



CDO Workforce New York Local Plan Modification



**New York State
Department of Labor**

**Workforce Development
and Training Division**

July 1, 2008 – June 30, 2009

General Instructions for Modifying the Existing Local Plan

The Workforce Investment Act Local Plan Modification for Program Year 2008-2009, for Workforce Investment Act Title I-B and Wagner Peyser programs, must be submitted to the New York State Department of Labor (NYSDOL) no later than April 25, 2008, in accordance with the Planning Guidelines issued by NYSDOL on behalf of the State Workforce Investment Board and the Governor. The Plan Modification must be developed by the Local Workforce Investment Board (Local Board) in partnership with the Local Chief Elected Official(s).

The Plan Modification, generated through this process, will amend and extend both the approved Local Plan, which originally covered the period July 1, 2005 – June 30, 2008, and the local area's approved Functional Alignment Addendum. Therefore, this Local Plan Modification will extend the existing Plan and Addendum to June 30, 2009 and will become the basis for local area policy and monitoring.

Plan Modification Guidelines

The Plan Modification Guidelines are available and can be downloaded on New York's Workforce Development System website at www.workforcenewyork.com. The guidelines are attached to Technical Advisory # 08- 1, dated January 16, 2008.

Publication

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

Time Table

Plan Modification Guidelines Issued	January 16, 2008
Latest Date for Publishing Plan for Public Comment	March 24, 2008
Local Plan Modifications due to NYSDOL	April 25, 2008
NYSDOL approval or request for information	No later than May 30, 2008

Submission

The draft Plan Modification is due **April 25, 2008**. NYSDOL requests local areas to complete the submittal process electronically by posting the draft Plan Modification, any comments received and the manner in which the comments were addressed, to the local area's workforce website. Specifically, local areas are required to **send an e-mail by cob April 25, 2008** to WDTDLocalPlans@labor.state.ny.us that includes the following information:

- Advises that the local Plan Modification, any comments received and information on the manner in which comments were addressed, are posted on the local website and available for State review;
- Indicates the URL and location of the Plan Modification document(s) on the website;
- States the dates the Plan Modification was made available for public comment;
- Provides contact information in the event there are problems accessing the Plan Modification; and
- Attests that no changes will be made to the document once it has been posted for NYSDOL review.

Should a local area be unable to comply with this method of submission, email a request for assistance to: WDTDLocalPlans@labor.state.ny.us. Please use “Request for Assistance with Local Plan Submission” in the Subject line.

Required Attachments

The required Attachments include:

- Attachment A: Signature of Local Board Chair
- Attachment B: Signature of Chief Elected Official
- Attachment C: Signatures of WIB Director and Regional Labor Market Analyst
- Attachment D: Units of Local Government
- Attachment E: Fiscal Agent/Grant Subrecipient
- Attachment F: One Stop Operator Information
- Attachment G: Federal and State Certifications

If any of the following have changed, please also attach:

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

Note: Hard copies of the required attachments and signature pages must be mailed to the address below. These attachments and signature pages must be received no later than June 6, 2008.

**Attn: Karen A. Coleman
Local Plan Modification**

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

Instructions for Filling out the Plan Modification Document

There are two main sections of the Local Plan Modification, each beginning with a short narrative and followed by instructions and questions. **A shaded area is provided into which the details of your response should be typed.** Your response will be formatted in a different font (**Arial 12, Bold Type**) to distinguish it from the form document.

You may unprotect the form by clicking on the lock on the forms toolbar to enter this information. For the check boxes, you may want to re-lock the form to easily tab from box to box. If the forms toolbar is not visible, right click in the upper right hand corner of the document. The toolbar menu will appear—click on “**Forms.**”

It is recommended that you save this document to your computer as your working document using the following naming convention: “LWIA NAME – Plan Modification.” Save your document frequently during its completion.

Technical assistance regarding the development of the Local Plan Modification should be directed to your WIA Program Manager. If you need any assistance with the form, please contact Cathy Laccetti at (518) 457-0389.

Workforce Investment Act Local Plan Modification
July 1, 2008 – June 30, 2009

In compliance with the Workforce Investment Act (WIA), each local workforce investment area is required to have a Comprehensive Local Plan in place. With the delay in WIA Reauthorization and a desire to align the development of the State Plan and Local Plans, NYSDOL has determined that each local Workforce Investment Board will develop a One-Year Plan Modification to extend the current plan to now cover the period July 1, 2005 - June 30, 2009. The Plan Modification will allow for short-term changes, development of strategies and efficiencies for dealing with reductions in funding, and alignment with updated State and local priorities. Commencing July 1, 2008, the Local Workforce Investment Areas (LWIAs) will be monitored according to the current Comprehensive Three-Year Local Plan, the Functional Alignment Addendum to the Three-Year Plan, and the Plan Modification. The Plan Modification will allow Local Boards the opportunity to re-evaluate their current system's delivery of employment and training services in light of funding considerations, new initiatives and performance. In developing those new strategies, local areas are required to consult with their region's Labor Market Analyst to review updated data and trends that may impact planning efforts and to use demographic information provided to assure workforce related needs of special populations.

The Plan Modification consists of two parts, the Strategies and WIA Compliance sections.

1. The Strategies section is in the form of questions that will address current and future strategies and efficiencies to address the impacts of funding reductions including infrastructure costs; further plans to achieve functional alignment; regional initiatives and sector strategies to improve a region's competitive advantage by enhancing the supply and quality of the region's talent pipeline; a vision for Youth Services and program design strategies for achieving the common measures; critical local issues and successes; and continued emphasis on services for special needs populations.
2. The WIA Compliance section deals with the Local Board Policies that are regulated by the Workforce Investment Act. In this section, local boards are asked to verify that the policies contained in their current Three-Year Plan and in their Functional Alignment Addendum remain in effect, or indicate that the policy has changed. Where policies have changed or new policies have been instituted, the policy must be attached.

Plan Modifications will be reviewed by NYSDOL with a specific eye toward local area strategies that include efficiencies designed to address the effects of shrinking resources. During the State review process, local areas may be asked for clarification or additional information. Plan Modifications with strategies that do not include efficiencies will not be acceptable.

Section I. Strategies

1. Funding Strategies

Please describe strategies currently underway or being planned by the local board to address continuing reductions to WIA resources. The State appreciates that local areas will find it increasingly more difficult to deliver the same high quality services they have in the past with less WIA resources. Therefore, we are interested in what other funding sources and resources you are seeking to supplement WIA funds, whether through leveraging foundation or grant funds, establishing corporate partnerships, exploring regional strategies, utilizing partner resources, or other creative initiatives. In describing how the local area will support local and regional workforce needs while continuing to provide high quality services to job seeking customers and businesses, address your area's efforts to:

- a. Further coordinate existing resources;
- b. Leverage additional resources, both public (federal, state, local) and private;
- c. Expand current functional alignment efforts to achieve further integration of workforce services;
- d. Implement consolidation strategies and efficiencies;
- e. Engage with neighboring local areas to regionally plan provision of services;
- f. Reduce current infrastructure costs; and,
- g. Form new partnerships and alliances (i.e. community colleges, faith based entities, etc).

In June of 2005 the County Chief Elected Officials in cooperation with the Workforce Investment Board began efforts to create better efficiencies and use of Title I Funds with the Local Workforce Investment Area (LWIA). These efforts have included:

- o Streamlining of the fiscal functions of the LWIA (WIB and County OET) into one office and staff person.
- o Streamlining of management functions through attrition to bring the Workforce Delivery System more in line with the WIA One-stop Delivery and Operator philosophy.
- o Streamlining of staff service job functions and roles to eliminate duplication of service delivery steps and effort.
- o Provision of rent and administrative support by Delaware County.

The LWIA's One-Stop Career Centers are the heart of the CDO Workforce Development System. The Workforce Investment Board has directed its resources and services to meet the market demand and goals of the Board and continues to examine the service delivery structure of the One-stop Career System to align resources for this purpose.

The LWIA will continue to examine its infrastructure and seek every opportunity to reduce and/or share costs. At the present time fixed One-stop Center costs are closely aligned and connected to NYSDOL leased sites in Oneonta and Norwich. As these lease arrangements mature the WIB in cooperation with NYSDOL and the County CEO, will examine all potential options to maintain and provide services across the three-county area. Center (resource room) locations in Delaware County are heavily

subsidized by the County. However, as funding levels become further restricted, hours of operations in these locations may have to be limited to specific days of the week.

The LWIA will continue to seek every opportunity to maximize the efficiency and use of funds to provide high quality services to job seekers and business. In 2008-2009 efforts will be renewed with the County Chief Elected Officials to move forward and seek to implement 2005 stated goals to flexibly use Title I funded County Office of Employment and Training Staff across county lines to maintain adequate service coverage to meet the needs of both jobseekers and business within the LWIA. All parties involved appreciate the challenge this goal presents, but also recognize the importance of this step to maintain accessible and needed services throughout the Chenango-Delaware-Otsego Area.

In addition to the focused efforts to maximize the use of Title I funds, efforts will continue to refine service delivery and the integration of workforce services within the One-stop Career Center/System. Specifically, the WIB and the One-stop Operators (OET and NYSDOL) will continue to strengthen the alignment and coordination of WIA Title I and Wagner-Peyser resources in the provision of services and will continue to jointly develop and enhance the strengths and capacity of staff to function and thrive in a functionally aligned and fiscally unstable environment through system-wide staff training and development sessions initiated in PY 2007.

It has been agreed by WIB leadership and the One-stop Operators to seek out opportunities to fully align and integrate other workforce services into the One-stop Centers once Title I and Wagner-Peyser Staff alignment has had time to mature. Additional efforts are expected to be undertaken in PY 2008-2009 and would include the integration of Adult Education (GED) and Literacy Programs services into the One-stop Career Centers to provide on-site services which may include work readiness training, English as a second language education and screening and assessment services. At this time these services have already been fully integrated into the One-stop Career Centers as part of the WIA Title I Out-of-School Youth Program.

