Chenango-Delaware-Otsego Workforce Development Board Inc.

LOCAL PLAN

JULY 1, 2017 - JUNE 30, 2021
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Strategic Planning Elements

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

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

December 2017

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

The board meets four times per year. The most recent discussion of LDO occurred November 21, 2019.

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

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

According to recent data from the Central New York Regional Economic Development Council, “For decades, the Southern Tier’s economy suffered from retractions in historic areas of strength – manufacturing, technology and tourism. Even before the great recession of 2008, the Southern Tier’s economy was in decline, with job growth running below the national average.

According to the report challenges include high concentrations of poverty in distressed communities. The Southern Tier REDC continues to focus on communities in the region that have concentrated pockets of poverty and distressed urban cores, as well as rural areas with a high concentration of poverty demonstrated by low household incomes, high rates of poverty and unemployment, and a high percentage of residents receiving public assistance. The poverty rate rose to 16.6% in 2015, the latest year for which data was available, a 1.2% increase from 2014. Movement out of the region is also a challenge. Outmigration continues to plague the Southern Tier. In every year since 1999, residents have moved out of the region. During 2015, the latest year for which data was available, the Southern Tier experienced a .43% population loss.

The existing sector environment includes a shrinking labor pool and increasing labor demand. The report finds that the region’s eligible labor pool reached a low in 2016. Those remaining in the local labor force have had greater success in finding employment opportunity, evidenced by the shrinking unemployment rate, but many job opportunities remain unfilled. New York State’s Jobs Express lists 5,000 job openings throughout the Southern Tier Region in a wide range of industries and levels of skills. These immediate needs, along with those moving forward created by baby boomer retirements, only exacerbate the need for quality workers.

The report also notes Key Regional Indicator Challenges that include:
Manufacturing industry continues to shift. "The Southern Tier exemplifies the evolution of what American manufacturing will look like in our new global technology-driven economy. There is a greater focus on STEM operations through more advanced manufacturing processes, requiring fewer people with more advanced skills. While employment has decreased 8% in the Southern Tier in the advanced manufacturing industry, the average wage has increased from $59,461 in 2012 to $65,182 in 2016, representing a 9.6% increase."

Challenges identified by the Workforce Development Work Group include:

- A shortfall in affordable childcare
- Lack of low-cost public transportation
- Limited housing stock
- Elevated number of aged/neglected properties
- Affordability a challenge
- Computer/Internet access and adequate user ability
- Elevated number of potential workers unable to pass a drug test
- Prior convictions leading to employer bias
- Safety Net Cost/Benefit Analysis — potential financial disincentive for families and/or individuals on safety net assistance to accept lower-wage employment
- Retention of young professionals/millennials
- Aligning human capital with career opportunities — effectively marketing job opportunities to the regional workforce and addressing skills gap issues.

The Labor Department has identified eleven regional industries as "significant". All "significant industries" shared one or more of the following characteristics: rapid growth (percentage basis); large growth (absolute basis); high wages (average annual wage above the regional average of $43,700 in 2014); or strong expected growth through 2022. From the eleven identified regional industries, the Labor Department developed a broad-based set of industries, falling into six major industry groups: construction; manufacturing; transportation and warehousing; professional and business services (which primarily sell to other businesses); educational services; and health care.

According to the New York State Department of Labor, occupations with the most expected hiring in the Southern Tier include Customer Service Representatives; Heavy and Tractor-Trailer Truck Drivers; Home Health Aides; Laborers and Freight, Stock and Material Moves (Hand); Licensed Practical and Licensed Vocational Nurses; Nursing Assistants; Personal Care Aides; and Stock Clerks and Order Fillers.

Businesses across all sectors report a need for talent. In addition, the need for professional skills/soft skills/communication skills is also reported across all sectors. In manufacturing, the need for both production and non-production positions are reported with employee retirements due to an aging workforce being a top concern.
b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

In addition to soft skills training, such as Reliability, Communications Skills, Team Work, and Interpersonal Skills, the Regional Economic Development report says that target job training and education is critical in addressing the regional need for quality labor.

