

Westchester and Putnam Counties  
**LOCAL PLAN**



## Table of Contents

Table of Contents	2
Strategic Planning Elements	3
Local Workforce Development System	21
Workforce Development and Career Pathways	22
Access to Employment and Services	38
Business Engagement	48
Program Coordination	50
Youth Activities	52
Administration	55
Training Services	55
Public Comment	56
List of Attachments:	56

## Strategic Planning Elements

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

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

September

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

Yes, Information was shared with the Board on October 25, 2017

- a. Provide an analysis of regional economic conditions, including:
  - i. Existing and emerging in-demand sectors and occupations; and

### WESTCHESTER COUNTY

### POSSIBLE OCCUPATIONS IN DEMAND

### Based on Employment Trends 2014 – 2016

SOC Code	Occupational Title
11-9031	Education Administrators, Preschool and Childcare Center/Program
11-9032	Education Administrators, Elementary and Secondary School

11-9033	Education Administrators, Postsecondary
13-1031	Claims Adjusters, Examiners, and Investigators
13-1041	Compliance Officers
13-1051	Cost Estimators
13-1071	Human Resources Specialists
13-1111	Management Analysts
13-1161	Market Research Analysts and Marketing Specialists
13-2011	Accountants and Auditors
13-2041	Credit Analysts
13-2051	Financial Analysts
13-2052	Personal Financial Advisors
13-2053	Insurance Underwriters
13-2061	Financial Examiners
13-2072	Loan Officers
15-1121	Computer Systems Analysts
15-1131	Computer Programmers
15-1132	Software Developers, Applications

15-1133	Software Developers, Systems Software
15-1142	Network and Computer Systems Administrators
15-1143	Computer Network Architects
15-1151	Computer User Support Specialists
15-1152	Computer Network Support Specialists
15-2011	Actuaries
15-2031	Operations Research Analysts
17-1011	Architects, Except Landscape and Naval
17-2051	Civil Engineers
17-2061	Computer Hardware Engineers
17-2071	Electrical Engineers
17-2072	Electrical Engineers, except Computer
17-2072	Electronics Engineers, Except Computer
17-2112	Industrial Engineers
17-2141	Mechanical Engineers
17-3023	Electrical and Electronic Engineering Technician
19-1042	Medical Scientists

19-2031	Chemists
19-4031	Chemical Technicians
21-1012	Educational, Guidance, School, and Vocational Counselors
21-1015	Rehabilitation Counselors
21-1021	Child, Family, and School Social Workers
21-1093	Social and Human Service Assistants
23-1011	Lawyers
23-2011	Paralegals and Legal Assistants
25-1071	Health Specialties Teachers, Postsecondary
25-1121	Art, Drama, and Music Teachers, Postsecondary
25-2011	Preschool Teachers, Except Special Education
25-2021	Elementary School Teachers (except Special Ed)
25-2022	Middle School Teachers, (except Spec & Voc Education)
25-2031	Secondary School Teachers (except Special Ed & Voc. Education)
25-2052	Special Education Teachers, Kindergarten and Elementary School

25-2053	Special Education Teachers, Middle School
25-2054	Special Education Teachers, Secondary School
25-3021	Self-Enrichment Education Teachers
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers
25-3098	Substitute Teachers
25-9041	Teacher Assistants
27-1024	Graphic Designers
27-2022	Coaches and Scouts
27-3031	Public Relations Specialists
29-1021	Dentists
29-1051	Pharmacists
29-1071	Physician Assistants
29-1123	Physical Therapists
29-1126	Respiratory Therapists
29-1141	Registered Nurses
29-1171	Nurse Practitioners
29-2011	Medical and Clinical Laboratory Technologists



29-2021	Dental Hygienists
29-2034	Radiologic Technologists and Technicians
29-2041	Emergency Medical Technicians and Paramedics
29-2061	Licensed Practical and Licensed Vocational Nurses
31-1011	Home Health Aides
31-1011	Home Health Aides
31-1013	Psychiatric Aides
31-1014	Nursing Assistants
31-9091	Dental Assistants
31-9092	Medical Assistants
33-9032	Security Guards
33-9092	Lifeguards, Ski Patrol & Other Recreational Protective Service
35-1011	Chefs and Head Cooks
35-2012	Cooks, Institution and Cafeteria
35-2014	Cooks, Restaurant
35-2021	Food Preparation Workers
35-2021	Food Preparation Workers

35-3011	Bartenders
35-3011	Bartenders
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food
35-3031	Waiters and Waitresses
35-3041	Food Servers, Non restaurant
35-9011	Dining Room and Cafeteria Attendants and Bartenders Helpers
35-9021	Dishwashers
37-2011	Janitors and Cleaners
37-2012	Maids and Housekeeping Cleaners
37-3011	Landscaping and Grounds keeping Workers
39-3091	Amusement and Recreation Attendants
39-6011	Baggage, Porters and Bellhops
39-6012	Concierges
39-9011	Childcare Workers
39-9021	Personal Care Aides
39-9031	Fitness Trainers and Aerobics Instructors
39-9032	Recreation Workers

41-2011	Cashiers
41-2021	Counter and Rental Clerks
41-2022	Parts Salesperson
41-2031	Retail Salespersons
41-3011	Advertising Sales Agents
41-3021	Insurance Sales Agents
41-3031	Securities, Commodities, and Financial Services Sales Agents
41-3041	Travel Agents
41-3099	Sales Representatives
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific
41-9022	Real Estate Sales Agents
41-9041	Telemarketers
43-3011	Bill and Account Collectors
43-3021	Billing and Posting Clerks
43-3031	Bookkeeping, Accounting, and Auditing Clerks
43-3071	Tellers
43-4011	Brokerage Clerks

43-4051	Customer Service Representatives
43-4081	Hotel, Motel, and Resort Desk Clerks
43-4111	Interviewers, Except Eligibility and Loan
43-4131	Loan Interviewers and Clerks
43-4171	Receptionists and Information Clerks
43-5071	Shipping, Receiving, and Traffic Clerks
43-6011	Executive Secretaries and Executive Administrative Assistants
43-6012	Legal Secretaries
43-6013	Medical Secretaries
43-6014	Secretaries and Administrative Assistants
43-9041	Insurance Claims and Policy Processing Clerks
43-9061	Office Clerks
47-1011	Supervisors of Construction and Extraction Workers
47-2021	Brick masons and Block masons
47-2031	Carpenters
47-2051	Cement Masons and Concrete Finishers
47-2061	Construction Laborers

47-2071	Paving, Surfacing, and Tamping Equipment Operators
47-2073	Operating Engineers and Other Construction Equipment Operators
47-2081	Drywall and Ceiling Tile Installers
47-2111	Electricians
47-2141	Painters, Construction and Maintenance
47-2152	Plumbers, Pipefitters, and Steamfitters
47-2181	Roofers
47-2211	Sheet Metal Workers
47-2221	Structural Iron and Steel Workers
47-3013	Helpers—Electricians
47-3015	Helpers—Pipe layers, Plumbers, Pipefitters, and Steamfitters
47-4021	Elevator Installers and Repairers
49-2011	Computer, Automated Teller, and Office Machine Repairers
49-2022	Telecommunications Equipment Installers and Repairers, except line installers
49-3021	Automotive Body and Related Repairers
49-3022	Automotive Glass Installers and Repairers

49-3023	Automotive Service Technicians and Mechanics
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists
49-9021	Heating, Air Conditioning and Refrigeration Mechanics and Installers
49-9031	Home Appliance Repairers
49-9041	Industrial Machinery Mechanics
49-9051	Electrical Power-Line Installers & Repairers
49-9052	Telecommunications Line Installers and Repairers
49-9071	Maintenance and Repair Workers
49-9098	Helpers—Installation, Maintenance, and Repair Workers
51-2022	Electrical and Electronic Equipment Assemblers
51-2092	Team Assemblers
51-3011	Bakers
51-3022	Meat, Poultry, and Fish Cutters and Trimmers
51-3092	Food Batch makers
51-3093	Food Cooking Machine Operators and Tenders

51-4041	Machinists
51-4121	Welders, Cutters, Solders', and Brazers
51-6011	Laundry and Dry-Cleaning Workers
51-8091	Chemical Plant and Systems Operators
51-9011	Chemical Equipment Operators and Tenders
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters
51-9023	Mixing and Blending Machine Setters, Operators and Tenders
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers
51-9111	Packaging and Filling Machine Operators & Tenders
51-9122	Painters, Transportation Equipment
51-9198	Helpers—Production Workers
53-3032	Heavy and Tractor-Trailer Truck Drivers
53-3033	Light Truck or Delivery Services Drivers
53-6031	Automotive and Watercraft Service Attendants

53-7032	Excavating and Loading Machine and Dragline Operators
53-7051	Industrial Truck and Tractor Operators
53-7061	Cleaners of Vehicles and Equipment
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
53-7064	Packers and Packagers, Hand

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

Employers in the area have a need for highly skilled individuals in all sectors but also have a demand for entry level individuals.

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

Employers in the region look for a combination of hard and soft skills therefore we work with our employers to address their specific needs but also work with the job seekers to help them acquire the necessary skills to find and retain employment.