Further, the specialized assistance and services for individuals with disabilities have been an integrated part of One-stop Career Centers through the Disabilities Program Navigator staff positions and the co-location of VESID services. In PY 2008-2009 efforts will be made to fully integrate these resources and services into the customer service flow, service steps, and case conference meetings regularly held at each Center.

Similar efforts continue to improve the One-stop Career Centers' capacity and effectiveness in working with the low-income/low skilled population of the LWIA. CDO Area meetings have been hosted to focus on the development of a holistic service model to meet the self-sufficiency, employment preparation and employment needs individuals who have, through proper assessment, been determined to have a family income that is at or below 200% of poverty and lack marketable skills for employment in the LWIA's priority industry sectors.

The WIB will as per process reexamine its policies and adjust them as the service and economic conditions of the Area and Region change. As the WIB continues to collaborate on Regional effort policy alignment is anticipated. Policies and documents that will be reviewed include: ITA, self-sufficiency, OJT, Demand Occupation, and any other which are identified in need of being updated.

The Workforce Investment Area has been working on a number of fronts to leverage additional resources from public and private organizations and foundations. CDO Workforce has and will continue to actively collaborate with other Workforce Investment Areas and partners to access Federal and State funding. Specific collaborations and fund development efforts include:

- o ST-WIRED initiative both the federal WIRED III and 13-N RFP.
- o USDOL Community Based Job Training Grants. Multiple applications with Southern Tier WIB's.
- o USDOL STEM Solicitation with B-T and HMO WIB.
- o USDOL Renewable Energy Grant with B-T and HMO WIB.
- o NYS Department of Economic Development Explore NY Funds Program to support a regional effort to develop a Cultural Development Corridor (Creative Industry Cluster).
- o Local IDA to assist with workforce training strategies.
- o Local business funding support to sustain specific training programs to prepare individuals for employment (CNA/HAA and Manufacturing Training).
- o Foundation proposals to support specific workforce development projects.
- o Business sponsorship and fee based services for events such as Job Fairs/Career Expos.
- o Seeking to set up a regional rural workforce and economic development discussion with foundations.

In so doing, the CDO Workforce Investment Area has continued to develop and strengthen partnerships and alliances with both local and regional partners. These partnerships and alliances have been designed for the mutual benefit of meeting each partner's goals of providing services to both job seekers and business. Partnerships which have evolved include collaborations with:

- o surrounding workforce investment areas on grant solicitations to support services and training;
- o SUNY Delhi, Broome Community College and area manufacturers to develop and support entry level manufacturing trainings;
- o ONC BOCES and area healthcare providers to develop and support CNA/HAA training;
- o Solicitation of funds from the business community to sponsor/support trainings, job fairs and other projects and programs;
- o Leatherstocking Center for Economic Education at SUNY Oneonta, the Catskill Teachers Center and area Chambers of Commerce support and provide business and economics education to teachers and school counselors through the Occupational Trends Program;

- o Leatherstocking Center for Economic Education at SUNY Oneonta to apply for foundation funds to support high school-to-business career development programming;
 - o AM&T and local economic development/IDA (Otsego and Chenango) to support strategic and market planning and organizational development assistance to the manufacturing sector;
 - o Continued service coordination and specific contracted service delivery between the County OET and Departments of Social Services (Chenango and Delaware Counties);
 - o the Area's Independent Living Center to apply for various grants to further serve the special needs of individuals with disabilities;
 - o the Area's BOCES to develop and support career development programming.
- Additional efforts in the planning and development stages include:
- o Engaging local IDA support to meet incumbent worker and target industry training needs.
 - o Increasing the involvement and interaction of area United Way and Community Foundations in area workforce development service development workgroups.
 - o Outreach out to large foundations to solicit their interest in developing and establishing a rural workforce development needs and issues forum.

2. Regionally Based Sector Strategies

Local areas have previously been engaged in strategic planning to develop their human capital to address the needs identified by key industry sectors in their region. The USDOL's WIRED framework and the Department's own Regional Sectoral Strategy Initiative are also focused on the development of a talent pipeline to fuel the needs of key growth industry sectors and clusters within a regional economy. This framework brings together all the key players in a region to leverage their collective assets, resources and knowledge in order to devise strategies that focus on infrastructure, investment, and talent development that will optimize innovation and successful regional transformation. The workforce system must be fully connected and aligned with state and regional economic development and growth strategies. This requires integration of workforce development, economic development, and education systems in support of economic competitiveness. To this end, discuss your local board's efforts to engage in the development of a regional sector or cluster based strategy. Include within this discussion:

- a. Progress made in advancing the strategic planning efforts outlined and described in the local area's previous WIA Plan, and how this connects to the development of a regionally based sector strategy;
- b. Progress towards aligning the services of the local workforce system, economic development and education systems to support a regional based sector strategy;
- c. Policies adopted or planned for aligning training initiatives and ITAs to sector strategies and demand occupations;
- d. Partnerships developed in support of this effort and the role of these partners;
- e. Planned outcomes related to your strategy; and,
- f. Next steps to be taken in this effort during the coming year.

The CDO Workforce Investment system has an extensive history of collaboration with bordering Workforce Investment Areas, Industry service organizations, community service agencies and others to address the service and training needs of specific populations, industry sectors and occupational shortages. These include partnering with: Broome-Tioga WIB to apply for the USDOL Workforce Incentive Grant to enhance and further develop the area's One-stop Career Centers capacity to serve individuals with disabilities; NYSDOL, area Colleges, and Partners to develop an Internship Website to match internships offered by area businesses with colleges students; Herkimer-Madison-Oneida WIB on a number of USDOL grants (H1B, healthcare) including one which linked in a NYSDOL Career ladder project; The Alliance for Manufacturing and Training to secure funding from NYSDOL and later from the Appalachian Regional Commission to support strategic planning assistance for small to medium sized manufacturers across the Southern Tier.

Steps continue to advance the strategic direction of the Workforce Investment Area. Since the submission of the LWIA Three-Year Plan, CDO Workforce Investment Board has continued to develop and expand its partnerships with surrounding WIB's, educational institutions, economic development and community partners.

To continue previous efforts to support strategic planning assistance for small to medium sized manufacturers, the CDO Workforce reached out to local economic development/IDA boards to provide on-going support for this need. As such, the IDA's in the Counties of Otsego and Chenango have supported strategic and market planning assistance for a number of firms within their respective counties since 2006.

CDO Workforce continues to partner with surrounding Workforce Investment Areas on various grant solicitations, most significantly on the USDOL WIRED and NYSDOL 13-N (WIRED) grant solicitations. Further, CDO WIB, HMO WIB and B-T WIB have agreed to collaborate and work together wherever appropriate. Efforts to host regional meetings have been undertaken. At the present time CDO WIB and B-T WIB, with HMO WIB as the lead are seeking to submit proposals for both the USDOL STEM and Renewable Energy grant solicitations.

As a working partner in the NYSDOL awarded 13-N "ST-WIRED" Regional workforce and economic development transformation project, CDO Workforce has partnered with the WIB's in the Southern Tier of NY to address the workforce pipeline development needs of the manufacturing and related agribusiness industry sectors. This significant undertaking will move the Workforce Investment Area and local regional partners (economic development, colleges, K-12) toward closer alignment of meeting the common goal of assisting the needs of manufacturing in the region.

As ST-WIRED partnership has just been awarded under the RFP, the project is still in the planning for implementation stage. The Leadership Council meet for the first time on February 26, 2008, and will meeting again on March 13, 2008 to outline the implementation Plan for Phase I and Phase II of the grant. Roles and responsibilities of each Partner in the project will be defined at that time, and additional resources needed

and procurement plan identified. It was agreed at the February meeting to focus two steps toward the transformation of the regional sector economy. The first, manufacturing career awareness, career development and recruitment, and the second manufacturing skill training curriculum to affect the workforce pipeline for this industry sector. Specific outcomes related to this strategic effort will be identified.

Prior to the award of the 13-N WIRED Grant, the CDO WIB and B-T WIB had been working with Broome Community College and SUNY Delhi to address identified basic manufacturing training needs. As a result of this collaboration, a shared training curriculum was developed by Broome Community College and SUNY Delhi based on input and feedback from industry sector focus groups and experts, and training was provided by the Colleges. Within each Workforce Investment Area, jobseekers were recruited through the One-stop Career Centers and from partner programs such as DSS and the Out-of-school Youth Program. Potential candidates were screened and assessed by Center Staff for readiness and appropriateness for the training and employment goals in the manufacturing sector. Resume preparation and interviewing skills were also provided to those candidates in need.

Upon completion of the training, the program participants were provided an opportunity to meet with area manufacturers and hear presentations about their firms at a mini-job fair facilitated by the Center staff and Business Services Representatives.

Similarly, to address recruitment and training needs of the healthcare sector, CDO Workforce, in partnership with ONC BOCES developed a local program for Home Health Aide training. As with the manufacturing sector training, training needs were identified through focus group meeting with the healthcare sector, and mini-job fairs were held post the completion of the training program. This collaboration resulted in the program becoming a NYSED-approved training and experiential credit program that has trained and employed over 30 jobseekers since the spring of 2007.

Additionally, prior to the award of the 13-N WIRED Grant, CDO WIB and surrounding workforce investment areas have worked collaboratively in the administration of job training programs. Particularly in the administration of On-the-job training when the employer is located outside of the LWIA's defined geographic area.