According to a recent Workforce Needs Assessment, employers have also identified the following certification programs that would support their employment needs: 1.) Leadership/supervisory skills; 2.) Industrial/occupational safety training; 3.) CNA, LPN and RN Certification; 4.) Advanced Manufacturing Certification; and 5.) Industrial Maintenance Certification.

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

i. Current labor force employment and unemployment numbers;

According to the Labor Department’s May 2019 update: The Southern Tier has enjoyed private sector job growth over the past five years. From the first quarter of 2014 to the first quarter of 2019, the region’s private sector job count grew by 2,100, or 0.9 percent, to 223,400. Over this time frame, the region’s unemployment rate fell from 7.3% to 4.8%.

The “Employment in New York State Research and Statistics” November 2019 reports the unemployment rates for the following CDO Workforce counties are as follows:

Chenango: Less than 4.0%
Delaware: 4.0 - 4.9%
Otsego: Less than 4.0%

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

According the Labor Department, The Southern Tier’s private sector job count grew by 700, or 0.3 percent, to 231,300 in the year ending November 2019. Gains were greatest in educational and health services (+2,100). Losses were centered in trade, transportation and utilities (-600), professional and business services (-500) and manufacturing (-200). Government jobs decreased by (-100) over the year.

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

According to 2014-2018 ACS 5-Year Data Profile:

In Chenango County, 88.2 percent of persons age 25 years or older hold a high school diploma or higher; 19.3 percent of persons age 25 years or older hold a Bachelor’s degree or higher. In Delaware County, 88.2 percent of persons age 25 years or older hold a high school diploma or higher; 21.9 percent of persons age 25 years or older hold a Bachelor’s
degree or higher. In Otsego County, 91.2 percent of persons age 25 years or older hold a high school diploma or higher; 30.9 percent of persons 25 years or older hold a Bachelor's degree or higher.

For persons age 25 and over for whom poverty status is determined by educational attainment: Chenango County, bachelor's degree or higher: 4.0 percent; Delaware County bachelor's degree or higher: 6.2 percent; Otsego County, bachelor's degree or higher: 5.3 percent. Chenango County, high school diploma: 14.4 percent; Delaware County, high school diploma: 14.2 percent; Otsego County, high school diploma: 13.7 percent.

Regarding populations with English as a Second Language: In Chenango County in people age 5 years or older, 3.3 percent speak a language other than English at home. In Delaware County in people 5 years of age or older, 6.0 percent speak a language other than English at home. In Otsego County in people five years of age or older, 6.0 percent speak a language other than English at home.

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

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

For Chenango-Delaware-Otsego (CDO) Workforce Program Year 2016: 18 Adults attended classroom training and 5 adults received On-The-Job training. A total of 24 Dislocated Workers attended classroom training, and 3 Dislocated Workers received On-The-Job training. Additionally, 2 youths received classroom training.

Strengths:

CDO Workforce has forged strong relationships with area businesses coupled with working partnerships with local economic development agencies, CDO Workforce has been able to assist local businesses with business retention and expansion. CDO Workforce has a pro-business attitude, offering support and guidance to businesses with their employee training and workforce needs. We are able to offer financial assistance in the form of On-the-Job Training, customized training and course offerings such as supervisory training. In addition, we serve as an unofficial broker to businesses, identifying training resources and grants to meet their specific workforce needs.

Local BOCES partners have been responsive in developing and delivering training that is demand-driven and addresses current employer needs. These include health care occupations, such as Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN), Certified Phlebotomy Technician (CPT), Home Health Aide (HHA), and other career and technical (CTE) programs and other workforce training and Licensure and Certificates training, such as Commercial Driver License (CDL).
BOCES also provides opportunities for any New York State resident, 19 years of age or older, who does not yet have a high school diploma or equivalent diploma to take the HSE (High School Equivalency) test.

