

# Monroe County/Rochester Workforce Development Board (“the LWDB”)

## Local Plan, PY 2017

Elements of the Local Plan Applicable to Eligible Providers of Title II Adult Education and Literacy Activities, 8/31/2017

### A. Analysis of Local Economic Conditions

The following data have been considered in the development of this plan.

ACS 5-Year Estimates 2011-2015, Table S1501

County Population 18 to 24 years: 82,330

High School Graduate and Above, County: 72,646 (88%)

Less Than High School Graduate, County: 9,684 (12%)

Compared to Rochester City: 5,887 (20%)

Compared to Brockport Village: 65 (2%)

Compared to East Rochester Village: 79 (12%)

Compared to Webster Village: 69 (12%)

Compared to Greece Town: 715 (10%)

County Population 25 years and over: 504,452

High School Graduate and Above, County: 454,779 (90%)

Less Than High School Graduate, County: 49,673 (10%)

Compared to Rochester City: 25,632 (20%)

Compared to Brockport Village: 243 (7%)

Compared to East Rochester Village: 383 (9%)

Compared to Webster Village: 324 (9%)

Compared to Greece Town: 5,708 (8%)

ACS 5-Year Estimates 2011-2015, Table DP02

5 years and over, language other than English spoken at home, and speak English less than “very well”

County: 34,661 (5%)

Rochester City: 17,027 (9%)

Brockport Village: 165 (2%)

East Rochester Village: 201 (3%)

Webster Village: 596 (12%)

Greece Town: 3,060 (3%)

ACS 5-Year Estimates 2011-2015, Table S2301

County Population 16 years and over: 606,638

County Labor Force Participation Rate: 64.7%

Compared to Rochester City: 61.7%

County Employment/Population Ratio: 59.7%

Compared to Rochester City: 53.2%

County Unemployment Rate: 7.7%

Compared to Rochester City: 13.8%

Poverty Data From September 2016 *Poverty and Self-Sufficiency in the Nine-County Greater Rochester Area*, prepared for Rochester Area Community Foundation and ACT Rochester

Monroe County Poverty Rate: 15.4%

Number of Poor: 111,713

City of Rochester Poverty Rate: 33.8% (5<sup>th</sup> poorest city in US among top 75 metro areas)

Number of Poor: 68,222

Village of Brockport (West Side) Poverty Rate: 25.1%

Number of Poor: 1,440

Village of Webster (East Side) Poverty Rate: 27.5%

Number of Poor: 1,501

From Monroe Community College: *Rochester Area Skill Needs Assessment and Business Climate Survey, 2014*

Estimated 23,000 persistently unfilled jobs in nine-county Finger Lakes Region

From *Finger Lakes Region: Inventory of Sector-based Workforce Strategies, 2016*

Two Key Industry Sectors

1. Finger Lakes Regional Economic Development Council (FLREDC) Industry Pillars—Advanced Manufacturing, including Optics, Photonics, and Imaging; Agriculture and Food Production; and Next Generation Manufacturing

2. FLREDC Enabler Pathways to Prosperity—Healthcare, including the following priority occupations with 40 or more annual openings in the nine-county Finger Lakes Region:

**Table 1**

Level	SOC	Occupation	Annual Openings
1	37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	350
1	37-2012	Maids and Housekeeping Cleaners	130
1	43-4171	Receptionists and Information Clerks	180
1	39-9021	Personal Care Aides	230
1	43-9061	Office Clerks, General	350
2	31-1011	Home Health Aides	240
2	31-1014	Nursing Assistants	270
2	31-9092	Medical Assistants	40
2	15-1151	Computer User Support Specialists	120
2	43-6013	Medical Secretaries	40
2	29-2041	Emergency Medical Technicians and Paramedics	70
2	29-2012	Medical and Clinical Laboratory Technicians	50
2	29-2061	Licensed Practical and Licensed Vocational Nurses	160
3	29-1141	Registered Nurses	440
4	11-9111	Medical and Health Services Managers	60

**Discussion**

Strategies for preparing an educated and skilled workforce in Monroe County should address poverty in the City of Rochester and other parts of the County with high numbers or concentrations of poor people, high school dropouts, and/or English Language Learners. Such strategies should provide the education and skills needed to meet the needs of businesses, with a focus on advanced manufacturing, healthcare, and other persistently unfilled jobs. Service locations should be accessible to participants in all four quadrants of the City of Rochester, as well as those living in suburban areas of need. They should be accessible by public transportation and have ample parking spaces.