Local policies will most likely be re-examined for alignment with the ST-WIRED partner WIB's and HMO WIB. However, it should be noted that CDO and the surrounding WIB's have historically shared operational documents to achieve a level of policy and procedure uniformity. This is particularly true of the Demand Occupation list which has many common in demand occupations.

The primary focus of the CDO Workforce Investment System during the coming year will be coordination with the regional partnership on the ST-WIRED initiative as well as on other WIB (HMO-WIB) partnerships. The ST-WIRED initiative will require a significant commitment of time and energy both within the CDO Workforce area and on the regional level keeping the CDO Workforce partners active on the Leadership

Council. As part of the ST-WIRED strategy, steps will be undertaken to expand existing business, school-to-career development, career awareness efforts, and to further mobilize the resources of the One-stop System and business sector to recruit, screen, assess and provide skill-upgrade training to individuals for positions within the manufacturing sector.

Simultaneously, the Workforce Investment Areas will continue to work with the healthcare sector to prepare individuals for employment in this critical sector.

Additionally, should HMO WIB be awarded one or both the USDOL STEM or Renewable Energy Grants, the CDO Workforce Investment System will have to employ similar resources and strategies to meeting the goals and outcomes of these grant projects.

Briefly describe any other regionally focused initiatives currently underway or planned by your local board.

It should also be mentioned that CDO Workforce is also engaged as a partner in the establishment of a regional Creative Industry Cluster/Cultural Development Corridor to strengthen and coordinate the potential of the regions multitude of community arts, theater, heritage, museum, tourism and hospitality venues and related industry services and manufacturing components. This Cluster effort addresses other identified sectors of significance (hospitality and tourism) within the LWIA. This industry cluster initiative was launched in the fall of 2007, with next steps to be taken on March 27, 2008 to formalize the leadership structure through the identification of a Steering Committee and Workgroups to achieve identified common goals. One of the goals of the fledgling leadership team is to submit a funding proposal under the NYS Economic Development Explore NY Grant.

3. Youth

Describe the strategies, activities and initiatives currently in place or planned by your local area to improve your ability to meet or exceed the Youth System Indicator and Common Measure goals through improved youth program design and service delivery. Include a description of any joint regional efforts your local area is also involved with or is planning with regard to youth initiatives. Specifically, address:

- a. Increasing Out-of-School Youth Participation: Describe the current and planned *recruitment* strategies to expand and market services to out-of-school youth. Describe current and planned *retention* strategies to ensure seamless, year-round services to out-of-school youth despite possible gaps caused by expiration of provider contracts.

The CDO Workforce Out-of-School Youth Program strives to be one that is holistic in that it provides the necessary elements identified by the WIA to be essential in re-engaging out-of-school youth. All of the providers work within the One-Stop Career

Centers providing enrolled youth with one-stop access to GED and Basic Skills instruction, work-readiness training, job development, access to supportive services and constant and consistent career and life planning with mentoring professionals. Our program functions under the belief that recruitment and retention of youth are very closely linked. Therefore, current and future recruitment and retention strategies will maximize the built-in strengths of the program.

Current contracts for youth providers include a recruitment provision. This ensures that representatives from the contracted agencies identify potentially eligible youth and refer them to the One-Stop Career System. As all of the contracted agencies are youth-serving agencies, the CDO Workforce Out-of-School Youth Program has many arms to reach out and engage youth in the program. This has created a win-win situation for the program and for all involved agencies because it ensures that everyone benefits by increased enrollments. The CDO Workforce Investment Board expects to continue to maintain the recruitment provision in all youth contracts.

Additionally, the CDO Workforce Out-of-School Youth Program is designed to address the barriers faced by many out-of-school youth. Because the program providers have been successful in helping the majority of enrolled youth achieve their GEDs, have better access to area employers and gain employment, actively and formerly enrolled youth serve as ambassadors for the program. Their word-of-mouth initiative has increased the number of youth who enter a CDO Workforce One-Stop Career Center requesting information about the Youth Program. The CDO Workforce Investment Board expects to continue strengthening youths' abilities to serve as ambassadors because it recognizes that, in a time when funding is an issue and programs must do more with less money, this is an effective method of reaching other out-of-school youth.

In terms of retention, the contracted youth providers have surveyed enrolled youth over the past program year to determine how to better provide services. This has resulted in a modification to several service components, including a discontinuation of a service contract in order to procure the services of an organization that is better able to provide needed services. The program structure is such that youth are constantly engaged. For example, all youth who do not have a work history that includes at least 3 months of consistent employment with the same employer must attend the program's work-readiness training. This training is a pre-requisite to a subsidized work internship where the youth can practice the skills learned during the work-readiness training. The work internship is a pre-requisite to a subsidized work experience that is developed based on the youths' interests and abilities and with an employer that has the ability to hire. Keeping youth engaged in this manner has resulted in many of them securing unsubsidized employment and securing references from respected area employers.

Also, the GED and Basic Skills instruction component of the program is provided within each of the One-Stop Career Centers. Obtaining a GED is one of the primary motivators of the majority of out-of-school youth in the CDO area. Having a teacher

available in each Center ensures that, even though the out-of-school youth population is transient, they can receive valuable one-on-one instruction in every location.

Finally, the CDO Workforce Out-of-School Youth Program structure has a constant component that serves as the thread that holds the program together. In 2005, the Chief Elected Official of Chenango County (the LWIA's grant recipient at the time) invoked the exemption to procurement of youth services allowed under WIA at Sec. 664.405 (a) (4) which provides that procurement of the design framework of a youth program is not required if the grant recipient provides the framework activities. This applies to case management and data entry services. Therefore, the area's three counties are responsible for the delivery of case management and data entry services. This enables the CDO Workforce Out-of-School Youth Program to have a case management component that is not subjected to contract terminations and provides the program with a continuation of services that spans Program Years.

The CDO Workforce Investment Board expects to continue with the current program structure and intends to continue to strengthen youth providers' knowledge and skill level in terms of effectively working with at-risk youth by engaging the principles of youth cultural competency and positive youth development. Additionally, utilizing survey data provided by various sources, including the Youth Development and Research Fund, it is understood that youth seek to belong or have affiliation with a group. It is the CDO Workforce Investment Board's intention to engage youth in identifying a name for the Out-of-School Youth Program that will promote and encourage youths' involvement and active participation in the program.

- b. Literacy/Numeracy Gains: Describe service strategies (current and planned) for assuring that out-of-school youth deficient in basic reading/writing and math, attain these basic skills. Describe the assessment strategy and procedures for pre-testing the basic reading/writing and math skills of all out-of-school youth for basic skills, including the assessment test, and the rationale for the timing of the pre-test within the 60-day window (i.e., is the pre-test administered at the beginning or at the end of the 60-day window, and how does this timing align with the service strategy?). Describe the assessment strategy and the procedure for ensuring post-testing occurs within one year of the first youth service or prior to exit.

As part of the eligibility process for the CDO Workforce Out-of-School Youth Program, all potentially eligible youth take the Test for Adult Basic Education (TABE). This is a change to the previous practice of testing youth only after they were determined eligible and enrolled in the program. By testing youth prior to enrollment, case managers and the GED and Basic Skills instructors are able to determine a youth's suitability for the program. It was recognized in Program Year 2007 that some youth were enrolled in the program whose TABE scores indicated they were at a reading and/or math level of as low as the third grade. Because the program's purpose is to prepare young people for employment or advanced training,

youth with extremely low levels had to devote a longer time in the program in order to achieve the levels required to achieve and maintain positive program outcomes.

In PY2007, the program was restructured to include the suitability determination that required case managers to enroll only those youth whose TABE scores indicated they were at a sixth grade or above reading and math level. This benchmark was established based on the reading and math requirements of the other program components of work-readiness training and work experience and the Educational Functioning Level (EFL) and corresponding Functional and Workplace Skills of High Intermediate Basic Education. While the sixth grade level is determined to be basic skills deficient, the youths' ability to read and perform math functions at this level has been determined to be high enough that time in Basic Skill Instruction or GED preparation is significantly shortened and an increase in EFL can be realized within a one-year timeframe. Those who score below the benchmark are referred to the GED and Basic Skills instructor on-site in the One-Stop Career Center for instruction and tutoring in order to increase their basic skill levels to the sixth grade in order to be determined suitable for enrollment in the program.

Procedures for data entry of Literacy and Numeracy information have also been strengthened. Because the CDO Workforce Investment Board's contracted provider for GED and Basic Skills instruction is also governed by the New York State Department of Education, regular testing of enrolled youth is required and is administered at pre-determined intervals of instruction (e.g., 15 hours of instructions). When testing results indicate a youth's increase in reading and/or math, instructors share this information with the program case managers who are responsible for entering it into the OSOS.

Keeping enrolled youth engaged and participating in all of the program components because they have a basic skill level to do so and building on the fact that the primary reason youth enroll in the program is to obtain their GED, fewer youth leave the program prior to achieving positive program results thereby allowing themselves to be tested and their information recorded. WIB staff monitors OSOS data on a monthly basis and provides feedback and/or technical assistance to ensure that testing scores are obtained and entered within the one-year timeframe from a youth's enrolling service or at the youth's exit from the program.

The CDO Workforce Investment Board expects to continue supporting the enrollment and testing of suitable youth within the current program structure and will continue to monitor outcomes to determine if additional changes are necessary.

- c. Attainment of a Degree or Certificate: Describe assessment and service strategies (current and planned) for youth to attain a high school diploma, GED, or certificate. Describe the specific certificate training (current and planned) offered by the program, and how each certificate relates to employment opportunities in the local area and/or region.