Weaknesses:

While local BOCES are cooperative, the area that CDO Workforce serves lacks a Community College, which makes it challenging to provide entry-level training & certifications. It also makes it more challenging to provide skills training for career advancement.

There is limited public transportation in the region, which overall, is a tremendous barrier to the local low-income population in attending local training events and course offerings, as well as transportation to/from jobs.

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

The local area has the capacity to address the education and skill needs of the local workforce. The CDO Workforce offers comprehensive services to job seekers, including: assessment, career counseling, skills training, job placement, follow-up services, and more. CDO Workforce is committed to working with all job seekers, including those identified as having barriers to employment (such as limited English proficiency or literacy, disability, skills gaps, and ex-offender status) to plan the services best suited to their individual needs and provide access to partner resources. Program partners also work together to implement and monitor services for individuals with barriers to employment, including veterans and individuals who are disabled or basic skills deficient.

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

The strategic vision and goals of the Local Board is to prepare an educated and skilled workforce by providing education, skills/training for youth and individuals with barriers to employment. We will work closely with local Title II partners that have the ability to develop trainings that will meet the needs of the business community. Remaining responsive to the employment needs of our local businesses, the Board’s goal is to ensure that our regional training and educational support systems are effective.

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

CDO Workforce development programs attempt to address the strategic vision of the area by concentrating on programs and initiatives that provide job seekers with the skills and abilities that employers are looking for. All of the CDO workforce development programs, including partner agencies such as local BOCES, ACCES VR, Departments of Social Services
and Community agencies provide programs in support of one of six key goals, which include: 1). Increase the number of work-ready, basic-skilled workers 2). Retain and attract more young adults 3). Prepare for the wave of baby-boomer retirements 4). Facilitate and enable the recruitment of workers for specialized occupations 5). Reduce underemployment and its accompanying underuse of talent 6). Increase the workforce system’s capacity to manage near-term challenges and opportunities. CDO Workforce continues to develop sector partnerships with local businesses and training facilities to identify opportunities for training that support the needs of local businesses.

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

The Board will review proposal submissions for alignment with the strategic vision and goals of the Local Plan. The Board will continue to pursue new partnerships in training, such as, the recent partnership between the American Apprenticeship Initiative (AAI) and Tooling U Online Learning, which offers classes in basic safety and fundamentals of machining and other manufacturing trades, while providing soft skills training to potential apprentices/job seekers. Additional resources are being identified and we plan to foster increased collaboration and blending of resources.

CDO Workforce also continues to expand its outreach efforts to participants to make them aware of all of the career services, income supports, and other services available in the region.

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

The Local Board plans to meet or exceed goals negotiated with NYSDOL relating to performance accountability measures. These measures support regional economic growth and self-sufficiency as related to increased employment, employment retention and earnings, all of which increase the tax base that contributes to government programs and services. These outcomes also correspond to the contribution of more dollars spent with commercial enterprises, which include everything from real estate to retail and beyond. Additional outcomes related to skill development and credential attainment ensure that we are developing the highly skilled and educated workforce that local industries rely on to grow and create jobs. The board currently uses additional instruments, such as surveys, to ensure customer satisfaction to continue improvement of quality and efficient use of funding.

Local Workforce Development System

2017-2021 Chenango-Delaware-Otsego Workforce Development Board Inc. Local Plan
a. Identify the programs, whether provided by the Career Center or any partners, that are a part of the local area’s workforce development system, including:

i. Core programs;

| Adult and Dislocated Worker Programs |
| Youth Programs |
| Adult Education & Family Literacy Act Programs |
| Wagner-Peyser Programs |
| Vocational Rehabilitation ACCESS-VR and New York State Commission for the Blind |
| AAI programs |

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

| CDO Workforce works closely with our Carl D. Perkins Career and Technical Education (CTE) program providers/partners to provide access to activities leading to a post-secondary credential. We meet regularly with our Perkins partners to identify employer needs and curriculum changes or modifications that support what local employers tell us are needs for employees. |

iii. Other workforce development programs, if applicable.

