing data to measure attainment.**

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

**Partner performance measures are known and taken into consideration wherever modifications to the system's design are contemplated. The overall goal is to ensure that all partners achieve all their various performance measures for maximum effectiveness in serving the system's numerous shared customers. The U.S. Department of Labor's Common Measures will provide a new management tool in this endeavor. They will provide universal language and standardized data across all partners/agencies throughout the workforce system. Common Measures will help to provide a better focus on the core purposes of the workforce system while breaking down most barriers to integration resulting from different definitions, data and reporting as it relates to workforce-related**

programs. The Local Board looks forward to the full implementation of the Common Measures Policies and the benefits they will bring to local system integration.

## **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.*

**On November 19, 2004, the State issued Technical Advisory #04-19 providing guidance on the roles and responsibilities of Chief Elected Officials and Workforce Investment Boards in conducting financial, program and performance oversight and monitoring in local areas. The State also issued a “Local Workforce Investment Area Program, Financial and Performance Monitoring Guide for Subrecipients” which, for the most part, the local area has adopted as its monitoring tool. Staff of the WIB is responsible for program and performance oversight and monitoring and staff of the WDC fiscal agent are responsible for financial oversight and monitoring. These assigned staff members attended Technical Assistance training sessions presented to the region by the State’s FOTA Unit and Program Specialists.**

**Because youth services contracts have been monitored since the inception of WIA, the Youth Council has been actively engaged in reviewing the performance of youth services subrecipients and is aware of policies related to monitoring. Detailed performance information is of critical importance to the Youth Council when developing recommendations to the Board on the award of WIA funding to youth subcontractors. The Youth Council also regularly reviews the Workforce Investment Area’s overall youth performance and provides input on the ways to improve performance.**

**Beginning in Program Year 2005, the One Stop/Welfare-to-Work Committee of the Board will receive summaries of all monitoring reports and will establish policies related to local monitoring. This Committee also regularly reviews overall WIA performance for the area and understands how each subrecipient contributes to the area’s overall performance.**

- *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.*

**Financial, program and performance monitoring will be conducted in accordance with Technical Advisory #04-19. The scope and frequency of the oversight and monitoring will include fiscal, programmatic and performance and accountability. The fiscal areas will include subrecipient monitoring (annual), financial management/cost allocation (annual), procurement (bi-annual), property management (bi-annual), desk reviews of monthly**

expenditure reports (monthly) and subrecipient contract reviews (annual). The program areas will include governance contract reviews (annual), WIA IB dislocated worker (annual), WIA IB youth (annual), data validation (annual), subrecipient contract reviews (quarterly). The performance and accountability areas will include the WIA IB performance measures (quarterly), service progression (quarterly), service levels (quarterly), activity levels (quarterly), exit strategy (quarterly) and the analysis of the relationship between expenditures and program activities (quarterly), trend analysis (quarterly), transferable skills (quarterly), skill training related to entered employment (quarterly). NOTE: The local monitoring will go beyond the standards set in TA #04-19 when monitoring findings require corrective action and/or follow-up monitoring to address deficiencies. Other factors that may trigger more frequent monitoring visits include:

- Subrecipients with a history of poor performance;
  - The dollar amount of the award;
  - Length of the award (multi-year);
  - Subrecipients who request technical assistance;
  - New programs.
- *How does the Board ensure consistency and quality in how monitoring is conducted and results reported?*

The Board will ensure consistency and quality in how monitoring is conducted by directing staff to:

- Establish a schedule for monitoring of all subrecipients and reporting findings to the Board;
  - Utilize the same monitoring instrument for monitoring of all subrecipients;
  - Monitor all subrecipients at the same frequency;
  - Use the same method for monitoring of subrecipients (i.e., desk review and on-site visits);
  - Establish a reporting format for presenting monitoring results to the Board; and
  - Set responsible timelines to enable subrecipients to respond to corrective action in real time.
- *How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?*