During PY07, the CDO Workforce Investment Board, in conjunction with the Youth Council, assessed its ability to continue supporting an In-School Youth Program. Based on the USDOL and NYS DOL stated focus on out-of-school youth, as supported by the institution of Common Measures and the NYS DOL System Improvement Indicator specific to out-of-school youth, and the expected decrease in WIA Title I-B youth funding for PY08, the decision was made to gradually and effectively phase out the In-School Youth Program during PY07. This will result in the area providing WIA-funded services to out-of-school youth only.

The majority of all youth enrolled in the CDO Workforce Out-of-School Youth Program (approximately 90%) lack a high school diploma when they enter the program. In fact, as previously stated, being able to earn their GED while in the program is the primary reason youth inquire about the program initially. The knowledge of a youth's lack of a diploma is realized during the initial assessment phase of the program. Case managers are then required to develop an Individual Development Plan with each youth that specifies the steps necessary for the youth to attain his/her GED. The schedule of instruction can vary from youth to youth because of other commitments such as meetings with Probation, Chemical Dependencies Clinic and Mental Health; therefore, the case manager, the GED instructor and the enrolled customer meet to discuss the schedule that will best meet his/her needs. This method helps to ensure that youth do not become overwhelmed with all of their responsibilities and stay engaged in the educational process. Instruction is then provided in a one-on-one setting where all youth receive individual attention.

The supported philosophy of the CDO Workforce Out-of-School Youth Program is that working to achieve employment success is just that ... work. Therefore, the program provides enrolled youth with the opportunity to earn financial rewards while they work to attain their GED. Reward benchmarks include attending specified hours of GED instruction, passing the GED practice exam and earning the GED.

Additionally, the CDO Workforce Investment Board has sought to identify opportunities to utilize the benefit provided by NYS DOL and USDOL in allowing for Individual Training Accounts (ITAs) for enrolled youth. The Board has identified four primary industry sectors within Chenango, Delaware and Otsego counties that include Healthcare, Manufacturing, Service and Finance/Insurance. Maximizing the use of limited funds, the Out-of-School Youth Program is focused on providing ITAs in the areas of Healthcare and Manufacturing to youth who enroll in the program with a High School Diploma or GED. Specifically, funding is made available for Certified Nursing Assistant and Basic Manufacturing Skills training, both of which are provided and certified by New York State accredited educational institutions.

For Program Year 2008, the CDO Workforce Investment Board expects to have the National Work Readiness Credential testing capabilities within all of the One-Stop Career Centers. All enrolled youth will then be able to earn this credential in addition to their GED or other certificate.

- d. Placement in Employment or Education: Describe assessment and service strategies (current and planned) for placing youth into employment or enrolling youth in post-secondary education and/or advanced training/occupational skills (including apprenticeship, apprenticeship preparation, OJT, work readiness skills training, etc.).

As previously stated the purpose of the CDO Workforce Out-of-School Youth Program is to prepare young people for employment and advanced training. Therefore, program services are focused on helping enrolled youth build and strengthen the foundation that will allow them to maximize their future economic opportunities.

The program structure involves Career Advisors assessing each enrolled individual's work history. Referrals to work-readiness training are required for all youth whose work history lacks employment for at least three consecutive months with a single employer. Work-readiness training classes are held in the One-Stop Career Centers and youth work in peer groups to learn and practice:

- Verbal communication skills;
- Creative thinking and problem solving;
- Following directions and instructions;
- Basic reading and writing in the workplace;
- Mathematics in business; and
- Personal skills, such as time management and prioritizing responsibilities.

An adjunct to the training is a tour of businesses in the area's priority industry sectors: manufacturing, healthcare, service and finance/insurance. During the tours, youths' knowledge of the careers in various businesses is expanded. For example, youth learn that not employees of a hospital are healthcare workers and that people interested in computers can also have a career working in a hospital. The tours also provide youth with the opportunity to speak with people in various departments to learn how they became employed in their current position thereby introducing youth to the career ladder concept.

Once youth complete the work-readiness training, they are eligible to participate in a 50-hour subsidized internship with employers who have accepted the responsibility of mentoring youth as they practice the skills learned during their recent training. The CDO Workforce Investment Board contracts with an organization to perform work placement services that include identifying mentoring employers and maintaining constant communication with the placed youth and the site supervisor in order to quickly remediate issues.

Youth who successfully complete the 50-hour internship become eligible for a 100-hour subsidized work experience. The work placement provider identifies real job opportunities with businesses who are recruiting for open positions. These opportunities are matched with youths' interests as identified during the assessment process. Once a match is made, youth participate in the same process as anyone applying for an open position in that they complete an application and schedule an

interview. The goal of the 100-hour subsidized work experience is that youth will be hired by the host employer upon successful completion. To ensure this happens, the work placement provider, the youths' career advisor and the employer work as a team to strengthen positive workplace behavior and skills.

In terms of preparing youth for enrollment in advanced training or post-secondary education, youth who participate in the work-readiness training are required to research their dream career and identify the educational requirements for obtaining employment. Career advisors also support youth enrolling in post-secondary education by scheduling and accompanying youth on tours of area colleges. When youths' individual development plans are updated to include enrollment in college, career advisors provide assistance with the enrollment process including filing for financial aid.

It is the intent of the CDO Workforce Investment Board to continue with the current program structure and will continue to support the placement of all enrolled youth in employment and/or education.

4. Other Service Strategies

Describe your service delivery strategies and initiatives currently in place or planned by your local area to address the workforce related needs of special populations. Include a description of any joint regional efforts your local area is involved with or is planning. Specifically, describe strategies to address the needs of:

The CDO Workforce One-stop Career System is comprised of two full-service Career Centers and two Affiliate Sites and utilizes the consortia One Stop Operator model for its centers/system management structure. This structure has in place a formal WIB Operator Consortium Agreement which outlines roles, responsibilities and operational expectations and includes a Business Plan to ensure a fundamental level of integration of services and service delivery.

From the inception of the CDO LWIA, the LWIB has recognized the legislative expectation of coordination of resources and services, and the delivery of required services through the One-stop Career Centers, and has sought to carry out this expectation and NYSDOL policies and initiatives toward this end. Early on the CDO Workforce Investment Board recognized the importance of the Unemployment Insurance Customer and the significance of this pool as a population seeking services through the One-Stop Career Centers. Further, the LWIB recognized various populations (ESL, Low Income, Low Skilled workers, Individuals with Disabilities and Veterans) and the significance addressing the needs of these individuals so as to assist them in gaining employment and thereby providing valued employees to business.

Early on the CDO Workforce Investment Area sought to address the needs of these individuals through the coordination of service delivery as defined by the Partners Memorandum of Understanding. Early efforts included establishing common intake forms and referral procedures, collecting common participant service data and

implementing the SWIB developed system indicators. This later evolved into a more limited data collection structure which included only service activity taking place in the One-stop Career Centers and was captured through a common data tool, the Swipe Card System and OSOS.

Recognizing the importance of service coordination and that the achievement of this goal could not be accomplished in mass, the LWIB included as part of its Three-Year Plan strategies to align the resources of Title I and Wagner-Peyser to improve the coordination and quality of services through the One-Stop Career Centers. Additionally, as included in the Plan, with the agreement of the Chief Elected Officials in 2005, the LWIA has taken steps to establish a single Title I-B service delivery structure that provides services across three counties thus changing the mindset that each county functioned as its own entity. These strategic efforts were further supported when NYSDOL released Technical Advisories (TA 06-3; 06-3.1; 06-3.2 and 06-20) that required local areas to integrate WIA Title I-B and Wagner-Peyser (W-P) workforce services delivered through the One-Stop Career System into a common customer flow process. This functional alignment plan was submitted as an addendum to the CDO Workforce Local Three-Year 2005-2008 Plan.

The local functional alignment plan included a budget, timeline, a single customer flow chart, a description of how W-P and WIA service integration would increase the number of customers served and improve the quality of service and a description of the current state of service integration with specifics on how the area would move ahead to achieve greater service integration/functional alignment.

Functional Alignment provided the LWIB the opportunity and a mechanism to bring partners together to lay out the framework and procedures by which service coordination could be achieved and how staff and facilities could be organized in a manner that further streamlined customer service delivery, capitalized on the strengths of staff, location, and/or technology to deliver services, thereby reducing duplication.

To help facilitate bringing additional partner into the functional alignment process, an operational plan and One-stop Career Center Procedure Manual was developed. These resource guides also serve to help WIA Title I-B funded and W-P funded staff understand the optimal common customer flow process that outlines how services are to be delivered so that services are provided according to customer need. With staff from both funding streams having the same job functions, common goals and measures can be set and achieved which results in an integrated system that better serves our customers.

Throughout this process the One-Stop operators and WIB staff convened to discuss strategies for increasing integration and to work on maintaining the Procedure Manual. Thus, as service delivery processes were modified and continue to evolve, the changes are formally documented and staff education and training takes place.

Since the establishment of these goals and the initiation of steps outlined in the functional alignment plan addendum to the Three Year Plan, the CDO WIB and One-stop Career Center Operators have continued to work toward the refinement and improvement of service delivery to include:

- refinement of the functional service units and shared service flow within One Stop Center;
- on-going refinement of the customer flow, services and service linkages for individuals and business;
- on-going refinement of staff use of OSOS as its case management, tracking and reporting system to aide and manage tracking of service delivery and data and the achievement of Common Performance Measures;
- on-going capacity building and staff training, investment in System wide team building and system improvement workgroups;
- refinement of functional leadership and supervision through team building, leadership development, and communication;
- refinement of joint LWIB and Regional business service strategies;
- continued adoption and use of technology to streamline services;
- on-going staff education and training in performance management (common measures);
- continuous staff education and motivation to improve service flow and increase service levels; and
- display of data and outcomes.