| Partnerships which have evolved include collaborations with surrounding workforce investment areas to support services and training; for example, with area manufacturers to develop and support entry level manufacturing trainings; ONC BOCES and area healthcare providers to develop and support CNA/HAA training; the business community to sponsor/support trainings, job fairs and other projects and programs. |

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

| We will ensure continuous improvement of services and service providers by measuring improvement in the way CDO partner programs work together to serve job seekers, workers and businesses. A key element will be blending of resources where appropriate and co-enrollments/referrals between partner programs and more partner programs to achieve success with harder to service participants with multiple barriers to employment. Additional measures of success will include an increase in the number of participants with barriers to employment, including customers with disabilities and other special populations. The leadership reviews customer service reviews. Training and staff development is provided regularly. |
Continuous engagement of customers will be a key measure as well as keeping customers engaged with services until they are successful in meeting their employment goals.

The local area will ensure continuous improvement of services and service providers through the oversight of the Local Board.

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

Eligible providers will meet the employment needs of local businesses, workers, and jobseekers by continuing to implement a procurement process through which the Local Board selects providers in a manner consistent with its industry sector-based career pathways development strategies. Such strategies aim to prepare students for occupations that are in demand in growth industries, require demonstrated effectiveness in achievement of outcomes, support the local area’s attainment of primary indicators of performance and respond to customer demand. The selection of eligible providers, as well as their continuing eligibility, is informed by feedback from businesses, participants and jobseekers, along with performance outcomes and monitoring findings.

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

Training Programs will be submitted to Eligible Training Provider’s List for local approval and to ensure alignment with employer needs and local demand. When job seekers and workers have access to information, guidance, and resources to provide them with the skills that businesses need, everyone benefits.

The Board will provide clear and understandable information and guidance on career pathways, sector strategies, local demand occupations, growing industries and skill sets to eligible providers of services. Local providers will be encouraged to utilize this information when designing services as well as training programs. All Center Partners contribute towards the infrastructure of the Comprehensive Center.

Workforce Development and Career Pathways

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

CDO Workforce will facilitate the development of career pathways by continuing to focus on sector initiatives in growing sectors.

The CDO Workforce staff will foster discussions with employers in growing sectors to identify specific skill needs, identify gaps in training, map career pathways and identify appropriate credentials and will develop tools for use by job seekers, employment program providers, high schools and other stakeholders in the workforce development arena.
Co-enrollment of participants in core programs to assist individuals in moving along career pathways and creating opportunities for blending funds to achieve success will be an integral component.

Career Center staff will use customer focused strategy when working with job seekers and will facilitate co-enrollment when the customer chooses.

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

Partnering with local educators, the Board will work to strengthen activities and develop new ones that ensure access to career pathways requiring credentials.

CDO Workforce will coordinate efforts to increase the number of integrated education and training programs that provide training services to high school dropouts, English Language Learners, and participants with low literacy skills, and encourage more cross-referrals, co-enrollment and blending of resources.

The recognized credentials will be focused on the major industry sectors identified by the Board.

In addition, CDO Workforce will monitor closely the performance of trainees for successful completion and entered employment and if programs/participants are not successful, we will identify the reasons for any lack of success.

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

Many credentials are specific to a particular industry or occupation. Accredited post-secondary degree and certificate credentials are portable. Certifications by national industry associations are portable and while many state licenses and credentials are not portable, many states have reciprocity agreements that allow for temporary and/or permanent licensing between states.

Soft skills, safety, manufacturing and industrial certifications are all portable as they provide transferrable skills that are marketable to a wide variety of industries and sectors, thus maximizing opportunities for employment with local employers.

CDO Workforce will endeavor to work toward the goal of ensuring credentials are portable to other occupations and industries.

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

In New York State some challenges to "stackability" are due to due to state certification and licensing requirements and the credentialing being controlled by different state
agencies. However, for some industries, such as advanced manufacturing, there is an area of opportunity for stackable credentials as well as increased articulation agreements between community colleges and local BOCES programs.