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

i. Current labor force employment and unemployment numbers;

The unemployment rate is at 4.4% while the employment rate is at 719.8 based on NYSDOL reports

[https://www.bls.gov/regions/new-york-new-jersey/summary/blssummary\\_orange.pdf](https://www.bls.gov/regions/new-york-new-jersey/summary/blssummary_orange.pdf)

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

“For the 12-month period ending in October 2017, private sector employment in the Hudson Valley increased by 8,300 or 1.0 percent, to 804,700. Jobs were added in educational and health services (+4,700), trade, transportation and utilities (+1,600), professional and business services (+1,500), financial activities (+1,400), and other services (+1,300). Meanwhile, job losses were centered in manufacturing (-900), information (-600), and natural resources, mining and construction (-500). In October 2017, the region’s private sector employment grew by 1.0 percent year-over-year, compared with a gain of 1.2 percent over the same period last year. Two sectors



posted an over-the-year growth of more than 3.0 percent. Educational and health services remained the region’s leading job generator – up 2.2 percent or 4,700 jobs. Job growth in the aforementioned super sector is attributed to strength in the healthcare and social assistance subcomponent. In the Orange-Rockland-Westchester area, health care and social assistance added 3,400 jobs over the period.

Private sector job growth was spread throughout the region. Job growth was fastest in Sullivan County (+2.9 percent), followed by the Kingston MSA (+1.7 percent), the Orange-Rockland-Westchester labor market area (+1.0 percent), and the Dutchess-Putnam MSA (+0.7 percent).” NYSDOL

<https://www.labor.ny.gov/stats/hud/default.asp>

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

Less than High School: 13%

High School Diploma: 21%

Some College: 14%

Associate Degree: 6%

College Degree: 23%

Graduate Degree: 23%

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

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

The following are the strengths of the workforce development activities:

Just Add One (JAO) is a 12-week business academy held at the Westchester Community College Entrepreneurial Gateway Center. Just Add One focuses on enhancing small business infrastructure through targeted trainings that will enable them to grow—and grow the local economy—by adding at least one new employee to their payroll. The curriculum addresses small- to medium-size business challenges like human resources, sales strategy, legal structure, accounting, leadership, and marketing. Instructors are a mix of current business owners and professors, with each attendee receiving a Coach and the opportunity to participate in Peer-to-Peer Meet-ups to keep them accountable to their goals

For the 13th year WPWDB has coordinated and managed a group of volunteers who help prepare taxes under the **Volunteer Income Tax Assistance program (VITA)** to help

residents take advantage of the Earned Income Tax Credit (EITC). Tax returns were prepared for low- to moderate-income Westchester County Residents from February 1, 2017 to April 17, 2017.

VITA services can also extend past the tax season to year-round help. College students can get help filling out their financial aid forms and small businesses can get assistance with fixing erroneous tax returns.

The Youth Summit is a one day career academy for Youth ages 16–24 who want to make connections, learn about viable career pathways, and practice strategies that build the skill sets needed to successfully enter the workforce. It is an interactive day with a robust agenda that features a motivational speaker, career exhibition, workshops, panel speakers, and networking. The youth connect with their business mentors and enthusiastically participate in the day's activities.

Summer youth employment programs are an effective strategy to ensure that youth gain valuable workforce experience and have a safe, productive way to spend their time. Some of these initiatives provide subsidized wages for youth who work at selected employers during the summer, and often include job readiness training and other supports for youth who participate.

Employment for youth is secured through a variety of programs and partners that have distinct and overlapping eligibility requirements. **For example:** The WPWDB in conjunction with The Business Council of Westchester (BCW) coordinates a summer employment program with the goal of connecting 225 young adults with local employers. Youth agencies pre-screen and help prepare youth for jobs.

The WPWDB sponsored the creation of the **READI** curriculum as a way to inform and educate youth of the top five skill sets that will enable them to become successful employees and enhance their career development. The identified attributes are: Respect, Enthusiasm, Articulate, Dependable, and Initiative. The program curriculum was developed and field tested and is currently being launched in partnership with Westchester Children's Association (WCA) in Peekskill, NY.

A critical component of the training is for the youth to be employed over the summer where they can put their new skills into immediate action. The Westchester Business Council leads the effort to connect youth to summer employment, as well as collecting employer feedback at the end of the employment period.

The Leadership Resource Group in collaboration with Robert P. Astorino, County Executive of Westchester County, Mary Ellen Odell, County Executive of Putnam, and the African American Advisory Board hold a one-day business academy for entrepreneurs, small business owners, and career seekers.

The vision is to provide a schedule of multi-track workshops featuring case studies that examine specific skill gaps in the areas of technology, finance/accounting, sales and marketing, and human resource management. Attendees leave the event with "success connections" and practical solutions, along with implementation plans to overcome the obstacles that hold them back from achieving their goals and ambitions.

Career Pathways is a 2-year program offered by the WPDWB that helps eligible candidates identify suitable career growth opportunities and pursue the required credentials necessary to attain higher-paying employment.

Career Pathways is a series of organized steps with multiple entry and exit points that lead participants toward careers in specific sectors by mapping out industry-recognized credentials, certificates, and/or licensures that lead them to better paying jobs. Career Pathways achieves this by linking candidates to a continuum of education and occupational training combined with intensive case-management, career exploration, and follow-up. Candidates are screened at the One Stop Career Centers and have an opportunity to get tuition assistance if eligible and when funding is available.

The WPWDB Business Sector Partnership was developed by public- and private-sector leaders to help identify their workforce challenges and provide resources to support area employers in an increasingly demanding, dynamic, and competitive market. The WPWDB Business Sector Partnership offers Westchester and Putnam County employers the opportunity to participate as members in 7 key industry sectors: 1) Advanced Manufacturing 2) Biotech 3) Green 4) Healthcare 5) Hospitality 6) Not-for-Profit 7) Professional Services

Sector members receive help in the form of Job Candidate Search/Screening, a free portal for posting jobs, and resume review. Employers may apply for new and/ or current worker training fund reimbursement in three categories:

- Customized Incumbent Worker Training: For individual businesses and their employees.
- On-the-Job (OJT) Training: Training for new employees (reduce training costs by 50%).
- Business Sector Customized Training: A collaborative training shared among businesses within an industry sector. (minimum of 3 businesses needed)

The WPWDB was established in 2000 to help businesses of all sizes locate, train, and retrain employees to ensure their business is as competitive and successful as it can be. Businesses can use the One Stop Career Center website at no cost, as well as work with the business team to learn about and apply for the training fund reimbursements. There are multiple options for new hire or current employee training.

**On-the-Job Training (OJT)** WPWDB can reimburse a company for up to 50% of the costs of training, which helps compensate employers for the additional supervision associated with training a new employee. The amount of reimbursement depends upon the skills and experience of the new hire. There is a \$20,000 cap per company for OJT.

**Customized Incumbent Worker Training** When current staff is provided with workforce training, WPWDB can pay for half the costs associated with in-house or third-party training. Customized classroom training helps raise the skill sets of employees, often in partnership with a training provider or school. There is a \$20,000 limit per company for customized training.

Jobs Waiting is a federally-funded regional job training program that aims to prepare long- and short-term unemployed individuals for jobs in the Hudson Valley’s fastest-growing sectors—healthcare, advanced manufacturing, biotech, and information technology. Participants attend a free six-week career readiness training program called **Bootcamp** to prepare them for work and/or advanced training. Job seekers are assigned to a career coach who provides one-on-one counseling, and experienced job developers help to position and promote boot camp graduates as job candidates to major employers throughout the Hudson Valley.

Employers who register as members of the Jobs Waiting program may apply for training fund reimbursement (up to 90% for 6 months) to help hire and train job seekers, saving time and money in the recruitment process.

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

The Career Center with its partners provides information and data to job seekers through Labor Market Information, workshops, a demand occupation list and referrals to partner agencies. In addition the career Center assists job seekers with identifying training that aligns with growing sectors in the region.

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

The Board hired a Sector Partnership Manager to convene leaders from all the sectors to find out what their workforce needs were and to address them by preparing a pipeline of talent they could hire from. The Board also hired more Job Developers and Career Coaches to better prepare our workforce with hard and soft skills.

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

In addition to our Sector Partnership, the Board also approved the ‘READI’ curriculum which addresses a job seeker’s soft skills. Through our Ready to Work and TechHire grants we were able to run job readiness boot camps using the Platform to Employment (P2E) and STRIVE models. This strategy helped our long term and hard to serve job seeker reenter the workforce.

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

In addition to grants such as Ready to Work, TechHire, LEAP and STRIVE, we use the services our partners have to offer.

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

The board ensures that the staff at the Career Centers is trained to understand the performance accountability measures and to relate their daily interactions with job seekers with the outcomes needed to meet our goals. These measures support the regional economic growth and self-sufficiency by knowing the workforce needs and preparing our job seekers to obtain and retain good paying jobs.

**Local Workforce Development System**

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

- i. Core programs;

WIOA Title I: Adult and Dislocated Workers and Youth programs  
WIOA Title II: Adult Ed and Family Literacy Act (AEFLA)  
WIOA Title III: Wagner-Peyser  
WIOA Title IV: Vocational Rehabilitation

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

Westchester Community College administers the Carl D. Perkins Career and Technical Education Act program in the local area.

- iii. Other workforce development programs, if applicable.