**Monitoring of subrecipients provides the local area with the opportunity to formally assess contractor performance and identify areas in need of improvement and, when necessary, implement corrective action plans. Monitoring reports will be structured to assist the subrecipient in reaching their goals by providing feedback and technical**

assistance regarding program, financial, compliance and performance issues. If performance of a subrecipient falls short of expectations the WIB/WDC may take the following steps:

- Identify factors contributing to poor performance
  - Provide technical assistance, which may include development of a corrective action plan
  - Impose sanctions if the subrecipient fails to take timely and responsive corrective actions in response to significant issues raised in the monitoring report. We hope to create a culture of accountability by establishing a positive and supportive attitude toward program performance improvement and achievement of established program goals.
- *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?*

If corrective action is required, the subrecipient must submit to the monitor corrective action plan within fifteen (15) working days of the date of the monitoring report describing all activities that are planned to correct problems and schedules for the implementation of the corrective action. The monitor will ensure the corrective action plan adequately resolves the findings. Follow-up monitoring visits will take place as needed to ensure corrective action is taking place. However, if a corrective action plan is not implemented, or, if no corrective action plan is received after an additional ten (10) working days have elapsed, the monitor will notify, in writing, the WIB Chair and New York State Department of Labor representative and will ask the Board to determine the appropriate action (e.g., contract modification, termination). The WIB and WDC may request that the New York State Department of Labor assist in negotiating a resolution of any finding involving questioned or disallowed costs.

One challenge the Board might face if a subrecipient contract is sanctioned is the interruption in services to individuals participating in the contracted program. In this instance, the Board would likely try to find the same or similar services elsewhere for these clients if possible so as not to disrupt the delivery of services.

## **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.*

### **General Board Meetings**

At the beginning of each calendar year the time, date and location of all general Board meetings are electronically posted on the Local Workforce Investment Board's (LWIA) website, located at [www.becwib.org](http://www.becwib.org). This meeting list is also emailed and/or mailed for reference and scheduling to all Workforce Investment Board (WIB) members and all interested parties.

One month prior to the scheduled general Board meeting, an email and/or hardcopy meeting notices is sent out to all Board members and interested parties reminding them of the time, date and location of the upcoming meeting.

One week prior to the general Board meeting the agenda and all appropriate meeting materials\* are emailed and/or mailed to all WIB Board members and interested parties to prepare for the meeting.

### **Committee Meetings**

WIB Committee meetings are electronically posted on our LWIA website 30 days prior to the meeting. Committee members and all interested parties are additionally emailed and mailed a hard copy meeting notice at the time of posting.

One week prior to the meeting, the agenda and all appropriate meeting materials\* are emailed and/or mailed to Committee members and interested parties to prepare for the meeting.

Committee meeting information is updated on the WIB website on a regular basis. Barbara Schaus, Assistant to the Director, is responsible for Council communications and is responsible for maintaining the calendar of events located on the LWIA's website. She can be reached at 716/504-1480, or at [schaus@becwib.org](mailto:schaus@becwib.org).

It should also be noted that the LWIA's Strategic Plan is posted in its entirety on the WIB's website.

\* Includes, but is not limited to, minutes, project outlines, performance reports, research etc.

## **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?*

Five years ago when the initial five-year plan was developed the only realistic way to publish the plan was through a public notice in the Buffalo News inviting written comments to be submitted via U.S. mail. At that point in time, the WIB did not have a website nor did it have an e-mail account. Now, because of the widespread use of the

internet by the general public, as well as businesses and labor organizations, the WIB has chosen to publish the Strategic Plan on its website and invite comments by e-mail, in addition to the traditional method of publishing in the local newspaper. The e-mailbox for comment will be unique and set to receive all comments from all interested parties. The public notice in the newspaper will contain a reference to the website and e-mailbox for plan review and comment. This should make the plan available for much more widespread review and comment.