**B. Goals and Strategies**

**I. Description of the LWDB’s Strategic Vision and Goals for Preparing an Educated and Skilled Workforce**

**Strategic Vision:** Through alignment of education, training, employment, and supportive services, meet the needs of both job seekers and businesses in Monroe County.

**Goals:**

- *Career Pathways:* Under the leadership of the three regional Workforce Development Boards, support the development and design of clearly defined Career Pathways in advanced manufacturing and healthcare, as well as other industry sectors, such as hospitality and tourism, that allow for entry by workers with lower literacy levels. Ensure that education, training, employment, and supportive services have been designed around these Career Pathways. These

services should integrate education, training, and work-based learning, and should result in a high school diploma or equivalency and portable, stackable, industry-recognized credentials in demand occupations. Career Pathways should also include the necessary supports to move adults and youth with barriers from their entry point to a reasonable exit point along the pathway. These supports may include career guidance; work experiences; financial literacy education; assistance with transportation, child care, or other related costs; mentoring; and activities related to leadership development, decision-making, citizenship, and community service. It may be necessary to provide incentives for special populations, including youth, who achieve milestones along the pathway.

- *Sector-Based Strategies:* We recognize the need to engage businesses in designing sector-based solutions to their hiring, training, and retention needs, with a focus on advanced manufacturing, healthcare, and other industry sectors with significant numbers of persistently unfilled jobs. Support business-led solutions that result in good jobs, encouraging businesses to incorporate appropriate work-based learning opportunities into education, training, and employment programs. Encourage businesses to meet their staffing needs by recruiting from populations that are underrepresented in the workforce, including youth, reducing barriers to their participation in work-based training and employment.
- *Role of the One-Stop System:* Strengthen the local one-stop system to drive alignment of education, training, employment, and supportive services, co-enrolling youth and adult job seeker participants in multiple partner programs whenever possible. One-stop partners should ensure that participants with barriers to education and/or employment have access to one-stop system services.

## **II. Description of How the LWDB will expand access to employment, training, education, and supportive services provided through the NYS One-Stop Career Center system for Title II participants with barriers to employment**

One of the objectives of the LWDB's Career Pathways goal is to provide integrated education and training to youth and adults. Under the current model, most local training programs are available only to participants with a high-school diploma and basic English literacy skills. The LWDB will coordinate efforts to increase the number of integrated education and training programs that provide training services to high school dropouts, English Language Learners, and participants with low literacy and/or numeracy skills. Such efforts should make use of braided funding from multiple funding sources. The LWDB will work to reduce duplicative administrative reporting requirements for programs that use braided funding from multiple sources.

The LWDB will coordinate efforts of the one-stop partner programs, especially those programs with expertise in serving special populations, to help businesses identify, hire, and train qualified workers with disabilities, limited English, criminal backgrounds, and other populations that are underrepresented in the workforce.

One-stop partner programs with expertise in serving individuals with barriers to employment will cross-train and serve as a resource to all partner programs to expand access to program services for such individuals. The LWDB has contracted with a "One-Stop Operator" to coordinate cross-training efforts and identification of program liaisons.

For the purpose of expanding access for out-of-school youth, the LWDB has contracted with six Community-Based Organizations throughout Monroe County to fund 14 Navigator positions to address the needs of out-of-school youth. The focus of the Navigators is on education, training and the connection of youth to employment and or educational opportunities. Two of the Navigators will work out of the two comprehensive one-stop career centers.

Service locations should be accessible to participants in all four quadrants of the City of Rochester, as well as those living in suburban areas of need. They should be accessible by public transportation and have ample parking spaces.

### **III. How the LWDB will facilitate the development of Career Pathways and co-enrollment in academic and training programs**

The LWDB has taken a regional approach to the development of Career Pathways, basing its efforts on the work accomplished by the Finger Lakes Regional Economic Development Council (FLREDC).

In the *Finger Lakes Region: Inventory of Sector-based Workforce Strategies, 2016*, it was noted that the local workforce development boards have selected two priority industry sectors: advanced manufacturing and healthcare.

Advanced manufacturing is included in all three Key Growth Pillars of the strategic framework from the Finger Lakes REDC Upstate Revitalization Initiative (URI) Plan: Optics, Photonics, and Imaging (OPI); Agriculture and Food Production (Ag & Food); and Next Generation Manufacturing (Next Gen).