YouthBuild  
STRIVE  
Senior Community Service Employment  
Carl D. Perkins Career and Technical Education  
Temporary Assistance for Needy Families  
Community Services Block Grant Employment and Training

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

Through an MOU with its partners the WPWDB will continue to improve the service delivery to its jobs seekers and the business community by further training and informing its staff of current methods of service delivery.

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

Through its Business Sector Partnership the WPWDB will determine the training needs for the local businesses and work with its eligible training providers to provide the necessary training to create a talent pipeline for the local businesses to hire from.

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

The WPWDB established a draft MOU with its partners as follows:

Introduction: LWIA: WESTCHESTER-PUTNAM WORKFORCE DEVELOPMENT BOARD

The following Memorandum of Understanding (MOU) entered into among the Westchester-Putnam Workforce Development Board and the One-Stop partners listed below shall set forth the terms governing the implementation and operation of the one-stop delivery system in the Westchester-Putnam Workforce Development Area in accordance with Section 20 CFR 678.500 of the Workforce Innovation & Opportunity Act (WIOA) Investment Act of 2015.

The term of this MOU is from July 1, 2017 to June 30, 2021 unless terminated sooner by repeal of the Workforce Innovation Act (WIOA), or otherwise by action of law, or in accordance with this section. This agreement may be modified in writing at any time by mutual consent of the Westchester-Putnam Workforce Development Board and all signatory partners. Any party may withdraw from this agreement by providing written notice of intent to withdraw at least 90 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all Partner Agencies at their places of business, as listed below in this agreement.

### **A. Intent of the Service Delivery MOU**

This MOU is meant solely to capture each partner’s (as listed below) roles and responsibilities in the Westchester-Putnam Career Center System (“System”). The partners executing this MOU acknowledge and agree that this document is not a contract, and the MOU does not create, or otherwise give rise to, any contractual rights or obligations between the partners and their representatives. Each partner’s responsibilities, which are generally summarized in this MOU, may only be legally enforced in the event the relevant partners execute a separate joint use or collaboration agreement. The MOU memorializes, in writing, the way the partners will work collaboratively together to satisfy the federal regulations for the System and is not designed to be contractual terms and conditions that would be enforced by court order.

This MOU does not replace or supersede any prior agreements entered into by any partner described in the MOU, including but not limited to separate agreements partners have executed.

This MOU was developed and executed to ensure compliance with the MOU required by 20 CFR 678.500. An additional Infrastructure Funding and Shared Services MOU covering the sharing of costs for

infrastructure and shared services is intended to be executed by the relevant partners, on or before December 31, 2017 and for the purpose of complying with 20 CFR 678.500(b)(2).

## Parties to the Service Delivery MOU

**Table 1: Partner Program Contact Information**

The Westchester –Putnam Workforce Development Board, the CEO(s) and the following other partners are the parties to this MOU:

Partner Entity or Program Name (as applicable to the LWDA)	Point(s) of Contact (Name, title, address, email, phone)
<p>The Local Workforce Investment Area (LWIA) administered:</p> <ul style="list-style-type: none"> <li>• Local Workforce Development Board (LWDB)</li> <li>• Second Chance Act programs</li> <li>• YouthBuild under Title I of WIOA</li> </ul>	<p>Donnovan Beckford, Director            120 Bloomingdale Rd            White Plains, NY 10605            Phone: 914-995-3707            Email: <a href="mailto:dpb2@westchestergov.com">dpb2@westchestergov.com</a></p>
<p>Title II - Adult Ed, NYSED</p>	<p>Anne Frank, Assistant in Continuing Education            NYSED            89 Washington Street, EBA 460            Albany, NY 12234            Phone:            518-474-8940              Email:  <a href="mailto:anne.frank@nysed.gov">anne.frank@nysed.gov</a></p>
<p>New York State Department of Labor (NYSDOL) administered:</p> <ul style="list-style-type: none"> <li>• Wagner-Peyser program under Title III of WIOA (WP)</li> <li>• Trade Adjustment Assistance (TAA) under Title II of Trade Act</li> <li>• Jobs for Veterans State Grants (Vets) under Title 38, U.S.C.</li> <li>• State Unemployment Insurance (UI) programs</li> </ul>	<p>Atul Sheffey,            NYSDOL Career Center Manager              New York State Department of Labor            120 Bloomingdale Road            White Plains, NY 10605            Phone: 914-995-4994            Email: <a href="mailto:atul.sheffey@labor.ny.gov">atul.sheffey@labor.ny.gov</a></p>
<p>Vocational Rehabilitation—Adult Career &amp; Continuing Education Services (ACCES-VR) under Title IV of WIOA</p>	<p>Linda Schramm, District Office Manager ACCES-VR            NYSED            75 South Broadway, Suite 200            White Plains, NY 10601            Phone: 914-946-2423            Email: <a href="mailto:Linda.Schramm@nysed.gov">Linda.Schramm@nysed.gov</a></p>

Partner Entity or Program Name (as applicable to the LWDA)	Point(s) of Contact (Name, title, address, email, phone)
Vocational Rehabilitation—Office of Children and Family Services, New York State Commission for the Blind (OCFS/NYSCB) under Title IV of WIOA	Ana Duraes, District Manager Office of Children and Family Services, NYS Commission for the Blind 445 Hamilton Avenue, Room 503 White Plains, NY 10601 Phone: 914-993-5370 Email: Ana.Duraes@ocfs.ny.gov
Senior Community Service Employment Programs (SCSEP)—State Office for the Aging (SOFA) under Title V of Older Americans Act	Mae Carpenter Westchester County DSPS 9 South First Avenue, 10th floor Mt. Vernon, NY 10550 Phone: 914-813-6400 Email: mrc1@westchestergov.com
Senior Community Service Employment Programs (SCSEP)—National Grantees under Title V of Older Americans Act	Westchester: Timothy Hamre, Director of Program Operations National Council on Aging, Inc. 251 18th Street South, Suite 500 Arlington, VA 22202 Phone: 571-27-4014 E-mail: timothy.hamre@ncoa.org Putnam
	Putnam: Joshua Wadsworth SCSEP Operations Manager Senior Service America, Inc. 8403 Colesville Road, Suite 200 Silver Spring, MD 20910 301-578-8930 jwadsworth@ssa-i.org
Career and Technical Education programs at the postsecondary level (CTE) under Perkins Career and Technical Education Act	Jeff Moretti Assistant New York State Education Department Washington Ave., EBA 971 Albany, NY 12234 518.474.3719 jeffrey.moretti@nysed.gov
Community Services Block Grants (CSBG) employment& training	John S. Savage, Chief Executive Director Westchester Community Opportunity Program, Inc. 2 Westchester Plaza, Suite 137 Elmsford, NY 10523 Phone: 914- 592-5600 Email: jsavage@westcop.org



Partner Entity or Program Name (as applicable to the LWDA)	Point(s) of Contact (Name, title, address, email, phone)
Temporary Assistance for Needy Families (TANF) employment & training under part A of title IV of Social Security Act	Kevin McGuire, Commissioner Westchester County Westchester County DSS, County Office Building #2  112 East Post Road, 6 <sup>th</sup> Floor White Plains, NY 10601 Phone: 914- 995-5502 Email: kmm9 @westchestergov.com
	Michael Piazza ,Commissioner Putnam County DSS 110 Old Route Six Center Carmel, NY 10512 Phone: 845-808-1651 Email: Michael.PiazzaJr@dfa.state.ny.us

## System Design and Services

### 1. Service Provision Locations/Resources

**Table 2: Service Provision Locations**

Type of Location (Comprehensive/Affiliate/ Specialized /Eligible Partner Program Site/ Self-Service Resource)	Location or Self-Services Resource Name	Location Contact (Address, web address, phone)
1. Comprehensive Center	Workforce1 Job Zone Career Zone	Westchester One-Stop Career Center 120 Bloomingdale Rd White Plains, NY 10605 Phone: 914-995-3910 Website: <a href="https://www.westchesterputnamonestop.com">https://www.westchesterputnamonestop.com</a>
2. Affiliated Center	Workforce1 Job Zone Career Zone	Putnam American Job Center 110 Old Route 6, Bldg. 3 Carmel, NY 10512 Phone: 845-808-1651 <a href="https://www.westchesterputnamonestop.com">https://www.westchesterputnamonestop.com</a>
3. Affiliated Center	Workforce1 Job Zone Career Zone	Mount Vernon Career Center 100 East First Street Mt. Vernon, NY 10550 (914) 813-6555 <a href="https://www.westchesterputnamonestop.com">https://www.westchesterputnamonestop.com</a>
4. Affiliated Center	Workforce1 Job Zone Career Zone	Peekskill Career Center 201 South James Street Peekskill, NY 10566 (914) 737-3490 <a href="https://www.westchesterputnamonestop.com">https://www.westchesterputnamonestop.com</a>

## **Common Identifier for Branding**

Partners will use/incorporate the nation's designated branding "A Proud Partner of the American Job Center Network" on branded electronic resources and any newly printed, purchased or created materials.

## **Applicable Career Services Coordination and Delivery**

**Vision:** To use innovation, information, technology, education, and collaborative partnerships to provide individuals with tools to build in-demand job skills and credentials, thus developing a highly qualified workforce for businesses and strengthening the regional economy.