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

**This plan was made available through a public notice in the Buffalo News and was published on the WIB's website.**

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

#### **IV. Required Certifications and Documents**

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

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

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

- Attachment I: Chief Elected Officials Agreement (if applicable)
- Attachment J: Local Board By-Laws
- Attachment K: One Stop Operator Agreement

Attached Appendices:

- Appendix A: Committee Structures
- Appendix B: Targeted Industries List
- Appendix C: Demand Occupation List
- Appendix D: Business Services Department Employer Survey

**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 **Buffalo and Erie 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: **The development of a new comprehensive plan provides us with the opportunity to re-evaluate the local workforce development system and create a meaningful document that directs the course of quality service delivery to job seekers and businesses over the next three years. We are requesting an extension to the completion date in order to do justice to each aspect of the plan.**

**Section II-A Extension:** The **Buffalo and Erie County** LWIA requests an extension to submit its completed Section II-A from June 30, 2005 to **December 31, 2005** for the following reasons: **Although some research and analysis has been ongoing, the broader research and analysis to identify trends, emerging issues and available assets is just getting underway in the local area. Once the economic environment and key workforce issues are sorted out the steps of engaging community partners, aligning service delivery and measuring achievement will follow. It will be difficult to complete all of these steps by June 30 or even December 31.**

**In addition, all local economic development agencies are in the process of completing a Regional Economic Development Strategy for Erie and Niagara**



*Workforce Investment Board: Buffalo and Erie County*

**Counties that will not be complete for several months. This will include a detailed cluster analysis that we hope to use in fully developing Section II-A of the plan.**

*Date:* **March 8, 2005**

*Typed Name:* **Timothy Reidy**

*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>
<b>LWIA Profile</b>		
Profile	September 30	<b>September 30</b>
<b>Section IIA – Local Area Strategic Planning Process</b>		
<i>Economic Environment &amp; Key Workforce Issues</i>	September 30	<b>September 30</b>
<i>Engaging Community Partners in Workforce Solutions</i>	September 30 or December 31	<b>December 31</b>
<i>Aligning Service Delivery</i>	September 30 or December 31	<b>December 31</b>
<i>Measuring Achievement</i>	September 30 or December 31	<b>December 31</b>
<b>Section IIB – Local Area Strategic Planning Progress</b>		
Strategic Planning Progress	September 30	
<b>Section III – WIA Compliance</b>		
All Compliance Sections	September 30	<b>September 30</b>
<b>Section IV– Attachments/Forms</b>		
All required Attachments and Forms	September 30	<b>September 30</b>

**Date: March 8, 2005**

**Typed Name: Timothy Reidy**

**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: Timothy Reidy

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

Date:		Signature of Local Board Chair:	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local Board Chair:	
Ms. <input type="checkbox"/>		Timothy Reidy	
Other <input type="checkbox"/>			
Name of Board:	Buffalo and Erie County		
Address 1:	726 Exchange Street, Suite 632		
Address 2:			
City:	Buffalo		
State:	NY	Zip:	14210
Phone:	716/504-1480	E-mail:	wireelectric@adelphia.net

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

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

Attention: Margaret Moree, Director  
 Local Plan Documents

**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL**

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

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

By virtue of my signature, I:

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

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

Date:		Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local CEO:	
Ms. <input type="checkbox"/>		<b>Anthony M. Masiello</b>	
Other <input type="checkbox"/>			
Title of Local CEO:	<b>Mayor, City of Buffalo</b>		
Address 1:	<b>City Hall, Room 201</b>		
Address 2:	<b>65 Niagara Square</b>		
City:	<b>Buffalo</b>		
State:	<b>New York</b>	Zip:	<b>14202</b>
Phone:	<b>716/851-4841</b>	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

**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL**

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

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

By virtue of my signature, I:

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

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

Date:		Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>	Typed Name of Local CEO:		
Ms. <input type="checkbox"/>	Joel A. Giambra		
Other <input type="checkbox"/>			
Title of Local CEO:	County Executive		
Address 1:	Rath Building, 16 <sup>th</sup> Floor		
Address 2:	95 Franklin Street		
City:	Buffalo		
State:	New York	Zip: 14202	
Phone:	716/858-8500	E-mail: gregoirk@bflo.co.erie.ny.us	

**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

**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
<b>Erie County</b>		<b>X</b>
<b>City of Buffalo</b>		<b>X</b>
<b>Buffalo and Erie County Workforce Development Consortium, Inc.</b>	<b>X</b>	

**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
Buffalo and Erie County Workforce Development Consortium, Inc.	X	

Entity	Grant Subrecipient	
	Yes	No
Buffalo and Erie County Workforce Development Consortium, Inc.	X	

**ATTACHMENT G: ONE STOP OPERATOR INFORMATION**

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

<b>OPERATOR: Buffalo and Erie County Workforce Development Consortium, Inc.</b>	
<b>Method of Selection</b>	<b>Type of Operator</b>
<input type="checkbox"/> Consortium <input checked="" type="checkbox"/> Competitive Bid	<input checked="" type="checkbox"/> System <input type="checkbox"/> Center(s)
<b>Operator Address:</b>	<b>726 Exchange Street, Suite 630 Buffalo, New York 14210</b>
<b>Operator Phone:</b>	<b>716/819-9845</b>
<b>E-Mail:</b>	<b>info@wdcinc.org</b>

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

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

**OPERATOR CERTIFICATION STATUS**

Indicate status of State Level Recertification:

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



## **ATTACHMENT H: FEDERAL AND STATE CERTIFICATIONS**

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

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

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

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

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

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

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

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

**D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **STATE CERTIFICATIONS**

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

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

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

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

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

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

1. Has business operations in Northern Ireland:

\_\_\_\_\_ Yes                      \_\_\_\_\_ No

If Yes:

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

\_\_\_\_\_ Yes                      \_\_\_\_\_ No

**G. NON-COLLUSIVE BIDDING CERTIFICATION**

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

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

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

---

Signature of Authorized Representative

---

Title

---

Date

## V. Review Process

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

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

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

## VI. APPENDICES

Appendix A:	Committee Structure	VI-2
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Appendix D:	Business Services Department Employer Survey	VI-9

**BUFFALO AND ERIE COUNTY WORKFORCE INVESTMENT BOARD  
Committee Structure**

**STRATEGIC PLANNING COMMITTEE -**

**Duties:** This committee will analyze government-funded and other resources for workforce development, the needs of employers for skilled employees, and develop a strategic workforce plan for Erie County. The analysis will provide information on all workforce development programs in the county and will identify gaps between the skill needs of employers and available education and training programs. The Strategic Planning Committee will develop a detailed proposal to address gaps in education and training services, and will determine the eligibility of training providers to receive funding under Title I of WIA. The Committee shall keep Minutes of each of its meetings that shall include a record of its activities and business transactions. Said minutes and records shall be presented to the Board at its next regular meeting.

**Authority:** To develop a strategic workforce plan for Erie County for presentation to the Board for approval. In furtherance of these duties, the Committee is authorized to enter into contracts with consultants and such other individuals and entities and to incur reasonable incidental costs in conjunction with the development of a strategic workforce plan provided, however, that all such contracts and procurements shall be open and competitive in accordance with law and regulations. The Committee is also authorized to approve training programs under Title I of WIA in accordance with procedures established by the New York State Department of Labor.

**ONE-STOP SYSTEMS AND WELFARE-TO-WORK COMMITTEE -**

**Duties:** This committee will oversee and monitor the One-Stop career center system and its agencies, as well as the Welfare-to-Work Program. The main goal of this committee is to ensure that the workforce investment system meets the needs of the local area, provides a uniform quality of customer service, and is performance-driven. With respect to the One-Stop system, the committee will bring together the required partners to consider issues of coordination of services, shared funding of center activities, and other shared responsibilities. Such issues will be negotiated with required One-Stop partner agencies and be reflected in the Memoranda of Understanding required under WIA. With respect to Welfare-to-Work, the committee will ensure that WIA resources are coordinated with TANF and other funding to overcome many barriers to employment for public assistance recipients. The Committee shall keep Minutes of each of its meetings which shall include a record of its activities and business transactions. Said minutes and records shall be presented to the Board at its next regular meeting.