The following ongoing activities help to ensure the quality of local One-Stop Career Center services:

- Staff Competencies:

One-Stop Career Center staff education and knowledge are an on-going issue we continue to address. Staff, due to their varying backgrounds and organizational cultures, continues to grow in its knowledge and competencies at varying rates of achievement. Staff members have participated in NYSDOL sponsored functional alignment, OSOS, WIA Title I-B Performance/Common Measures training sessions. Center staff currently participates in weekly customer conferences to examine service delivery needs and learn from each other. These sessions will soon include real-time OSOS data entry to improve data entry knowledge and consistency of data entry and case notes. Further, as a result of functional alignment, it was identified that improving staff morale and team building were necessary to strengthen the newly formed culture and ultimately the service delivery of the One-stop Career System. Therefore, the LWIB supported and funded the services of a consultant to work on a system wide bases provide teamwork and strength-based training to front-line staff, managers, supervisors and WIB Leadership.

- One Stop Center/Service Standards:

We believe it is important to include front-line staff input into the continuous growth and improvement of the One Stop Career System and therefore have

initiated workgroups comprised of front-line staff and management team members to begin addressing One-stop Center issues/concerns around: internal communication, external (community) communication, continuous quality improvement, monitoring, and customer service.

The CDO Workforce One-stop Delivery System continues to move beyond mere compliance and develop systems that will be more responsive to business and individual customer needs and fully recognizes the end product is employment for the jobseeker and quality employees for business.

CDO Workforce continues to seek opportunities to align services and resources to achieve more robust service delivery models that can be aligned to the present functional alignment service delivery structure.

It is the LWIB's goal as defined in Policy and Procedure that all customers, regardless of their level of need or inclusion in any identified special population are offered the same level of quality services through the CDO Workforce One-Stop Career Centers and that they are dually enrolled into the Wagner-Peyser and WIA programs, as well as other appropriate Programs such as the VETS programs, VESID, Title II Adult Education, WIA Title I Out-of-School Youth, etc.. Also, all WIA Adult and/or DW customers will be counted as Wagner-Peyser participants, regardless of whether there is a Wagner-Peyser funded staff presence within the enrolling Center.

The special needs of individuals with multiple barriers are being addressed quickly and thoroughly now that many of the service providers they might need are located or can be accessed through the One -Stop Career System. The New York State Department of Labor, WIA Title I Adult, Dislocated Worker and Out-of-school Program Providers, Experience Works, Adult Education/GED, the Office of Vocational and Educational Services for Individuals with Disabilities, the Office of Temporary and Disability Assistance, Department of Social Services and Manpower Placement Services among others can be found in or accessed through all of our One-stop Career Center locations. Center and Partner Staff continue to meet and periodic cross-training is conducted to understand the services that are provided by each Program/Agency. Together with the recent functional alignment initiative and establishment of a common customer flow process in the One-Stop Career Centers, the partners are now more aware of each other's involvement with the customer instead of working in a vacuum. This is greatly reducing the duplication of services to customers.

- a. Unemployment Insurance Customers: UI claimants comprise over 60 percent of the one-stop system's current customer base. Describe current and planned strategies to improve services to UI customers, particularly in light of the goals established in the Incentive/Sanction Technical Advisory 07-11 and 07-11.1 and in alignment with the Reemployment Services Plan in your local area.

From the inception of the CDO LWIA the LWIB has recognized the legislative expectation of coordination of resources and services and the delivery of required

services through the One-stop Career Centers and has sought to carry out this expectation and NYSDOL policies and initiatives toward this end. Early on the CDO Workforce Investment Board recognized the importance of the Unemployment Insurance (UI) Customers and the significance of this population as comprising over 60% of the shared job seeker customer pool seeking services through the One Stop Career Centers (W-P, Vets, WIA, and TAA combined customer base). As such the LWIB included as part of its Three-Year Plan strategies to align Title I and Wagner-Peyser resources to improve the coordination and quality of services to UI claimants.

This strategic effort was further supported when NYSDOL released Technical Advisories that required local areas to begin functional alignment of WIA Title IB and Wagner-Peyser workforce services delivered through the One Stop system. Further, NYSDOL TA #06-15 established minimal statewide program requirements designed to provide a statewide reemployment service strategy for UI claimants that will:

- emphasize early intervention;
- provide statewide service standards across the state, yet encouraging regional/local service delivery designs to tailor services to individual customer needs;
- increase the number of UI claimants who positively enter employment;
- reduce UI benefit duration and UI exhaustion rates; and
- speed the referral of claimants who need additional help to other support services available within the public workforce system including, not limited to training/retraining.

The CDO WIB Director and NYSDOL Manager (member of the One-Stop Operator Consortia) participated in Southern Tier Regional meetings to develop a regional Reemployment Services Plan that identified how the required program elements would be consistently implemented in each local area within the region within the context of local functional alignment plans. The following outlines the key Reemployment Services program elements actively in place within the CDO Workforce One-stop Career Centers:

- All UI claimants are enrolled as participants in Wagner-Peyser and WIA Adult and/or Dislocated Worker programs and must receive a minimum of two staff assisted services. All claimants are to be scheduled for an initial staff assisted (ES and WIA staff) enrolling service as early as possible in the claims cycle, at maximum within two weeks from the date the claimant information is available for scheduling in the Reemployment Operating System (REOS). The Plan focuses on concentrating staff resources and services on those UI Claimants who do not have a current attachment to the labor market. All UI claimants with no expectation of rehire are invited to an in-person orientation and have an individual face-to-face interview with a staff (ES and WIA) person.
- UI Claimants who are identified as union members, temporary layoffs (TLO) and seasonal layoffs with an expectation of recall to their former employer, are offered

the opportunity to complete their registration, system orientation and assessment needs documentation on line or by mail.

- The service design for all UI claimants subject to work search requirements minimally includes:
 - A description of the full range of services available thru the One Stop System and how they can be accessed.
 - An initial assessment including a basic review of the individual's work history, skills, training, education, career objective, and any self-identified service needs. The initial assessment should be used to inform decisions on next steps (i.e., Scheduling additional services and/or targeting for follow-up services).
 - Information notifying claimants of their work search related responsibilities including advisement that failure to report for scheduled reemployment services may impact their continuing eligibility for benefits.
 - A complete, up-to-date, OSOS record that will support program enrollments and effective job matching.
- Claimants profiled as likely to exhaust and/or with identified barriers to employment, are defined as WIA Dislocated Workers receive a comprehensive assessment and have either a work search plan or an Individual Employability Plan (IEP) developed.
- UI Reemployment Services customers receive ongoing services following the initial service, assuming the claimant continues to certify for benefits, receive at least one additional staff assisted service within 90 days of the initial enrolling service.
- Potential UI issues are tracked and reported to the Unemployment Insurance Division in a timely manner.

The CDO Workforce One-stop Career System feels that UI Claimants attending in person are more likely to avail themselves of One-stop Career Center workshops, individual counseling, or retraining opportunities. Therefore, the CDO Workforce One-stop Career System offers a series of workshops to all customers and efforts are made to encourage all UI Claimants to enroll in these programs. One such workshop is the work search forum, which is designed to allow participants to share their experiences, frustrations, and ideas in a counselor-facilitated setting. This workshop is also offered to all customers and is mandated to those UI Claimants who are identified as likely to exhaust UI benefits.

In light of the NYSDOL incentive and sanction policy and to improve the performance outcomes of the CDO Workforce System, staff education and training has been and will continue to be provided to more effectively identify UI Claimants most likely to exhaust benefits and/or who have barriers to employment so as to enroll them as Dislocated Workers. The weekly UI Claimant download is reviewed by staff to determine if any might be eligible to be enrolled in the Dislocated Worker Program. Information about area layoffs or

business closures is shared with all staff to identify customers likely to meet the Dislocated Worker definition. Further, the CDO Workforce Business Services Representatives are actively involved in notifying staff of any layoff or potential layoffs.

- b. Individuals with Limited English Proficiency: Describe the need for employment, training and supportive services to individuals with limited English proficiency in your area. Describe current and planned strategies for increasing access to ESL training; providing services and materials in multiple languages; increasing cultural awareness among staff serving customers; and current and planned partnerships to improve the local area's ability to serve individuals with limited English proficiency.

While statistical data on ESL numbers are not accurately reflected for the Chenango, Delaware, Otsego Workforce Investment Area, local Adult Literacy providers have indicated there is an increase in the number of individuals with limited English proficiency in the CDO Workforce area.

With regard to access, The CDO Workforce One-stop Career System participates and has available within its Centers resource room access to the NYSDOL supported telephone interpretive services. State-level WIA funds and Wagner-Peyser 10% funds are used to support a contract to make telephone interpretive services in approximately 170 languages available in all One Stop full-service and affiliate centers.

Further, One-stop Career Center staff is aware of the UI filing systems' ability to identify customers who require language assistance and are prepared to address these needs when the customers present for the Re-employment Services Orientation.

The Area's four Adult Education and two Literacy Volunteer Workforce System Partners (Afton Adult Education, DCMO BOCES, ONC BOCES, Oneonta Adult Education Program, LVA of Chenango County and LVA of Delaware and Otsego Counties) continue to work closely with the CDO Workforce One-stop Career Centers on customer language needs and to coordinate strategies to effectively support vocational English as a Second Language to address the needs of the population within the community and the workplace.

To build capacity for the local area to better serve individuals with limited English proficiency, several committees meet regularly to seek input from the business community and social service agencies. The CDO Partners Committee is comprised of employment, education, and service agencies who seek to meet the needs of clients and the business community. They work to address personal, family, civic, and employment issues for each student regardless of language or disability, sometimes dealing with both barriers to employment at the same time. Many students with limited English proficiency often need assistance in other areas. Administrators and teachers for each of the programs/agencies meet regularly to share ideas, materials, and resources, and attend teacher symposiums held twice a year. Specialized trainings are presented and have included ESL training. Teachers have the opportunity to network

and help each other with ideas so that each student with limited English skills receives the best possible instruction.