**Mission:** The Westchester Putnam Workforce Development Board provides an environment where job seekers and employers interact to meet the needs for a highly qualified regional workforce. We will strengthen partnerships with business sectors, service providers and the public education system to offer career services and various training modalities to youth and adults. Seeking innovative solutions driven by regional business needs, we will develop model programs, pursue funding opportunities, and share leading edge practices.

### **Values**

- Creating an Environment Where Businesses and Employees Succeed
- Matching Customer Training and Skills to Trending Business Needs
- Accountability and Transparency
- Innovation and Collaboration
- Customer Choice
- Streamlining Services for Efficiency
- Connections and Communication

**WEBSITE:** Westchester-Putnam Workforce Development Area website is a broad based interactive website designed to provide a description of the One Stop delivery system, information on the resources available to job seekers and businesses and hot button linkages to all One Stop Partner's Websites, the Westchester Library System and other employment related sites. The address for this Website is [www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com)

**NYS ONE STOP OPERATING SYSTEM (NYOSOS):** The Westchester Putnam One Stop System is also using the NYSDOL's One Stop Operating System (Internet Based Case Management system) to handle data entry, follow-up and job matching for both job seekers and businesses. One Stop Partners who use the OSOS system are required to sign agreements with the NYSDOL.

Each One-Stop Center is staffed with members from the respective partner agencies. Customers who enter the full service centers will have access to a full menu of services to help customers prepare for entry into the workplace. Customers requiring services not provided by WIOA or partners will be referred to other agencies, or a satellite, depending on proximity and the service needs of the customer. (See Maps and directions of the full service one stop and all satellites.

All sites are in compliance with the American Disabilities Act. All reasonable accommodations have been made (some of which include: building and elevator access, restrooms, Computer Equipment and writing stations). There is an established Grievance/Affirmative Action procedure in place as well as assurance of Equal Employment opportunities.



Applicable Career Services listed in Table 3 are provided in the local area through one-on-one appointments, group orientations, and self-service resources and are defined below. In the following definitions, “customer” is equivalent to participant, consumer, client, student, or recipient, as used by the various partners. Where appropriate, partners who provide the same Applicable Career Services agree to deliver those services in a coordinated manner with appropriate points of contact, meaningful referrals, and through the required service delivery coordination role of the One-Stop System Operator.

### **Basic Career Services**

(20 CFR §678.430(a) and §678.435)

- **Eligibility for Title I Services** – Determination of whether a customer is eligible to receive services from the Adult, Dislocated Worker, or Youth programs.
- **Outreach, Intake, and System Orientation** – Outreach is intended to promote awareness of the availability of the System services to/for individuals and businesses that may need these services. Intake and System orientation is the process of gathering basic information to determine the program(s) appropriate for the customer, and providing the customer with information on the services available to determine if he/she is interested in pursuing those services.
- **Initial Assessment** – The collection and assessment of information on a customer’s skill levels, including literacy, numeracy, and English language proficiency; work history; employment barriers; employment goal(s) and occupational knowledge; supportive service needs; and whether referrals to other programs are appropriate or necessary.
- **Labor Exchange Services** – Providing job search and placement services to the customer, including but not limited to, information on in-demand industry sectors and occupations and non-traditional employment, when appropriate; development of a work search plan; placement in workshops; posting jobs on the state job bank; providing job matching and referrals; and advising how to maintain a record of job search.

In some instances, programs may require their customers to maintain and submit a log detailing the amount of time spent on job search activities including identifying, applying, and interviewing for potential jobs, and time spent preparing and sending follow-up material to businesses.

Labor exchange services also include appropriate recruitment and other business services, which may include, but are not limited to, customized screening and referral of qualified customers in training services to businesses; customized services to businesses, business associations, or other such organizations, on employment-related issues; customized recruitment events for businesses and targeted job fairs; human resource consultation services which may include writing/reviewing job descriptions and employee handbooks, developing performance evaluations and personnel policies, creating orientation sessions for new employees, honing job interview techniques for efficiency and compliance, analyzing employee turnover, creating job accommodations and using assistive technologies, and explaining labor law to help businesses comply; and customized labor market information for specific businesses, sectors, industries, or clusters.

- **Referrals to Programs** – Referrals and coordination of activities with other appropriate programs and services that meet specific customer needs, assist them in overcoming barriers to employment, and provide services to gain/retain employment. These other programs and

services may include, but are not limited to, employment and training services; treatment for alcohol, substance abuse or mental health issues; Unemployment Insurance benefits; Workers' Compensation; NYS Disability Insurance; and vocational rehabilitation services.

- **Labor Market Information** – Staff provides workforce and labor market employment statistics to assist job seeking customers in the development of employment goal(s) and businesses in the development and implementation of sector partnerships and career pathways. The employment statistics include local, regional, and national labor market conditions; career counseling and career exploration services; characteristics of industries, occupations, and the workforce area; business-identified skill needs; short and long-term industry and occupational growth and salary projections; worker supply and demand; and high-growth and high-demand industries.
- **Performance on the Local Workforce System** – The provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's NYS Career Center System.
- **Performance and Program Cost of Eligible Providers** – The provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of provider.
- **Referrals to Supportive Services** – Staff provides customers with referrals to supportive services that enable the customer to participate in authorized WIOA activities. Based on various partners' programmatic rules and regulations, these supportive services may include, but are not limited to, transportation; child care; dependent care; housing; needs related payments; interpreter services; reasonable accommodation for youth with disabilities; legal aid services; assistance with uniforms or other appropriate work attire; assistance with books, fees, and school supplies; payments and fees for employment and training related applications, tests, and certifications; and tools or instruments. Depending on the program, when appropriate, information may also be provided to customers on how to continue these supportive services after program services are completed.
- **Unemployment Insurance (UI) Information and Assistance** – Career Center and UI staff provides information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation. Meaningful assistance means providing assistance on-site using staff that is well trained in UI compensation claims filing and the rights and responsibilities of claimants or providing assistance by phone or via other technology as long as the assistance is provided by trained and available staff within a reasonable time.
- **Financial Aid Assistance** – Providing assistance in establishing eligibility, accessing, and applying for programs of financial aid for training and education programs not provided under WIOA.

### ***Individualized Career Services***

(20 CFR §678.430(b))

- **Comprehensive Assessment** – Staff conducts a specialized assessment of a job seeker's barriers to employment, occupational and employment goal(s), educational and skill levels, and personal circumstance to determine his/her service needs. This may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation. Under WIOA Title I, the

comprehensive assessment is used to develop the Individual Employment Plan (IEP), while under Title IV, it is used to develop the Individualized Plan for Employment (IPE).

- **Individual Employment Plan (IEP)/Individualized Plan for Employment (IPE)** – The IEP/IPE identifies the appropriate employment goal(s) chosen by the customer. The initial and comprehensive assessment is used to develop the IEP/IPE in consultation with the customer. The plan outlines the necessary services to be provided to achieve the planned goals; steps and timelines for achieving the goals; and the terms, conditions, and responsibilities associated with the plan. The IEP for Title I Adult/DW/Youth programs also includes information about eligible training providers, when applicable. The IPE for Title IV Vocational Rehabilitation Programs must also include those specific rehabilitation services needed to achieve the employment outcome, including assistive technology devices and services, when applicable.
- **Career Planning and Counseling** – One-on-one or intensive career planning and counseling with a professional counselor uses initial and comprehensive assessments and the IEP/IPE, and aims at enhancing job seeking and retention skills and career advancement of customers by:
  - i. Helping the customer analyze and understand career information, and gain a better understanding of his/herself using career information gained through assessment tools and counseling strategies to more realistically choose or change short and long-term occupational goals; and
  - ii. Preparing service strategies to assist in the achievement of occupational goal(s) and to ensure customers have access to necessary workforce activities and supportive services, which may include, but are not limited to, drug and alcohol abuse counseling, mental health counseling, and referrals to partner programs appropriate to the needs of the customer.

Counseling may also include notification of available training in entrepreneurial skills which may include, but is not limited to, taking initiative; creatively seeking out and identifying business opportunities; developing budgets and forecasting resource needs; understanding options for acquiring capital; and communicating effectively to market oneself and ideas.

- **Short-term Pre-Vocational Services** – Development of skills customers need to live independently and enter the workforce fully prepared to engage in employment. These services may include academic education and job readiness trainings for development of work readiness skills, including but not limited to, learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, higher-order reasoning, problem-solving skills, work attitudes, and professional conduct.
- **Internships and Work Experience** – Based on partners’ programmatic rules and regulations, the work experience is a planned, structured learning experience, in most cases linked to a career that takes place in a private for-profit, non-profit or public sector workplace. For most partner programs, work experiences may be in the form of internships, work-study, externship, on-the-job training, apprenticeship, summer employment for youth, and/or other work placement opportunities. The purpose of a work experience is to provide the customer with an understanding of the work environment and job responsibilities, specific work skills, and experience on how the customer performs in the work setting. WIOA Title I Youth work experiences also include an academic and occupational education component. Partners follow all

applicable work experience requirements for their respective program's State and Federal rules and regulations

- **Out of Area Job Search and Relocation Assistance** – Staff provides information on labor exchange activities in other local areas, regions, or states and whether businesses the customer may be interested in offer assistance with relocation. Allowable relocation expenses may be paid to eligible customers by the appropriate program.
- **Financial Literacy Services** – Educate and support customers to gain the knowledge, skills, and confidence to make informed financial decisions that enable them to attain greater financial health and stability by using high quality relevant learning strategies. The learning, where possible, may include, but is not limited to, creating a budget; initiating checking and/or savings accounts at banks; learning how to effectively manage spending, credit, and debt; learning how to protect against identity theft; and benefits advisement. These services may also include opportunities to put financial literacy lessons into practice, based on the needs of the customer.
- **English Language Acquisition and Integrated Education** – Adult Education staff provides an integrated program of services that incorporates English literacy and civics education concurrently and contextually with workforce preparation and training for a specific occupation/sector for the purpose of educational and career advancement of customers. These services allow customers to attain economic self-sufficiency and are designed for partnerships among adult education programs and postsecondary educational institutions, training providers, and/or businesses. Other partners provide direct linkages and information on how to locate and enroll in English as a Second Language (ESL) or English for Speakers of Other Languages (ESOL) classes.
- **Workforce Preparation** – Activities to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment and other employability skills that increase an individual's preparation for the workforce. For Adult Education these activities are incorporated into all literacy instruction.