**Authority:** To approve MOUs with partner agencies, subject to approval by the New York State Department of Labor; to approve grants and contracts for one-stop services under WIA and under the Welfare-to-Work program. Except as otherwise provided in agreements with the Mayor of the City of Buffalo and the Erie County Executive, all such contracts shall be procured on an open and competitive basis in accordance with applicable laws and regulations.

**YOUTH COUNCIL -**

**Duties:** As a mandatory component of the WIB under the Workforce Investment Act, the Youth Council is responsible for coordinating employment-related services for youth in Erie County. The Council is charged with developing portions of the local plan related to youth, establishing linkages with educational agencies, identifying gaps in services for young people, recommending providers of youth services to the full WIB, and conducting oversight of youth programs. The Youth Council must include members of the WIB (and others) who are educators, employers, youth agencies, public housing authorities, parents of eligible youth, and the Job Corps. The body is jointly appointed by the chairperson of the WIB and the Chief Elected Officials. The Committee shall keep Minutes of each of its meetings, which shall include a record of its activities and business transactions. Said minutes and records shall be presented to the Board at its next regular meeting.

**Authority:** To review and make recommendations to the Workforce Investment Board (WIB) on proposals for services under Title I of WIA and youth opportunity grants, to monitor and determine that such contracts and the performance there under is consistent with the performance standards required by the applicable funding sources. All such contracts shall be procured on an open and competitive basis in accordance with law or applicable regulations.

**ECONOMIC DEVELOPMENT -**

**Duties:** The role of the Economic Development Committee is to coordinate workforce investment activities with economic development strategies in Erie County and otherwise promote the participation of private sector employers in the workforce investment system. The committee facilitates collaboration between the employment and training community and State and local economic development agencies, and oversees the development of employer-specific customized training for workers. The Committee shall keep Minutes of each of its meetings which shall include a record of its activities and business transactions. Said minutes and records shall be presented to the Board at its next regular meeting.

**Authority:** Review and approval of needs assessments for specific employers and authorization to approve contracts for customized employer specific training or on-the-job training and monitoring such contracts and determining that such projects conform to the performance standards of the funding sources involved.

**BUDGET AND OVERSIGHT -**

**Duties:** In cooperation with the Chief Elected Officials, the Budget and Oversight Committee will prepare the annual budget for the Workforce Area, including all planned expenditures under Title I of WIA, Welfare-to-Work, Youth Opportunities, and related programs. The committee will conduct oversight, including financial oversight, of all employment and training activities, youth activities, and the One-Stop system in Erie County. The Committee will also have the responsibility of providing to the Board an independent process to assure, through appropriate monitoring programs that the Corporation and its management are operating in a manner that is



***Workforce Investment Board: Buffalo and Erie County***

in conformance with generally accepted financial standards. It shall review for approval all internal and external audit reports.

**Authority:** To develop budgets and procurement systems for the workforce development system for submission to the WIB Board, the Mayor of the City of Buffalo and the Erie County Executive for approval. To hire such consultants as may be reasonable or necessary to fulfill its audit oversight function, provided, however, all such contracts and procurements shall be open and competitive in accordance with law and regulations.