A Key Enabler to the URI plan has been titled “Pathways to Prosperity: Workforce Development.” Among the goals for the Pathways to Prosperity enabler are supporting the Rochester-Monroe Anti-Poverty Initiative, targeting hard-to-place workers, and reducing unemployment. We have chosen the healthcare industry sector as the most promising sector to achieve these goals. It is the sector in our region with the most combined growth and job openings, the most well-defined Career Pathways, and the greatest available resources for workforce development.

The need for business and job seeker services in both industry sectors is reflected throughout the priorities of integration of strategies with core partner programs and into the regional workforce development system under the WIOA law. An urgent regional priority under WIOA is the development of Career Pathways in both of our selected industry sectors.

In Program Year 2016, the Finger Lakes region made use of some Sector Partnership NEG funds to develop some initial advanced manufacturing Career Pathways maps. (The maps have not yet been finalized but are available in draft form.) This work included a set of recommendations to be presented to the Workforce Development Boards in the fall.

The Healthcare/Workforce Subcommittee of the Finger Lakes REDC worked during the summer and fall of 2016 to advance some recommended strategic objectives surrounding a healthcare Career Pathway. The work was suspended but has provided us with a foundation for continued development of this pathway. The occupations listed in Table 1, above, are a result of the Subcommittee’s work.

The LWDB will make use of this initial pathways work when making recommendations for co-enrollment in education and training programs. The contracted “One-Stop Operator” will facilitate efforts to increase and measure co-enrollment and alignment of resources during quarterly one-stop system partner meetings.

#### **IV. Description of how the LWDB will support strategies identified in the State Plan**

The WIOA State Plan includes six goals that ensure that Titles I, II, III, and IV work together to align and coordinate services, providing job seekers and businesses seamless service delivery in a way that advances the implementation of the State’s strategy by creating a unified workforce development system.

These goals include:

1. Aligning workforce development and economic development functions to create systems that align the needs of businesses with job seeking customers, including individuals with disabilities;
2. Incentivizing robust business partnerships to best inform workforce decision making at all levels of the system;
3. Recognizing the essential role of education and literacy as the foundation for a strong, versatile workforce and provide priority to serving New Yorkers who are basic skills deficient and have barriers to employment;
4. Sharing labor market data across workforce partners to inform policy and service decisions;
5. Developing training for front line program delivery staff to provide efficient and seamless services with other mandated programs and partners; and
6. Continuing to integrate information technology to improve service delivery.

The LWDB will support the strategies associated with these six goals as follows:

1. Alignment of workforce and economic development: The LWDB has incorporated the priorities of the FLREDC into our regional and local planning. Specifically, we have given special attention to the Upstate Revitalization Initiative (URI) Plan.
2. Incentivizing Business Partnerships: Our LWDB Sector-Based Strategies goal is centered around business engagement and support of business-led strategies. When businesses take the lead in workforce development efforts, the LWDB will support them. Additionally, work-based learning should be incorporated into career pathways.
3. Recognition of the Role of Education and Literacy: Career Pathways design includes a focus on integrated education and training. The LWDB will coordinate efforts to increase the number of integrated education and training programs that provide training services to high school dropouts, English Language Learners, and participants with low literacy and/or numeracy skills.
4. Sharing Labor Market Data: The LWDB will work with our local community college to ensure that labor market data, including career pathways maps for key industry sectors, a list of local demand occupations, numbers of job openings, growth in job openings, labor supply, occupational wage progressions, and skills, education, and training needed for demand occupations are published and available to all local workforce and educational partners.
5. Training of front-line staff: The LWDB has contracted with a “One-Stop Operator” to coordinate cross-training efforts of front-line one-stop system partner staff. The goals of the training are to

expand access to program services and to align program services in a way that is efficient and seamless.

6. Information Technology: The LWDB will support the use of OSOS/NYESS by local partners and may recommend the development of a local IT solution to coordinate cross-partner referrals. We have been monitoring the NY Serves Upstate effort for serving veterans as a potential model for a larger-scale referral system.

Our support of these six strategies includes alignment with the four WIOA core partner programs, the other required one-stop system partners (including CTE Perkins), and eventually other community partners.

### **C. Measurement**

The achievement of the LWDB's goals will be measured as by the primary indicators of performance described in section 116(b)(2)(A) of the Workforce Innovation and Opportunity Act. Achievement of these goals may also be measured by additional state performance measures published by the state agencies and by additional local measures of one-stop system performance approved by the LWDB. State and local measures, if any, have not yet been developed.