### ***Business Services***

(20 CFR §678.435)

- **Training Services:** We can help you respond to the demand for the skilled workers you are looking for, and identify trends that will inform, train, build and maintain a skilled workforce.
- **Customized Incumbent Worker Training:** Customized classroom training is designed to upgrade the skill set of the incumbent worker while meeting the skill requirements of an employer and is often provided in partnership with an education or training provider. Participating employers are required to contribute towards some of the total cost of a classroom training project. The employer's contribution may be in the form of the wage of trainees while they are engaged in the classroom training or the employer's share of other training costs.
- **On-The-Job Training (OJT):** On-the-job training means training provided by an employer to an employee who is engaged in productive work. Reimbursement of up to 50 percent of the wage rate can be paid, to compensate the employer for the cost of providing the training and additional



supervision related to the training. OJT is limited in duration as appropriate to the occupation for which the participant is being trained, as well as the prior work experience of the participant.

- **Business Sector Customized Training:** Industry-sector customized training is collaboration among three or more businesses in an industry designed to meet the skill requirements of an employer and is often provided in partnership with an education or training provider. Participating employers are required to contribute towards some of the total cost of a classroom training project. The employer contribution may be in the form of the wage of trainees while they are engaged in the classroom training or the employer's share of other training costs.
- **On-the-Job Training (OJT):** The Workforce Innovation and Opportunity Act (WIOA) were designed to assist business in finding skilled workers and to enhance access to other important workforce services. Employers providing OJT can receive reimbursement for a portion of the hourly pay rate.

#### Follow-Up Services

(20 CFR §678.430(c))

Depending upon the individual partner's programmatic rules and regulations, follow-up services may include counseling regarding the workplace for customers in adult or dislocated worker programs, who are placed in unsubsidized employment, for up to 12 months after the first day of employment. For youth programs, the follow-up services include critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. These services may include regular contact with a youth's employer and education provider, including assistance in addressing work-related or education-related problems that arise.

#### Referral of System Customers

*Partners agree to:*

- Participate in a customer focused referral system that seamlessly accesses resources from involved partners to increase quality outcomes. Partners agree to communicate regarding the status of interagency referrals.
- Offer customers information on how to apply for a partner's services and/or arrange an appointment for the customer.
- Continually develop agreed-upon standards and protocols for making quality referrals between program partners.
- Identify a partner referral liaison for each System partner.
- Provide ongoing training to all partner frontline staff in partner services and eligibility.
- Consistently strategize to improve referrals toward a standard of real-time referrals to all applicable local program partners.
- Use the partnership established referral standard and protocols when referring customers to partnership programs.

### *Referral standards and protocols:*

- Use the Westchester-Putnam Operating System, accessible on the internet at <https://www.westchesterputnamonestop.com>, to make referral to all partner agencies.
- One-Stop staff and partner agencies will make customer referrals to partner's as deemed appropriate for customers to receive the partner's direct services not provided at the one-stop or through the one-stop delivery system. Partners will provide a summary of each of their direct service programs. The summary will be disseminated to all the centers, satellites and partner's staff on an on-going basis.
- Partners will communicate regarding interagency referrals and arrange appointments for the customers.
- Staff in each location will complete a referral form for the customer. This referral form will be added in the customer's folder and forward to the partner agency and entered into (OSOS).
- When the partner agency receives the referral sheet, they are to indicate on that form, the outcome of that customer referral and return it to the employment counselor who will then ensure that it is updated in (OSOS), or enter the information directly in OSOS directly.
- Customer meets the guidelines for the partner agency program
- Customer has exhausted the resources available at the point of entry or any point in the system without accomplishing the intended goal;
- Availability of the service needed to help the customer move toward employment.
- Customer belongs to a special population in which services will be provided by the partner agency.
- Partners agree to provide timely and efficient referral and will provide follow-up with five (5) business days.

### **Confidentiality**

Partners agree to the requirements of their individual program in making customer information available to a partner program. Customer information, for the purpose of making a referral to a partner program, will only be shared in accordance with each partner's respective confidentiality requirements. Information will be shared within a reasonable timeframe.

Information may only be shared by the Vocational Rehabilitation partners with a signed written release from the customer. The time limited release form will specify the information that can be released and to whom the information can be released.

Personally identifiable information obtained from customers of specific programs during outreach, intake, system orientation, initial assessment, referral to a partner programs, referral to supportive services, or otherwise is confidential and will not be released, disclosed or re-disclosed without obtaining the proper program specific release. Programs for which program specific releases may be required to ensure customer confidentiality include but are not limited to TANF, NYSDOL programs, and Vocational Rehabilitation programs.

## **System Access**

This section speaks to the plan by partners to serve the needs of all workers, especially youth and individuals with barriers to employment, through the System.

In a Comprehensive Career Center, at a minimum, staff will provide direct linkage (i.e., direct connection within a reasonable time by phone or real-time web-based technology to program staff that can provide program information to the customer).

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

Partners commit to periodically reassess program accessibility and adjust strategies to improve access as needed.

Accessibility to the services provided by the American Job Centers and all Partner agencies is essential to meeting the requirements and goals of the Westchester-Putnam American Job Center network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or based on any other classification protected under state or federal law.

### **Physical Accessibility**

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

### **Virtual Accessibility**

The Westchester-Putnam Local WDB will work with the Any State Workforce Development Board (State WDB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can

understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

Partners should either have their own web presence via a website and/or the use of social media, or work out a separate agreement with the XYZ Local WDB to post content through its website.

#### Communication Accessibility

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

#### Programmatic Accessibility

All Partners agree that they will not discriminate in their employment practices or services based on gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran's status, or based on any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and those policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all American Job Center programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the American Job Center network.

The partners recognize that NYS Human Rights Law prohibits discrimination or harassment against any employee, applicant for employment or customer due to age, race, creed, color, national origin, sexual orientation, military status, sex, disability, predisposing genetic characteristics, familial status, marital status, or domestic violence victim status of any individual.

The partners understand that the NYS Human Rights Law affords protections from employment discrimination for persons with prior conviction records, or prior arrests, youthful offender adjudications, or sealed records.

## Applicable Career Services System Operating Budget

**Table 4: Applicable Career Services System Operating Budget**

Partner Entity Name (as applicable to the LWDA)	Average Annual Budget to Support the System
1. Adult/DW/Youth	\$2,066,772
2. Job Corps	n/a
3. YouthBuild	\$275,000
4. INAP	n/a
5. MSFW	n/a
6. Adult Ed.	\$855,927
7. NSYDOL administered programs (WP, TAA, Vets, UI)	\$3,226,159
8. ACCES-VR	\$3,128,394
9. NYSCB	\$1,610,345
10. SCSEP— SOFA	\$298,182
11. SCSEP—National Grantee	\$554,936
12. CTE, postsecondary level	\$600,000
13. CSBG employment & training	\$119,000
14. HUD employment & training	n/a
15. Re-entry Employment Opportunities (REO) grantee(s)	\$500,000
16. TANF employment & training	\$1,000,000
<b>Total</b>	<b>\$12,694,715</b>

### General Provisions and Assurances for the Service Delivery MOU

The Service Delivery MOU is a product of local discussion and negotiation. This MOU shall be in effect from July 1, 2017 and shall remain in effect until all partners to this MOU agree to modify it, as necessary, with written mutual consent. This MOU will be reviewed and re-implemented not less than once every three (3) years from the effective date to ensure appropriate funding and delivery of services, and every three (3) years thereafter. In the event that it becomes necessary for one or more partners to cease being a part of this MOU, the partner(s) shall notify the other partners, in writing, 30 days in advance of that intention.

In the event of changes in State and/or Federal law, which necessitate changes to this MOU, the MOU shall be automatically amended to comply with the current law while still furthering the intent of the MOU. The partners will collaborate to amend the MOU to comply with the State and/or Federal requirements.

Partner agencies shall continue with the responsibilities under this agreement during any dispute. Disputes shall be resolved in a timely manner, involving those parties directly affected.

The partners have agreed to adhere to the following procedures for resolving disputes that may arise between or among the partners.