**BUFFALO AND ERIE COUNTY WORKFORCE INVESTMENT BOARD, INC.**

**TARGETED INDUSTRIES USING NORTH AMERICAN INDUSTRY  
CLASSIFICATION SYSTEM (NAICS)**

**23 Construction**

235 Special Trade Contractors

**31-33 Manufacturing**

311 Food Manufacturing

323 Printing and Related Support Activities

326 Plastics and Rubber Products

332 Fabricated Metal Product Manufacturing

333 Machinery Manufacturing

335 Electrical Equipment, Appliance and Component Manufacturing

336 Transportation Equipment Manufacturing

\*32541 Pharmaceutical and Medicine Manufacturing

\*33911 Medical Equipment and Supplies Manufacturing

**48-49 Transportation and Warehousing**

484 Truck Transportation

493 Warehousing and Storage

**51 Information**

514 Information Services and Data Processing

**52 Finance and Insurance**

522 Credit Intermediation and Related Activities

524 Insurance Carriers and Related Activities

**54 Professional, Scientific and Technical Services**

5412 Accounting, Bookkeeping and Payroll

5415 Computer Systems Design and Related Services

\*5417 Scientific Research and Development

**56 Administrative and Support and Waste Management and Remediation**

561 Administrative and Support Services

**62 Health Care and Social Assistance**

621 Ambulatory Health Care Services

622 Hospitals

623 Nursing and Residential Care Facilities

\*Recommended by local economic development agencies. More research required.

## Workforce Investment Board: Buffalo and Erie County

### APPENDIX C

#### BUFFALO & ERIE COUNTY LIST OF DEMAND OCCUPATIONS

Title	Description
Accountants	Analyze financial information and prepare financial reports to determine or maintain record of assets, liabilities, profit and loss, tax liability, or other financial activities within an organization.
Automotive Master Mechanics	Repair automobiles, trucks, buses, and other vehicles. Master mechanics repair virtually any part on the vehicle or specialize in the transmission system.
Bill and Account Collectors	Locate and notify customers of delinquent accounts by mail, telephone, or personal visit to solicit payment. Duties include receiving payment and posting amount to customer's account; preparing statements to credit department if customer fails to respond; initiating repossession proceedings or service disconnection; keeping records of collection and status of accounts.
Bookkeeping, Accounting, and Auditing Clerks	Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. May also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers.
Brickmasons and Blockmasons	Lay and bind building materials, such as brick, structural tile, concrete block, cinder block, glass block, and terra-cotta block, with mortar and other substances to construct or repair walls, partitions, arches, sewers, and other structures.
Child, Family, and School Social Workers	Provide social services and assistance to improve the social and psychological functioning of children and their families and to maximize the family well-being and the academic functioning of children. May assist single parents, arrange adoptions, and find foster homes for abandoned or abused children. In schools, they address such problems as teenage pregnancy, misbehavior, and truancy. May also advise teachers on how to deal with problem children.
Computer Programmers	Convert project specifications and statements of problems and procedures to detailed logical flow charts for coding into computer language. Develop and write computer programs to store, locate, and retrieve specific documents, data, and information. May program web sites.
Computer Support Specialists	Provide technical assistance to computer system users. Answer questions or resolve computer problems for clients in person, via telephone or from remote location. May provide assistance concerning the use of computer hardware and software, including printing, installation, word processing, electronic mail, and operating systems.
Computer Systems Analysts	Analyze science, engineering, business, and all other data processing problems for application to electronic data processing systems. Analyze user requirements, procedures, and problems to automate or improve existing systems and review computer system capabilities, workflow, and scheduling limitations. May analyze or recommend commercially available software. May supervise computer programmers.
Construction Carpenters	Construct, erect, install, and repair structures and fixtures of wood, plywood, and wallboard, using carpenter's hand tools and power tools.
Court Reporters	Use verbatim methods and equipment to capture, store, retrieve, and transcribe pretrial and trial proceedings or other information. Include stenocaptioners who operate computerized stenographic captioning equipment to provide captions of live or prerecorded broadcasts for hearing-impaired viewers.
Dental Hygienists	Clean teeth and examine oral areas, head, and neck for signs of oral disease. May educate patients on oral hygiene, take and develop X-rays, or apply fluoride or sealants.
Customer Service Representatives	Interact with customers to provide information in response to inquiries about products and services and to handle and resolve complaints. Exclude individuals whose duties are primarily sales or repair.
Electricians	Install, maintain, and repair electrical wiring, equipment, and fixtures. Ensure that work is in accordance with relevant codes. May install or service street lights, intercom systems, or electrical control systems.
Executive Secretaries and Administrative Assistants	Provide high-level administrative support by conducting research, preparing statistical reports, handling information requests, and performing clerical functions such as preparing correspondence, receiving visitors, arranging conference calls, and scheduling meetings. May also train and supervise lower-level clerical staff. Exclude "Secretaries"
First-Line Supervisors/Managers of Food Preparation and Serving Workers	Supervise workers engaged in preparing and serving food.
First-Line Supervisors/Managers of Retail Sales Workers	Directly supervise sales workers in a retail establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