The Partners have established a common CDO Workforce Adult Education poster to publicize ESL services and have reached out to area employers through internal sources and the CDO Workforce Business Services Representatives to identify incumbent workers or new job entrants who have limited English proficiency.

Further, the Programs and Agencies have ordered class materials, hired aides with bilingual skills, and seek out translators, as necessary. Additional resources include several websites which offer instructional materials in different languages. Certainly, the Internet has been a wonderful resource for raising cultural awareness among staff members. The resources that exist online provide information on a huge number of ethnic and cultural traditions and values. Many education and service personnel have been trained in Cultural Diversity and new trainings may be offered.

- c. Low-Income, Low-Skilled Workers: Describe current and planned strategies for increasing the ability of low-income workers to earn sustainable wages and access good jobs with benefits and/or career ladders that will help sustain themselves and their families. Describe current and planned strategies for assessing and increasing the skills of workers, including the TANF population, to enable them to qualify for higher wage positions. Describe strategies to partner with other agencies to provide these workers with supportive services including transportation, child care, mentoring, etc.

It is the LWIB's goal as defined in Policy and Procedure that all adult customers, regardless of special population or need, who receive a service through the CDO Workforce One Stop Career Centers, will receive the same level of services, are enrolled into the Wagner-Peyser and WIA programs, as well as other appropriate Programs such as the VETS programs, VESID, Title II Adult Education, GED, Department of Social Services, WIA Title I Out-of-School Youth, etc.. The One-stop Career Center will continue to provide universal access to services and employ a wide range of services, resources and tools to address self-sufficiency and employment needs of this population. In addition to the many traditional services offered through the One-stop Career Centers, the Centers will continue to offer assessments, pre-vocational and certificate and non-certificate short-term skill based training. Two of the One-stop Career Centers have available computer labs which are used for education, training, testing and e-learning. The Workforce System offers a number of the short-term skill-based trainings which have been designed in partnership with business and area training providers and expects to again offer e-learning courses. The One-stop Career Centers are approved NRF Customer Services Skills Assessment, and Work Readiness Assessment sites. The One-stop Career Centers utilize the CHOICES interest and aptitude assessment tool and expect to expand their assessment capacity with the purchase Prove-it occupational assessment tools.

It is recognized that many of the low-income and low-skilled individuals have multiple barriers to employment. While the One-stop Career Centers have many dedicated

service providers, it relies on a network of external resources and services to address the many barriers of this population. Therefore, the WIB has continually sought opportunities to align services and resources to establish more robust service delivery models to reduce the duplication of effort. Various service delivery relationships have been established between each of County Departments of Social Service. The service linkage varies by County and consists of contracts for provision of services by the County Office of Employment and Training and DSS staff person co-located in the One-stop Career Centers. Additionally, OTDA Staff is co-located and available on a scheduled basis within the LWIA's primary One-stop Career Centers.

Recognizing the need to provide more fluid and seamless workforce development services to this population, the CDO Workforce Investment Board approved the use of a portion of the WIB's 2006 Incentive Award to pilot a low income, low skill service delivery model, "Working for Success". This model mirrored the service delivery strategy of the WIB's Out-of-School Youth Program model, with specific identified recruitment, assessment, referral and delivery service components to assist individuals identify their career goals, address their work-readiness and pre-vocational training needs, address family development issues and provide work experience and employment. Program participants were identified and recruited from DSS, CBO's and the One-stop Career Centers. Once identified, participants were provided an orientation to the program model, screened and assessed to identify employment barriers and enrolled in WIA if not already enrolled. Specific service components that all participants were expected to complete as part of the Employment Plan included: Work readiness and basic skill training provided by DCMO BOCES Leading EDGE Program and Opportunities for Chenango Job Success Basics Programs, Family Development Counseling provided by Opportunities for Chenango, basic computer skills training provided by Morrisville State, and employment preparation, placement and job coaching services provided by the One-stop Career Center. The Working Success Program pilot was successful, but due to funding limitations the Workforce Investment Board was unable to extend service contracts. Had funding been available to extend the life of the Program, it would have had time to mature and continuously improve in the same manner as the Out-of-school Youth Program.

However, with the reauthorization of TANF and the program's new federal work participation rate requirements and funding reductions across many programs, there has been a renewed interest in the interaction and alignment of programs. Therefore, the WIB has reconvened it's partners and initiated a workgroup to again dialogue on self-sufficiency and employment for the low income, low skilled population. The Workgroup has included a healthy cross section of the Areas County Agencies, CBO's, One-stop representatives, and other service providers/agencies. Discussion to date has concluded that any future service model needs to include in its framework a family development advocate, work readiness and prevocational skills training, occupational skills training, job development, and on-going coaching for job retention. Discussions also concluded that given the range and extent of barriers often presented by this population and the need to meet legislative and performance mandates, a service

model which has at its core a supported employment component would be most successful.

The workgroup's next step is to begin developing the final service model and plan which is expected to include: identification of service providers, service flow, service component delivery agreements, and program outcomes. CDO Workforce would welcome State Agency assistance, and any incentives which will aide in the establishment of the service delivery model.

- d. Individuals with Disabilities: Describe current and planned strategies for providing services to individuals with disabilities through the one-stop center, including the role of the Disability Program Navigator and how that role will be sustained in light of diminishing funds. Discuss how functional alignment has improved service delivery, partner relationships and referral processes as it relates to this population.

With universal access, One-Stop Career Centers are able to serve all individuals from all of the special population groups. With regard to individuals with disabilities, CDO Workforce has a long history of collaborative WIB and Agency efforts to address the employment and training needs of this population. Both VESID and the Catskill Center for Independence, the local area's advocacy and community-based resource for individuals with disabilities, have been long time collaborative partners in the CDO Workforce One-stop Career System.

CDO Workforce partnered with Broome-Tioga WIB and the Catskill Center for Independence, Inc. on a number of grant solicitations to improve One-stop Career Center access and services for individuals with disabilities. Awards received include a USDOL Workforce Incentive Grant III (WIG), and the Research Foundation for Mental Hygiene – Workforce Incentive Grant. In addition, the CDO Workforce area has participated in NYSDOL funded Disabilities Program Navigator service initiative.

Physical and program access was part of the Workforce Investment Board's Certification review process for the Career Centers and will continue to be a high priority. Through specific grant funding, particular efforts have been undertaken to ensure that persons with disabilities are able to access the resource rooms of the One-stop Career Centers, physical and program access issues have been addressed and assistive technology was installed in each of the One Stop Career Centers. Equipment purchased consisted of both hardware and software to ensure computer access for the disabled customer: computer systems, JAWS, Zoom Text, Open Book, Smart View CCTV with camera, Tash mini keyboard and a track ball mouse. Assistive technology training was then delivered on-site to Center staff and was supplemented with information and tips on serving customers with disabilities.

Since the award of the USDOL WIG III Grant, Disability Program Navigators (DPN's), recognized as having specialized skills in working with people with disabilities, have been employed and continue to be funded through the NYSDOL DPN Program to function as the One-stop Career System's liaison for individuals with disabilities and to

enhance the knowledge and awareness of Center Staff with regard to this population. The Navigators' ultimate job is to enhance each disabled individual's opportunity to enter, reenter and remain in employment that leads to economic self-sufficiency.

Through collaboration with System partners such as Catskill Center for Independence, Inc. and VESID, CDO Workforce fully expects to continue to provide quality services to persons with disabilities regardless of future DPN funding.

- e. Veterans: Describe new or planned local/regional initiatives for providing services to veterans in, or returning to, your local area.

As previously stated, One-Stop Career Centers are able to serve all individuals from all of the special population groups. The CDO Workforce One-stop Career System recognizes Veterans as a priority service group and seeks to ensure that every Veteran and transitioning service member (and eligible spouse) that seeks service through a One-Stop Career Center receives priority of service, as required by U.S.C. 38 and in accordance with the Jobs for Veterans Act PL 107-288.

The CDO Workforce One-stop Career System has two Veterans representatives who function in conjunction with DoES, WIA and other partner staff. With the initiation of the functional alignment initiative these staff persons were integrated into the Centers' functional business services unit. While we are not aware of any regional initiatives, the Veterans staff does meet quarterly to discuss issues and best practices. The Veterans staff at the One-stop Career Centers functions as the Veterans' liaisons to facilitate service coordination with other One-Stop Career Center staff to ensure that Veterans are fully served in a timely manner. The Veterans staff participates in all staff planning, training and customer conferences. One-Stop Career Center services provided to Veterans do not differ from those of other customers and are fully integrated into the One-stop Career Centers.

All One-Stop Career Center staff provides priority services to veterans; however, customers are encouraged to self-identify as early in the intake/registration process as possible and are immediately directed to Veterans representatives for services. In locations such as the two Affiliate Sites where Veterans Representatives are not available, Center staff provides priority services to veterans.

In accordance with the Jobs for Veterans Act, the Veterans representatives within the CDO Workforce One-stop Career Centers provide the following veterans services: assessment; intensive services for veterans with barriers to employment and referral to an Employment Counselor when appropriate; job development; resume development or referral to Career Center staff; job referral; employer outreach; and referral to partners for various support services available through One-Stop Career System.

In addition, Veterans representatives, as specialist in their fields, provide education, technical assistance and training to One-Stop Career Center staff, relative to programs, available resources and priority of services, to ensure veterans are appropriately served.

Veterans who are UI Claimants are automatically co-enrolled in W-P and WIA and a common date of participation and exit for participants across W-P, WIA, TAA and VETS programs is established. Veterans who are in need of retraining are offered every opportunity available including on-the-job training opportunities.

The CDO Workforce Business Services Representatives have marketed the availability of the Re-Employment Services for Veterans Program RFA.