The aggrieved parties shall:

- Address the concern in writing to the One-Stop Operator.
- The One-Stop Operator will prepare a response to the involved partner(s) within 5 days of receipt.
- If the One-Stop Operator’s response does not adequately address the concerns of the partners, the Commissioner and the partner representatives involved will identify two independent and unaffected additional partners to hear the dispute on behalf of the partnership.
- If this fails to resolve the dispute within five (5) days to the satisfaction of the partner, the dispute will be presented at the next partnership meeting whereby the concerned partner shall be given the opportunity to outline the issue. The One-Stop Operator and the independent and unaffected dispute resolution partners shall also present their recommendations. The Committee members hearing and discussing the dispute will vote on a recommendation. Failing a resolution, the aggrieved partner will present their concern to the Performance and Accountability Committee of the WDB who will bring its recommendations for resolution to the full WIB meeting for final determination and decision by a majority vote. The WDB’s decision shall be final

Nothing in this agreement shall violate or supersede existing contracts. Each partner agency reserves the right to modify the scope, direction, structure and content of this agreement based upon legislative changes, Local Board directives, availability of funding, or other circumstances as warranted and agreed upon by partner agencies. This MOU may be executed in counterparts, which together shall constitute an original MOU. This MOU shall not be deemed valid until executed by all partners.

### **Workforce Development and Career Pathways**

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

Career Pathways “is a series of connected education and training strategies and support services that enables individuals to secure industry relevant certifications, to obtain employment within an occupational area and to advance to higher levels of future education and employment in that area” (National Career Pathways Technical Assistance Center, 2016). The Westchester Putnam Workforce Development Board's implementation of career pathways encompasses sector partnerships, work experience, on-the-job training, and apprenticeships. The priority sectors in our region are advanced manufacturing, healthcare, hospitality, and professional services. Westchester Putnam Workforce Development Board is serving as the backbone agency to lead the career pathways and sector partnership initiative through the identification of in-demand occupations and outlining roadmaps to achieve postsecondary credentials. These career pathways roadmaps are equipped with detailed occupational information including, labor

market information, institutions that provide the training, requirements to gain entrance into training programs, and the credentials needed to function in the occupation. Career center staff uses the career pathways roadmaps to guide customers in obtaining high growth, in demand occupations through subsequent training. Our Career Pathways strategy is implemented throughout all Workforce Development core programs and federal programs.

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

The Career Pathways roadmap will serve as an occupational guide for program staff to ensure each customer has access to activities that lead to recognized postsecondary credentials.

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

The credentials obtained in the healthcare industry are portable. These credentials are trusted by employers and educational institutions throughout the country. A customer who has achieved a Licensed Practical Nurse Credential in NYS and decides to relocate; some states will allow you to move to their state and work as an LPN without obtaining a new license at all. This is called reciprocity. Other states will require endorsement, which is when you work actively as an LPN while your new state of residence reviews specific criteria in order to issue you a license for their state.

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

The credentials obtained in our Career Pathways Strategy are stackable and will move our customers to higher paying and higher skilled positions with opportunity to train and work. This strategy allows customers to gain experience and become more marketable.

### **Access to Employment and Services**

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

The WPWDB oversees one comprehensive One-Stop Career Center located in White Plains, Westchester County and three satellite One-Stop Career Centers located in Mount Vernon and Peekskill, Westchester County and Carmel, Putnam County. The One-Stop Career Centers are strategically located in Westchester and Putnam Counties that enable residents in those areas to gain access to the Career Centers. Westchester County has a viable transportation system connecting residents to all corners of the county in addition to neighboring counties and states such as Putnam, Rockland, New York City, Connecticut

and New Jersey through public transportation such as bus and train; and in some instances the Centers are located within walking distance. For those residents that are in need of services and unable access the One-Stop Career Center through public transportation can gain access to the One-Stop services, resources and tools through the One-Stop website at [www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com). The One-Stop website allows those seeking services to access and complete the ES100 online, sign up for workshops, create a profile, upload their resume, search for and apply to jobs and learn about new programs and resources. Also, our partners are able to connect residents to the One-Stop.

The WPWDB and its partners continue to expand access to employment, training, education and supportive services for eligible individuals particularly those with barriers to employment by enhancing the equipment, technology to include but not limited to enhancing the One-Stop website, utilizing social media and other online/internet based platforms and tools, and/or services that guarantee people with barriers and disabilities have equal access to available services. Individuals with poor literacy skills, English language deficiency, those that do not possess a High School diploma access to onsite TASC prep, English as a Second Language provided by our partner agency Southern Westchester BOCES. ACCES-VR provides vocational rehabilitation services for eligible individuals with disabilities including youth. In addition WPWDB will continue to partner with Westchester County Executive Astorino and the Westchester Volunteer Income Tax Assistance (VITA) Partnership to provide free tax preparation assistance to individuals who generally make \$54,000 or less, persons with disabilities, and limited English speaking taxpayers who need assistance in preparing their own tax returns.

The WPWDB and its partners will continue to provide services to at-risk disadvantaged in-school youth by providing contracted staff to work with school staff and students during and after school hours and at risk disadvantaged out-of-school youth by continuing to provide contracted staff located in the One-Stop Career Centers to connect youth to the additional resources and services. Westchester and Putnam Counties Department of Social Services has staff located in the One-Stop to assist their customers with accessing resources and services through the One-Stop delivery system.

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

The WPWDB and its partners currently use technology as a means to reduce and remove barriers accessing One-Stop services through utilization of its website [www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com) . The website has allowed the WPWDB and its partners to outreach to those that may not be connected and or know about the One-Stop delivery system and its services to provide greater access to supportive services, education, training, and other workforce development services. The One-Stop website allows those seeking services to:

Access and complete the ES100 online

Sign up for job readiness workshops to include workshops such as resume preparation, interviewing techniques, winning cover letters, mock interviews, networking and computer workshops to include Word, Excel and PowerPoint



Create a profile

Upload their resume

View jobs in real time

Search for and apply to jobs

Apply for an Individual Training Account (ITA)

Listing of approved WPWDB Eligible Training Providers

Businesses are able to post job orders

Businesses are able to view candidate resumes and profiles

Businesses are able to contact candidates directly

Learn about new programs and resources

*\*Note: The One-Stop website is not a case management system. Assessments, case notes and comments are kept in the One Stop Operating System (OSOS). All jobs posted on the One-Stop website are inputted into OSOS.*

The WPWDB and its partners is increasing the usage of its Facebook, LinkedIn and Twitter accounts to provide additional promotion of the One-Stop delivery system services.

The One-Stop Career Center has installed MyBenefits on all of its computers in the resource room so that customers can easily access and become aware of the various public benefit programs such as TANF, Supplemental Nutrition Assistance Program (SNAP), Nutrition Education, Home Energy Assistance Program (HEAP), Women Infants, and Children (WIC), School Meals, and the Supplemental Security Income (SSI) State Supplement Program and others.

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

One-Stop Career Center staffs are required to utilize the One-Stop Operating System (OSOS) to record customer data and eligibility for all customers such as UI claimants, Adults, Dislocated Workers, Youth, Displaced Homemakers, and other populations. Under WIOA, partner agency staffs are responsible for collecting and entering the required information for registration into the OSOS database. OSOS allows One-Stop and partner staff to view case history, services rendered and reduce the duplication of services, allow for better service coordination, and data collection and reporting.

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

## One-Stop Orientation -

### **Receptionist/Greeter:**

- Inquire if customer is a veteran or spouse of a veteran
- Inform customer of orientation schedule (Mondays and Fridays @ 9:30 am); customer should have a valid photo id., i.e. driver's license, non-driver's license, government id; social service/Medicaid id., etc.)
- Distribute application packet
- Answers questions
- Distribute numbers in order of arrival to determine order for one-on-one assessment\* (Veterans and spouses of veterans get priority to be seen first during one-on-one assessment and must speak with the Veteran Representative or an Labor Services Representative if the Veteran Representative is unavailable before leaving the One Stop)
  - **\*Note: Veterans and spouses of veterans must be given a One Stop orientation on the day and time they arrive)**

### **Facilitator:**

- Introduction / Welcome
- Name
- Purpose of orientation
- Re-employment services
- Not the Unemployment Office
- Benefits
- **One Stop Services**
- Tour: Resource Room
- telephone bank
- computers
- copier
- fax
- Hours of Operation
- Monday through Friday, 8:30 am to 5:00 pm
- Job Postings (hard copies)
- Highlight a few of the current job opportunities
- Workshops
- distribute workshop schedule
- explain workshop registration process - customers must register online for all workshops at [www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com) )
- Job Screenings
- Job Matching
- Veteran Staff
- explain veterans receive priority of service

- veteran representative on staff/ speak to the veteran representative and/or
- a One Stop staff member before he/she leaves
- Employment Counselors
- explain role of an Employment Counselor
- Websites
- Job Bank (<http://newyork.us.jobs/>)
- JobZone (<https://jobzone.ny.gov/>)
- 
- One-Stop ([www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com) )
- Distribute website bookmark
- Other One Stop locations/universal access
- Westchester One Stop locations:
  - Mt. Vernon
  - Peekskill
  - Putnam
  - Yonkers
- **One-on-one Assessment (10 to 15 minutes per person)**
- Call customer in order of arrival\* (If an individual has been identified as a Veteran or a spouse of a veteran, he/she has priority to be seen first for one-on-one assessment)
- Review application packet to ensure required components are complete
- Refer to applicable job orders/postings
- Encourage customer to set up an email account if he/she does not have one
- Inquire as to how they heard about One Stop and enter information on One Stop Orientation Log Sheet
- Collect and retain orientation application packet and make copy of photo id (driver's license). Attach copy of photo id to application packet and return original(s) to customer.
- Determine whether customer falls under the category of an Adult or DLW
- Refer customer to Resource Desk to see a Labor Services Representative so he/she can be given an appointment to see an Employment Counselor (note: *be sure log sheet reflects the reason(s) why customer is being referred to an Employment Counselor*). ***If the customer is a veteran or a spouse of a veteran, staff must speak to a supervisor who will see which counselor is free – if only for 5 minutes to schedule an appointment, unless the person is working with Greg Whittaker (same day), and he can make the referral if needed.***
- *Veteran customers only:* At the end of the assessment, facilitator takes veteran or spouse of a veteran to Veterans Representative. If the Veterans Representative is with another Veteran, ask Veteran or spouse of veteran to wait and alert Vet Rep or if the Vet Rep is not in the office, have the Veteran see a Labor Services Representative.
- Give Orientation Log Sheet and completed orientation application packets to Data Entry staff.