## Workforce Investment Board: Buffalo and Erie County

Glaziers	Install glass in windows, skylights, store fronts, and display cases, or on surfaces, such as building fronts, interior walls, ceilings, and tabletops.
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	Install or repair heating, central air conditioning, or refrigeration systems, including oil burners, hot-air furnaces, and heating stoves.
Legal Secretaries	Perform secretarial duties utilizing legal terminology, procedures, and documents. Prepare legal papers and correspondence, such as summonses, complaints, motions, and subpoenas. May also assist with legal research.
Licensed Practical and Licensed Vocational Nurses	Care for ill, injured, convalescent, or disabled persons in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. May work under the supervision of a registered nurse. Licensing required.
Medical and Clinical Laboratory Technicians	Perform routine medical laboratory tests for the diagnosis, treatment, and prevention of disease. May work under the supervision of a medical technologist.
Medical Assistants	Perform administrative and certain clinical duties under the direction of physician. Administrative duties may include scheduling appointments, maintaining medical records, billing, and coding for insurance purposes. Clinical duties may include taking and recording vital signs and medical histories, preparing patients for examination, drawing blood, and administering medications as directed by physician.
Medical Records and Health Information Technicians	Compile, process, and maintain medical records of hospital and clinic patients in a manner consistent with medical, administrative, ethical, legal, and regulatory requirements of the health care system. Process, maintain, compile, and report patient information for health requirements and standards.
Medical Secretaries	Perform secretarial duties utilizing specific knowledge of medical terminology and hospital, clinic, or laboratory procedures. Duties include scheduling appointments, billing patients, and compiling and recording medical charts, reports, and correspondence.
Mental Health and Substance Abuse Social Workers	Assess and treat individuals with mental, emotional, or substance abuse problems, including abuse of alcohol, tobacco, and/or other drugs. Activities may include individual and group therapy, crisis intervention, case management, client advocacy, prevention, and education.
Numerical Tool and Process Control Programmers	Develop programs to control machining or processing of parts by automatic machine tools, equipment, or systems.
Operating Engineers	Operate several types of power construction equipment, such as compressors, pumps, hoists, derricks, cranes, shovels, tractors, scrapers, or motor graders to excavate, move and grade earth, erect structures, or pour concrete or other hard surface pavement. May repair and maintain equipment in addition to other duties.
Paperhangers	Cover interior walls and ceilings of rooms with decorative wallpaper or fabric, or attach advertising posters on surfaces, such as walls and billboards. Duties include removing old materials from surface to be papered.
Paralegals and Legal Assistants	Assist lawyers by researching legal precedent, investigating facts, or preparing legal documents. Conduct research to support a legal proceeding, to formulate a defense, or to initiate legal action.
Physical Therapists	Assess, plan, organize, and participate in rehabilitative programs that improve mobility, relieve pain, increase strength, and decrease or prevent deformity of patients suffering from disease or injury.
Plumbers	Assemble, install, and repair pipes, fittings, and fixtures of heating, water, and drainage systems, according to specifications and plumbing codes.
Radiologic Technicians	Maintain and use equipment and supplies necessary to demonstrate portions the human body on X-ray film or fluoroscopic screen for diagnostic purposes.
Radiologic Technologists	Take X-rays and CAT scans or administer nonradioactive materials into patient's blood stream for diagnostic purposes. Includes technologists who specialize in other modalities, such as computed tomography, ultrasound, and magnetic resonance.
Registered Nurses	Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required. Includes advance practice nurses such as: nurse practitioners, clinical nurse specialists, certified nurse midwives, and certified registered nurse anesthetists. Advanced practice nursing is practiced by RNs who have specialized formal, post-basic education and who function in highly autonomous and specialized roles.
Secondary School Teachers, Except Special and Vocational Education	Instruct students in secondary public or private schools in one or more subjects at the secondary level, such as English, mathematics, or social studies. May be designated according to subject matter specialty, such as typing instructors, commercial teachers, or English teachers.