The CDO Workforce Investment Board intends to continue supporting the full integration of Veterans representatives within the One-Stop Career Centers in order to continue having the full range of available services provided to area veterans

- f. Other individuals with barriers to employment: Discuss any other strategies in place to address services to individuals with barriers to employment.

5. Critical Local Issues

Please describe any critical issues or major initiatives unique to your local area that you are currently addressing or developing strategies to address. Specifically, describe:

- a. The issue and its impact on the area and/or region;
- b. Other parties involved (e.g., industry sectors, state, local or community partners, etc.); and,
- c. The proposed resolution or actions being taken, timeframe and outcomes expected.

As mentioned in Section 1 of this Plan, the CDO Workforce System is engaged as a partner in the establishment of a regional Creative Industry Cluster/Cultural Development Corridor to strengthen and coordinate the potential of the region's multitude of community arts, theater, heritage, museum, tourism and hospitality venues and related industry services and manufacturing components. This Cluster effort addresses other identified sectors of significance (hospitality and tourism) within the LWIA. This industry cluster initiative was launched in the fall of 2007, with next steps to be taken on March 27, 2008 to formalize the leadership structure through the identification of a Steering Committee and Workgroups to achieve identified common goals such a marketing, creative industry cluster community scan and other agreed strategies. One of the goals of the fledgling leadership team is to submit a funding proposal under the NYS Economic Development Explore NY Grant to fund the Cultural Development Corridor projects. At this stage, parties who have been engaged and who have expressed interest include representatives from the arts, theater and museum community, Council of the Arts, Chambers of Commerce, Economic Development,

County Elected Officials, tourism-related business owners and others. Additionally, there has been strong support from NYS Senator James Seward and Delores Caruso, Governor's Representative.

It is too early to ascertain all the possible outgrowths of this effort. However, if successful, the development of a Creative Industry Cluster will aid in addressing recruitment and retention issues related to effectively marketing the area's quality of life as raised by local business and institutions and will eventually strengthen the tourism/hospitality and related sectors thereby improving employment opportunities and outcomes.

Section II WIA Compliance

The Local Plan Modification will extend the existing Local Plan and Functional Alignment Addendum to June 30, 2009 and will become the basis for local area policy and monitoring.

It is anticipated that many of the local board's policies and procedures have remained constant since implementing the approved 2005-2008 Plan and Functional Alignment Addendum. Therefore, the purpose of this Compliance Section is to capture and publish local information about policies that may have changed or been updated. The local board is asked to certify as to whether a policy change has occurred and, where that has happened, provide the new policy.

Please complete the following chart (which follows the same order as the Compliance Section of the 2005-2008 Plan) indicating the status of your governing policies and attach new policy where appropriate.

<i>Required Policy</i>	<i>Is current policy, definition, design or provision of services different from that in the approved 2005-2008 Plan or the Functional Alignment Addendum?</i>	<i>Is changed or new policy, definition, design or provision of services description attached?</i>
1. Selecting and Certifying One Stop Operators	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Contracting for Service Providers	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3. Priority of Service <i>Has the Board declared a priority of service to be in effect?</i>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4. Self-Sufficiency	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Supportive Services and Needs-Related Payments <i>Does the Board make needs-related payments?</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Grievances and Complaints	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>Provide the name, title, and contact information of the EO Officer.</i>	<u>Ms. Teddie Story, Director of Personal Delaware County Personal Office</u> <u>111 Main St.</u> <u>Delhi, NY 13753</u> <u>607-746-2318</u>	
7. Youth Services		
<i>In designing this plan and the services to be provided, the LWIA consulted with their regional Labor Market Analyst to assure a</i>		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

<i>comprehensive understanding of the demographic characteristics of the population.</i>		
Performance <i>Provide the name and contact information of the local area's performance expert.</i>	<u>Audrey Benkenstein, Program Manager</u> <u>CDO Workforce</u> <u>12 Dietz St.</u> <u>Oneonta, NY 13820</u>	
Design Framework	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Youth Council <i>Selecting youth providers</i> <i>Youth eligibility definitions</i>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
8. Adult, Dislocated Worker and Wagner-Peyser Services		
<i>In designing this plan and the services to be provided, the LWIA consulted with their regional Labor Market Analyst to assure a comprehensive understanding of the demographic characteristics of the population.</i>		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Performance <i>Provide the name and contact information of the local area's performance expert.</i>	<u>Audrey Benkenstein, Program Manager</u> <u>CDO Workforce</u> <u>12 Dietz St.</u> <u>Oneonta, NY 13820</u>	
Eligibility Definitions	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Rapid Response	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Business Services	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Integration of Services	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Services to Special Populations	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Eligible Training Providers (ETP)	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Individual Training Accounts (ITA)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Customized Training/OJT	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Trade Act Strategies	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. WIA IB & Title III PY05 Performance and System Indicators	NA	
10. Local Monitoring	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
11. Open Meetings	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

12. Public Comment on Local Plan	NA
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Required Signatures

	<i>Required Signatures</i>	<i>Attached?</i>
Attachment A	Signature of Local Board Chair	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment B	Signature of Chief Elected Official(s)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment C	Signatures of WIB Director and Regional Labor Market Analyst	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment D	Units of Local Government	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment E	Fiscal Agent/Grant Subrecipient	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment F	One Stop Operator Information	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Attachment G	Federal and State Certifications	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

If any of the following documents have changed in whole or in part, please attach.

	<i>Changed?</i>	<i>Attached?</i>
Chief Elected Official Agreement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Local Board By-Laws	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
One Stop Operator Agreement	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

ATTACHMENT A: SIGNATURE OF LOCAL BOARD CHAIR

**Workforce Investment Act Local Plan Modification for
Program Year 2008-2009, for Workforce Investment Act Title 1-B
and Wagner Peyser Programs**

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

By virtue of my signature, I:

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

Date:	3/15/08	Signature of Local Board Chair:	
Mr. <input type="checkbox"/>		Typed Name of Local Board Chair:	
Ms. <input checked="" type="checkbox"/>		Charlotte O'Dea	
Other <input type="checkbox"/>			
Name of Board:	Chenango-Delaware-Otsego Workforce Investment Board		
Address 1:	12 Dietz St.		
Address 2:			
City:	Oneonta		
State:	NY	Zip: 13820	
Phone:	607-432-4800 ext 118	E-mail: charlotte.o'dea@raymondcorp.com	

Submittal directions: Complete this form as part of the Plan Modification development process and submit the entire Plan Modification electronically as described earlier in this guidance. Submit this form with original signatures as directed on page 2 of the Instructions.

ATTACHMENT B: SIGNATURE OF CHIEF ELECTED OFFICIAL

**Workforce Investment Act Local Plan Modification for
Program Year 2008-2009, for Workforce Investment Act Title 1-B
and Wagner Peyser Programs**

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

By virtue of my signature, I:

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

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

Date:	3/15/08	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO:	
Ms.	<input type="checkbox"/>	Richard Decker	
Other	<input type="checkbox"/>		
Title of Local CEO:	Chair, Chenango County Board of Supervisors		
Address 1:	5 Court St.		
Address 2:			
City:	Norwich		
State:	NY	Zip:	13815
Phone:	607-337-1401	E-mail:	bos@co.chenango.ny.us

ATTACHMENT B: SIGNATURE OF CHIEF ELECTED OFFICIAL

**Workforce Investment Act Local Plan Modification for
Program Year 2008-2009, for Workforce Investment Act Title 1-B
and Wagner Peyser Programs**

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

By virtue of my signature, I:

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

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

Date:	3/15/08	Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local CEO:	
Ms. <input type="checkbox"/>		James Eisel	
Other <input type="checkbox"/>			
Title of Local CEO:	Chair, Delaware County Board of Supervisors		
Address 1:	111 Main Street		
Address 2:			
City:	Delhi		
State:	NY	Zip:	13753
Phone:	607-746-2603	E-mail: James Eisel (christa.schafer@co.delaware.ny.us)	

ATTACHMENT B: SIGNATURE OF CHIEF ELECTED OFFICIAL

**Workforce Investment Act Local Plan Modification for
Program Year 2008-2009, for Workforce Investment Act Title 1-B
and Wagner Peyser Programs**

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

By virtue of my signature, I:

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

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

Date:	3/15/08	Signature of Local Chief Elected Official (CEO):	
Mr.	<u> X </u>	Typed Name of Local CEO:	
Ms.	___	James Powers	
Other	___		
Title of Local CEO:	Chair, Otsego County Board of Representatives		
Address 1:	197 Main St.		
Address 2:			
City:	Cooperstown		
State:	NY	Zip:	13326
Phone:	607-547-4202	E-mail:	powersj@otsegocounty.com

ATTACHMENT C: SIGNATURES OF WIB DIRECTOR and REGIONAL LABOR MARKET ANALYST

**Workforce Investment Act Local Plan Modification for
Program Year 2008-2009, for Workforce Investment Act Title 1-B
and Wagner Peyser Programs**

In compliance with the Planning guidelines and instructions developed by the Governor, this Plan Modification was developed through consultation and dialogue between the local area's representative(s) and the New York State Department of Labor's Regional Labor Market Analyst.