**Initial Assessment:** Staff will collect information and conduct an assessment on a customer's skill levels, including literacy, numeracy, and English language proficiency; work history; employment barriers; employment goal(s) and occupational knowledge; supportive service needs; and whether referrals to other programs are appropriate or necessary.

**Comprehensive Assessment:** Staff will conduct specialized assessment of a job seeker's barriers to employment, occupational and employment goal(s), educational and skill levels, and personal circumstance to determine his/her service needs. This may include diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation. The comprehensive assessment will be used to develop an IEP.

**Individual Employment Plan:** One-Stop Career Center staff will, in partnership with the customer, use the information collected during the assessment process to develop the IEP. 2017-2020 Local Plan Template 24 the plan will outline the necessary services to be provided to achieve the planned goals; the steps and timelines for achieving the goals including vocational training, if appropriate; and the terms, conditions, and responsibilities associated with the plan. The services may include, but are not limited to:

**Resource Room/Self-Service:** Including telephones for customers to talk privately to prospective employers; fax and copy machines; a Career Resource Library consisting of books, newspapers, videos, special directories and other career-related materials such as LMI related to the most in-demand occupations on Long Island. There are banks of computers available to conduct job search, revise resumes, access LinkedIn accounts, or complete online employment applications.

**Career Planning and Counseling:** One-on-one or intensive career planning and counseling with an Employment Counselor using the initial and comprehensive assessments and the IEP to enhance the customer's chances of entering or reentering the labor market. Staff will help the customer analyze and understand career related information and the information generated through the use of self-assessment tools provided at the Career Center. During these sessions, Career Center staff will make referrals to workforce activities and supportive services, which may include child care resources, housing, mental health counseling, substance abuse counseling and to partner programs appropriate to the needs of the customer.

**Short-term Pre-Vocational Services:** These services may include academic education and job readiness trainings for development of work readiness skills, including but not limited to, learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, higher-order reasoning, problem-solving skills, work attitudes, and professional conduct.

**Short-term Computer Training:** Workshops in Microsoft applications such as Word, Excel and PowerPoint are taught at the One-Stop Career Center. Workshops are available five days a week and offered for beginners, intermediate and advanced users. In addition, the One-Stop offers Metrix online learning tool that has hundreds of self-paced tutorials covering topics ranging from soft skills to complete vocational training courses are always

available. This tutorial option can be accessed at the Career Center or from the privacy of the customer's home. A workshop is given to new users how to navigate through the program.

**Financial Literacy Services:** Workshops are provided to customers to gain and or enhance their knowledge and have a better understanding in order to make financial decisions that enable them to gain self-sufficiency. Topics may include: how to create and manage a budget; managing credit and debt; how to protect against identity theft, saving for the future.

**Job Preparedness Workshops:** Includes such workshops as How to Search for Employment, Networking, Preparing a Winning Resume and Cover Letter, Interviewing Techniques, Mock Interviews, Soft Skills for Interview Prep, Behavioral Interviewing, Career Change, Managing Stress Before It Manages You, Job Search Round Table and How to Keep the Job.

**Job Opportunities:** Job Recruitments are conducted onsite at the One-Stop Career Centers and geared to a specific industry or employer. Customers possessing the skill sets needed are invited to attend. Job listings and postings are available at the Career Center, on the One-Stop website and America's Job Bank. In addition, customers have access to On-the-job training opportunities, Work Tryouts/Internships and Vocational Training.

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

Supportive Services will be accessed through our partners and community based agencies in Westchester and Putnam counties. Should a customer disclose the need for supportive services and or it is established that a customer is in need of any of the following Support Services, a referral will be made to the partner agency. For instance:

Food/SNAP

Public Assistance

Child and Dependent Care - the Child Care Council of Westchester

Transportation

Work Attire

Housing/Shelter

Substance Abuse

Disabilities

Language and or Education Barriers -

The WPWDB and its partners are working on a streamlined referral process to ensure the referral is connected to a designated and or appropriate staff, feedback and follow up

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

WPWDB is in the process of procuring Harquin as its One-Stop Operator. Harquin along with guidance from the WPWDB will be responsible for identifying needed training, developing a training plan and calendar, and coordinating with the One-Stop Manager the cross-training of staff, reduction of duplicative services, expanding or enhancing of required and needed services to ensure the One-Stop delivery system services are accessible to all the populations served in the designated workforce area. The One-Stop Operator will also provide guidance around the referral process, program performance, customer service, accountability, and communication policies,

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

The WPWDB shared the “Priority of Service” policy with the One Stop staff

POLICY

PRIORITY OF SERVICE

Priority of service for intensive and training services is based on the following categories:

1. The first population to receive intensive and training services is veterans receiving public assistance who are low income (or their eligible spouses).
- 2.
3. The second priority is for public assistance and low-income non-veterans;
- 4.
5. The third priority is for veterans (or eligible spouses of veterans) who are not low-income or receiving public assistance;
- 6.
7. The fourth priority is for adults who are non-veterans who are not low-income or receiving public assistance.
8. This category is further prioritized according a Point System

9. Priority Group	Points
10. Individuals who exhausted UI Benefits	5
11. Long Term Unemployed (12 months or more)	4
12. Family Income below 50k% of Median Income	3
13. Single Parent (not eligible for Public Assistance)	2

**Individuals Training Accounts**

Priority of Service for Training under Individual Training Accounts is further based on the individual's need for/ability to benefit from training as documented by the customer's application for training and other assessment results: i.e. comprehensive assessments.

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

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

In a Comprehensive Career Center, at a minimum, staff will provide direct linkage (i.e., direct connection within a reasonable time by phone or real-time web-based technology to program staff that can provide program information to the customer).

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

Partners commit to periodically reassess program accessibility and adjust strategies to improve access as needed.

Accessibility to the services provided by the American Job Centers and all Partner agencies is essential to meeting the requirements and goals of the Westchester-Putnam American Job Center network. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran status, or based on any other classification protected under state or federal law.

#### **Physical Accessibility**

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

#### **Virtual Accessibility**

The Westchester-Putnam Local WDB will work with the Any State Workforce Development Board (State WDB) to ensure that job seekers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal

agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

Partners should either have their own web presence via a website and/or the use of social media, or work out a separate agreement with the XYZ Local WDB to post content through its website.

#### **Communication Accessibility**

Communications access, for purposes of this MOU, means that individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

#### **Programmatic Accessibility**

All Partners agree that they will not discriminate in their employment practices or services based on gender, gender identity and/or expression, age, race, religion, national origin, disability, veteran status, or based on any other classification protected under state or federal law. Partners must assure that they have policies and procedures in place to address these issues, and those policies and procedures have been disseminated to their employees and otherwise posted as required by law. Partners further assure that they are currently in compliance with all applicable state and federal laws and regulations regarding these issues. All Partners will cooperate with compliance monitoring that is conducted at the Local level to ensure that all American Job Center programs, services, technology, and materials are physically and programmatically accessible and available to all. Additionally, staff members will be trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. An interpreter will be provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier. Assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON) and assistive listening devices must be available to ensure physical and programmatic accessibility within the American Job Center network.

The partners recognize that NYS Human Rights Law prohibits discrimination or harassment against any employee, applicant for employment or customer due to age, race, creed, color, national origin, sexual orientation, military status, sex, disability, predisposing genetic characteristics, familial status, marital status, or domestic violence victim status of any individual.

The partners understand that the NYS Human Rights Law affords protections from employment discrimination for persons with prior conviction records, or prior arrests, youthful offender adjudications, or sealed records.

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



The WPWDB is in the process of updating its accessibility equipment in some of its Career Centers. Once completed, all of the Career Centers in the WPWDB will be equipped with assistive technology. We will seek the advice and input from NYSDOL, ACCES-VR, the Commission for the Blind and other local service providers as to the technology and equipment to service targeted population. The WPWDB and One-Stop Operator will utilize NYSDOL, ACCES-VR, and the Commission for the Blind to review and ensure that each Center possesses the most up to date assistive technology. The WPWDB will consult with ACCES-VR to enhance the One-Stop website to add features that will allow individuals with various disabilities to access the website with ease.