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Social and Human Service Assistants	Assist professionals from a wide variety of fields, such as psychology, rehabilitation, or social work, to provide client services, as well as support for families. May assist clients in identifying available benefits and social and community services and help clients obtain them. May assist social workers with developing, organizing, and conducting programs to prevent and resolve problems relevant to substance abuse, human relationships, rehabilitation, or adult daycare.
Special Education Teachers, Secondary School	Teach secondary school subjects to educationally and physically handicapped students. Include teachers who specialize and work with audibly and visually handicapped students and those who teach basic academic and life processes skills to the mentally impaired.
Truck Drivers, Heavy	Drive truck with capacity of more than three tons to transport materials to specified destinations.
Welders and Cutters	Use hand welding and flame-cutting equipment to weld together metal components and parts or to cut, trim, or scarf metal objects to dimensions, as specified by layouts, work orders, or blueprints.



Employer Survey

Who are we?

- Workforce New York is the first choice connection to workforce opportunities for the business community. The Division of Employment Services (DoES) is a public employment service that is an integral partner within the Workforce New York system.
- A conduit for information regarding employment, education and economic development. Able to recommend partner resources that may be of additional assistance to the customer and effect such referrals on an expedient basis.
- New York State Department of Labor (NYS DoL) is a key link with America’s Job Bank. Through the NY Job Bank and NY Talent Bank, we provide businesses and job seekers with an efficient electronic labor exchange at no additional cost.
- An agency that listens to companies regarding their business needs and one that assists with a wide array of appropriate services
- We provide direct service support to companies for business growth in addition to workforce recruitment, selection and retention
- Source of training funding assistance to companies for the purpose of upgrading existing worker skills and enhancing competitiveness

Please check any of the following services that you wish to have more information on. Please return to: Fax: (716) 851-2792. All services are offered to you at no additional cost.

Company Name \_\_\_\_\_  
Contact Person \_\_\_\_\_  
Telephone # \_\_\_\_\_ e-mail address \_\_\_\_\_  
Company Address \_\_\_\_\_ City \_\_\_\_\_ Zip Code \_\_\_\_\_

- 1.) Information on Recruiting – Job Matching Services – NY’s Talent Bank Yes \_\_\_ No \_\_\_
- 2.) Information on Recruiting in our Career Centers (Breakfast Clubs) Yes \_\_\_ No \_\_\_
- 3.) Information on \$\$ for Employee Training Yes \_\_\_ No \_\_\_
- 4.) Information on Human Resource Consulting Yes \_\_\_ No \_\_\_  
Help with Job Analysis /Job Descriptions  
Help with Employee Handbooks  
Personnel Policies and procedures  
EEO, Affirmative Action and other Employment Information
- 5.) Information on Tax Credit Incentives Yes \_\_\_ No \_\_\_
- 6.) Information on Apprenticeship Training Yes \_\_\_ No \_\_\_
- 7.) Labor Market Information - Wage Information Yes \_\_\_ No \_\_\_