By virtue of my signature, I:

- attest that face-to-face dialogues were conducted between the WIB's representatives and the LMA which provided the WIB with data and the demographic characteristics of the LWIA's resident population
- assure that service delivery and design, resource allocation, and other planning decisions were made by the WIB as a result of a careful consideration of the implications of the data and demographics as provided

Date:	3/15/08	Signature of Local WIB Director:
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local WIB Director: Kevin Price
Ms.	<input type="checkbox"/>	
Other	<input type="checkbox"/>	
Name of Board:	Chenango-Delaware-Otsego Workforce Investment Board	

Date:	3/15/08	Signature of Labor Market Analyst:
Mr.	<input checked="" type="checkbox"/>	Typed Name of Labor Market Analyst: Christian D. Harris, Senior Economist NYSDOL, Division of Research and Statistics 2001 Perimeter Road East, Suite 3 Endicott, NY 13760 Phone:(607)741-4485/Fax:(607)741-4527 E-mail: christian.harris@labor.state.ny.us
Ms.	<input type="checkbox"/>	
Other	<input type="checkbox"/>	
Region:	Southern Tier	

Submittal directions: Complete this form as part of the Plan Modification development process and submit the entire Plan Modification electronically as described earlier in this guidance. Submit this form with original signatures as directed on page 2 of the Instructions.

ATTACHMENT D: UNITS OF LOCAL GOVERNMENT

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

Unit of Local Government	Grant Recipient	
	Yes	No
Chenango County	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Delaware County	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Otsego County	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

ATTACHMENT E: FISCAL AGENT/GRANT SUBRECIPIENT

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

Entity	Fiscal Agent	
	Yes	No
Delaware County	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

Entity	Grant Subrecipient	
	Yes	No
Delaware County	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>

ATTACHMENT F: ONE STOP OPERATOR INFORMATION

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

OPERATOR: CDO Workforce New York One-stop Career Center - Norwich	
<i>Method of Selection</i>	<i>Type of Operator</i>
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input checked="" type="checkbox"/> System <input type="checkbox"/> Center(s)
Operator Address:	Gary Waffle, Director Chenango County Office of Employment and Training 1 O Harra Drive Norwich, NY 13815
Operator Phone: 607-334-2201 ext 128	
E-Mail: gwaffle_oet@adelphia.net	

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

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

OPERATOR CERTIFICATION STATUS

Indicate status of Local Level Operator Recertification:

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

ATTACHMENT F: ONE STOP OPERATOR INFORMATION

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

OPERATOR: CDO Workforce New York One-stop Career Center - Oneonta	
<i>Method of Selection</i>	<i>Type of Operator</i>
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input checked="" type="checkbox"/> System <input type="checkbox"/> Center(s)
Operator Address:	Steve Geer, Manager NYSDOL DoES 12 Dietz St. Oneonta, NY 13820
Operator Phone: 607-432-4800 ext 106	
E-Mail: steve.geer@labor.state.ny.us	

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

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

OPERATOR CERTIFICATION STATUS

Indicate status of Local Level Operator Recertification:

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

ATTACHMENT F: ONE STOP OPERATOR INFORMATION

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

OPERATOR: CDO Workforce New York Career Center - Sidney/Delhi	
<i>Method of Selection</i>	<i>Type of Operator</i>
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input checked="" type="checkbox"/> System <input type="checkbox"/> Center(s)
Operator Address:	Maggie Gilbert, Assistant Director Delaware Office of Employment and Training 21 libery St. Sidney, NY 13838
Operator Phone: 607-561-7550	
E-Mail: deloetmg@stny.rr.com	

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

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

OPERATOR CERTIFICATION STATUS

Indicate status of Local Level Operator Recertification:

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

ATTACHMENT G: FEDERAL AND STATE CERTIFICATIONS

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

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

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

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

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The signer shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of facts upon which reliance was placed when this

transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C. **Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.**

C. DRUG FREE WORKPLACE. By signing this application, the grantee certifies that it will provide a Drug Free Workplace by implementing the provisions at 29 CFR 98.630, Appendix C, pertaining to the Drug Free Workplace. In accordance with these provisions, a list of places where performance of work is done in connection with this specific grant will take place must be maintained at your office and available for Federal inspection.

D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:

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

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

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

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I - financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance. For grants serving participants in work

activities funded through the Welfare-to-Work block grant programs under Section 407(a) of the Social Security Act, the grant applicant shall comply with 20 CFR 645.255.

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

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

- (1) Title VI of the Civil rights Act of 1964(P.L. 88-352) and Executive Order Number 11246 as amended by E.O. 11375 relating to Equal Employment Opportunity which prohibits discrimination on the basis of race, color or national origin;
- (2) Section 504 of the Rehabilitation Act of 1973, as amended, and the regulations issued pursuant thereto contained in 45 CFR Part 84 entitled “Nondiscrimination on the Basis of Handicap in Programs and Activities Reviewing or Benefiting from Federal Financial Assistance” which prohibit discrimination against qualified individuals with disabilities;
- (3) The Age Discrimination Act of 1975, as amended, and the regulations at 45 CFR Part 90 entitled “Nondiscrimination on the Basis of Age in Programs and Activities Reviewing Federal Financial Assistance”. which prohibits discrimination on the basis of age;
- (4) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and
- (5) The Americans with Disabilities Act (ADA) of 1990, 42 U.S.C. Section 12116, and regulations issued by the Equal Employment Opportunity Commission which implement the employment provisions of the ADA, set forth at 29 CFR Part 1630.

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

STATE CERTIFICATIONS

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

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

- 1) No principle or executive officer of the contractor’s/vendor’s company, its subcontractor(s) and/or successor(s) is presently suspended or debarred; and

- 2) The contractor/vendor, its subcontractor(s) and/or its successor(s) is not ineligible to submit a bid on, or be awarded, any public work contract or sub-contract with the State, any municipal corporation or public body for reason of debarment for failure to pay the prevailing rate of wages, or to provide supplements, in accordance with Article 8 of the New York State Labor Law.
- 3) The contractor/vendor, its subcontractor(s) and/or its successor do not have any outstanding debts owed to the Department, including but not limited to, contractual obligations, fines related to Safety and Health violations, payments owed to workers for public works projects or the general provisions of the Labor Law, unemployment insurance contributions or other related assessments, penalties or charges.

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

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

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

1. Has business operations in Northern Ireland:

_____ Yes _____ No

If Yes:

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

_____ Yes _____ No

G. NON-COLLUSIVE BIDDING CERTIFICATION

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

1. The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting

competition, as to any matter relating to such prices with any other bidder or with any competitor;

2. Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3. No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit to bid for the purpose of restricting competition.

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

Signature of Authorized Representative:
Title:
Date:

One Stop Career Center Details

Operator – Gary Waffle

**CDO Workforce New York One-stop Career Center
Norwich - Center hours are M-F 8:30-5PM**

On-site partners:

**VESID (two days per week)
Morrisville State College Bridge Program (M-F daily)
Experience Works (3-4 days per week)
Catskill Center for Independence (One day per week)
DCMO BOCES GED & ESL Program (5-7PM Tuesdays &
Thursdays evenings)
Afton Consortium GED (Monday, Tuesday & Thursdays two
hours each day)
Chenango County OET (M-F daily)
NYS DOL (M-F daily)**

Operator – Steve Geer

**CDO Workforce New York One-stop Career Center
Oneonta – Center hours are 8:30 to 5:00 Monday thru Friday.**

On site agencies:

**DOL ---- 5 days per week
Otsego OET --- 5 days per week
VESID--- Tuesday and Thursday with new customer
orientations alternate Fridays
Exec. Service Corps--- Monday thru Thursday
Afton Consortium GED --- Monday, Tuesday, Wednesday
CCFI --- Thursday
OTDA--- Monday and Friday
Experience Works----Tuesday
Manpower Staffing---Wednesday**

Operator – Maggie Gilbert

**CDO Workforce New York One-stop Career Centers
Sidney-M-F, 8:30am - 4:30pm
Catskill Center for Independence (One day per week) NYSDOL-
(once per month)
Family Enrichment Program (Once per month)**

**Delhi-M-F, 8:30am - 4:30pm
VESID-(As needed)
Family Enrichment Program (As needed)**

Framework and Program Elements –

Description of Change in Provision of Services:

As stated within the body of the CDO Workforce Investment Board's 1-Year Plan, the decision has been made to focus WIA Title I-B Youth funds exclusively on recruiting and retaining out-of-school youth. While the framework design and provision of program elements will remain the same for the CDO Workforce Out-of-School Youth Program, the area will no longer fund an In-School Youth Program.

Through the strategic planning process of both the CDO Workforce Youth Council and Workforce Investment Board, strategies will be developed that will ensure career awareness and development activities take place within the area's school districts thereby helping the area decrease the number of students who leave school before completion and increase the number who either go on to post-secondary education or advanced training and/or enter the labor force.

Youth Council

Description of Changes in Strategic Goals:

During PY07, the CDO Workforce Youth Council has re-engaged in the strategic planning process to develop measurable goals that can be achieved within Program Year 2008 and towards the established vision of the Council: to make improvements in the lives of all youth by assisting them to achieve lifelong success in education and employment and to become contributing members of their communities. While the new goals have not yet been set, it is expected that changes will be made prior to July 1, 2008.

Monitoring

Description of Expected Change in Policy:

Currently, the CDO Workforce Investment Board's monitoring policy specifies that WIB staff will conduct file/record reviews in the beginning of the second quarter and end of the third quarter of each Program Year. With operational changes related to the functional alignment initiative, much effort has been placed on cross-training staff of both WIA Title I-B and Wagner-Peyser funding streams to better work with customers to achieve common outcomes and improve the accuracy of data entry. This has involved WIB staff reviewing OSOS records on no less than a monthly basis and discussing findings with all One-Stop Career Center staff. This has assisted the cross-training process in that staff have been able to strengthen skills by learning from mistakes or errors without the worry of a formal report of findings being submitted to One-Stop Career System Operators, NYSDOL and Chief Elected Officials.

It is expected that within PY08 a formal change in the current monitoring policy will be approved that specifies that WIB staff will conduct a formal file/record review of all WIA Title I-B funded programs by the end of the second quarter of a Program Year. All other aspects of the current policy will continue to be in effect.