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

ACCES-VR provides information and training to the One-Stop and partner staff at least 3X per year on various topics such as engagement, resources and services, sensitivity awareness and services and resources ACCES-VR offers. The One-Stop has a designated staff member that attends the WEN meetings to keep abreast of the programs offered at the One-Stop. ACCES-VR facilitates cross-training of partners in areas such as the ADA, Title IV services, and assistive technology, all partner agencies will have a better understanding of how to serve people with disabilities. In compliance with the ADA and section 188 of WIOA, partners will provide individuals with disabilities with physical and programmatic accessibility to facilities, programs, services, technology and materials.

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

The Westchester-Putnam Workforce Development Board and its Partners have agreed through the Partner Memorandum of Understanding outlines each partner's roles and responsibilities in One-Stop delivery system and memorializes the way partners will work together collaboratively to satisfy the federal, state and local regulations related to nondiscrimination required by WIOA (section 188), and applicable provisions of the American with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.).

## **Business Engagement**

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

A key strategy used to facilitate the engagement of businesses was the implementation of our business sector partnership. This collaboration allows us to work with key people

representing in demand sectors to identify the needs of businesses. In this process, we use an employer survey to gather feedback on local business needs including soft skill development, technical and training needs and credentialing requirements. The results from the surveys are being used to inform the vision for the workforce system, and to engage local employers by encouraging participation in sector based initiatives and the development of career pathways in response to locally identified needs.

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

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

Services are provided based on the members of the WPWDB staff and Business Sector partnerships working closely with regional businesses and learning their needs. These services include both employer services and business services.

The following is a list of possible services that are provided

- Job Listings • Virtual Job Fairs • OJT Development • Referral System • Job Matching
  - Online Assessments
  - On-Site Recruitment
  - Point of contact for employer
  - On-Site Visits
  - Delivering detailed market information
  - Referrals to partnering Agencies
  - Marketing the needs of Business Sector Partnership to workforce partners
  - Industry Specific employee recruitment
  - Business service partnerships that identify the needs for each sector and work on resolving needs
  - Tax Credit Information
  - Labor Market Information
  - Customized Training to upgrade the skills of incumbent workers
  - On-the-Job Training subsidies to offset the cost of training workers

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

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

Participants interested in entrepreneurial skills training will be referred to SCORE staff that has a small business entrepreneurial mentorship program, one on one session, and a variety of workshops at the career center. In addition, we have our Add One program which was developed and funded by the Westchester-Putnam Workforce

Development Board and is being offered by Westchester Community College to assist eligible small business owners create strategies to strengthen their business models/operations and make them more efficient, with the goal of helping each participating business grow and contribute to the economic growth in the region.

- Strengthen your operations and make them more efficient.
- Learn new tools and processes to implement right away.
- Monitor those changes with the help of a coach and focus on the growth potential of your business.
- Learn from your peers about ways to address your business challenges.

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

### **Program Coordination**

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

The vision of the Westchester-Putnam Workforce Development Board and its partners is to have the One-Stop delivery system and unemployment insurance programs as a seamless continuum of services, resources and tools that will strengthen and grow our communities to meet today's and future workforce needs. This is accomplished through constant evaluation, communication, and training. In addition to:

- Formulated Partners MOU
- Ongoing Staff Development
- Co-location to have at least 1 comprehensive One-Stop Career Center
- Functional Alignment
- Communication at all levels
- Self-Evaluation and Correction

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

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

The Westchester-Putnam Workforce Development Board has procured youth agencies to provide WIOA youth services to in-school youth during and after school

hours in which youth are provided at least one or more of the 15 youth development elements. Having the youth provider in the school during school hours assists school staff with attendance and behavioral issues and other barriers while also acknowledging successes in real-time perspective. As a result of various workforce and youth development activities such as tutoring, study skills training, financial literacy and leadership development, career exploration, career fairs, and the Annual Youth Summit help prepare youth to complete high school and or earn an equivalency, knowledge of the demand occupations and to enter postsecondary education and/or unsubsidized employment. Out-of-School Youth providers are co-located in the One-Stop Career Center to expose the youth to the job readiness workshops, career exploration, career fairs and more that will be a direct connection to postsecondary education and or unsubsidized employment or both.

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

The WPWDB will continue to be a participant in and bring together workforce, business leaders and education partners to dialogue, plan and implement projects, activities and programs that will inform and educate the public, parents, students to create a pipeline of informed and educated youth and adults.

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

The WPWDB's One-Stop Operator will oversee and monitor the coordination of the One-Stop delivery system to ensure services are seamless, the reduction/elimination of duplication and work with all the partners to create strategies to enhance customer service and resources to shared customers, priority of service customers and targeted populations. Should duplication of service be identified, it will be the responsibility of the One-Stop Operator to recommend corrective action and work with the partners to ensure corrective action plan is being implemented. The One-Stop Operator will provide feedback to the partners and WPWDB.

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

Partner staff is co-located at the Career Centers and services are provided to job seekers by qualified staff, trained to deliver the services or make the appropriate referrals. The One Stop Partnership MOU A Services Memorandum of Understanding clearly explains how partners would provide the needed services. It also important to note that through the same MOU the partnership will avoid the duplication of services and will instead help in the coordination of the services delivery. We are building an online referral system that will connect all the partners for a better delivery of all services to our job seekers.

- d. Provide a list of executed cooperative agreements that define how all local service providers, including additional providers, will carry out the requirements for integration of and access to

the entire set of services available in the local Career Center system. This includes agreements between the LWDB and entities that serve individuals eligible under the Rehabilitation Act. If no such agreements exist, provide an explanation why this is the case and/or progress towards executing such agreements.

The WPWDB will use the Memorandum of Understanding between the partners that requires integration of and access to the services available in the One-Stop delivery system.

### Youth Activities

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

i. Name of Youth Point of Contact

Ali Tarchoun

ii. Email Address

att1@westchestergov.com

iii. Name of Organization

Westchester-Putnam WDB

iv. Title

Manager

v. Phone

(914)-995-7580

vi. Address

120 Bloomingdale Road  
White Plains, NY 10605

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

i. Out-of-School Youth

267

ii. New In-School Youth

89

iii. Carry-Over In-School Youth

70

iv. Work Experience

190

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

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

Each youth contractor has staff assigned to work directly with the in school and out of school youth to provide all the necessary services a youth requires.

i. Describe how Career Pathways is included in the ISS.

Depending on their interests and abilities, WIOA youth are introduced to our career pathways model by showing them the different paths they could embark on and how we could support their choice.

c. In Attachment G, Youth Services, located on the NYSDOL website at <https://labor.ny.gov/workforcenypartners/wioa/workforce-planning.shtm> under the Local Planning section, identify the organization providing the 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.

d. Explain how providers and LWDB staff ensure the WIOA elements:

i. Connect back to the WIOA Youth Program Design Framework, particularly Individual Service Strategies; and

Upon completion of the assessment process, contractors will develop an ISS for each youth. This document will be used to establish an individual plan of activities, skill goals, and services specific to the plan. Implementation of the 14 WIOA elements will be integrated and the ISS will become a living document changing as youth proceeds from goal to goal.

ii. Are made available to youth with disabilities.

Participants with disabilities receive an array of services based on individual need. Direct referrals are made to ACCES-VR. In addition contractors will utilize resources within the framework of their organizations.

e. Identify successful models for youth services.

WIOA WDAY Contractor: The City of White Plains Youth Bureau In-School and Out of School Youth programming has provided consistent implementation of WIOA youth services. Upon program completion ISY are graduated and move on to employment and post-secondary education. OSY are provided with additional support of the One Stop Center utilizing resources with the results of certificate obtainment, employment and post-secondary education.

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

**Administration**

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

Westchester County Department of Finance

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

To procure services for WIOA Title 1 Adult and Dislocated Worker and Youth services a competitive process is used. The WPWDB issues RFPs or RFQs as per the Westchester County procurement process that aligns with Federal and State regulations.

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

- d. Describe the actions taken toward becoming or remaining a high-performing board, consistent with factors developed by the SWIB. A board will be defined as high performing if it meets the following criteria:

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

**Training Services**



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

Training services will be provided in WPLWDA using several tools and resources including labor market information, WPLWDB's demand occupation list, customer interest, aptitude, abilities and input and guidance from staff to assist the customer in making an informed choice as to the industry and related training. One-Stop staff will provide guidance to customers as to the growing industries, the related titles and required skillsets. This information allows customers along with guidance from staff to develop a sound approach to their job development/career strategy. The One Stop has developed a partnership with education institutions near and far to create our eligible training provider list. In addition, we have contracts with each training provider

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

WPLWDB has contracts with each training provider on our eligible training provider list. The WDB solicits new eligible training providers quarterly in order to create a well-rounded list of providers that will offer our customers a choice in which to select a school that offers the best training methodology.

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

**Public Comment**

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

A draft plan was posted on our career center website and on the County website. A draft plan was shared with our Board members and our NYSDOL representative.

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

**List of Attachments:**

Please complete all attachments.

**Attachment A** – Units of Local Government

**Attachment B** – Fiscal Agent

**Attachment C** – Signature of Local Board Chair

**Attachment D** – Signature of Chief Elected Official(s)

**Attachment E** – Federal and State Certifications

**Attachment F** – Youth Services Chart

**Attachment G** – Local Plan Budget 2017

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

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

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

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

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