Access to Employment and Services

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

The CDO Workforce will coordinate efforts of partner programs, both partner programs identified in the WIOA legislation as well as local Community Based Organizations. It is critical that those programs with expertise/connections in serving special populations be coordinated to help employers identify, hire and train qualified workers with disabilities, limited English proficiency, criminal backgrounds, and other populations that are underrepresented in the workforce. CDO Workforce will work with each partner program to identify liaisons to increase staff collaboration, increase staff referrals and utilize partner staff expertise in services to customers.

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

The local area will facilitate access to services through the One-Stop delivery system, including remote areas, through the use of technology by using email and social media to communicate information on the services available, and by promoting use of our newly redesigned CDO Website, and encouraging sign-up for the monthly CDO newsletter. The CDO Workforce website also offers access to partner links and resources, as well as an online resume critique request form and job order form.

Additionally, the local area will provide opportunities for occupational skill development through on-line learning, such as the AAI partnership with Tooling-U Online Learning, in which customers can access training from their homes, partner agencies and public libraries in areas with access to broadband.

CDO Workforce also provides training in the use of various internet and computer technologies, including those related to job search and basic computer skills, such as MS Word and GMail.

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

Much of the use of technology enabled case management information systems in New York State is decided on at the state agency level. Until state agencies are required to utilize common case management information systems progress in this area will be limited.
CDO Workforce encourages local partners to utilize the One Stop Operating System due to OSOS being the only system that allows multiple partners access.

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

CDO Workforce provides:

• Career Assessment, Career Exploration, and Career Planning Services
• Employment Plan Development
• Employment Counseling
• High School Equivalency/Training Assistance referral to partner services
• Workshops to sharpen job seeking skills and basic skills desired by employers
• Resume, cover letter and interviewing skills assistance
• On-the-Job Training opportunities to learn job skills while earning a paycheck.

The CDO Workforce offices also offer: Access to NY Job Bank/Job Listings; Referrals to Jobs; Access to Computers/Printers/Phone/Fax/Copiers and Internet Access; Labor Market/Demand Occupation Information

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

Due to the rural nature of the CDO Workforce area, there is limited public transportation available in the region. Individuals are provided information regarding supportive services during the individualized plan stage. Part of the plan includes strategies for transportation to and from training/employment, child care (if applicable) as well as other individual barriers customers may face. Transportation to/from work is addressed with customers during their assessment and supportive services are provided either through WIOA or through referral to other partners. Customers are also referred to rideshare and carshare programs as a component of their assessment an employment plan.

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

The Service Delivery MOU completed in 2017 includes ACCES-VR and the NYS Commission for the Blind as partners. The MOU partners commit to providing customers with disabilities with physical and programmatic accessibility to facilities, programs, services, technology and materials, including appropriate staff training and support.
Through the MOU and the Individuals with Disabilities committee, all staff will be cross trained, use the partner referral form and the agency representatives will be available for technical assistance as requested. A workshop for employers on ADA compliance is also provided to businesses by the ACCESS VR staff.

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

The operator is provided a Priority of Service Policy that complies with WIOA. All Adult files will include gathered data regarding receipt of public assistance, low income, and/or basic skill deficiency. All data will be entered into OSOS. Program monitoring will be conducted to ensure that the operator is complying with the Priority of Service Policy.

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

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

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

Accessibility to the services provided by the CDO Workforce and all partner agencies is essential to meeting the requirements and goals of the CDO Workforce Development Board. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of sex, gender identity or expression, sexual orientation, age, race, color, religion, marital status, domestic violence victim status, familial status (including pregnancy), national origin (including limited English proficiency), predisposing genetic characteristics, disability, military status, prior arrest or conviction record or on the basis of any other classification protected under local, state or federal law.

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

ii. Technology and materials for individuals with disabilities; and
Technology and materials for individuals with disabilities is assessed regularly. Feedback is solicited regularly from staff and community agencies, and potential technology and/or materials is explored, as well as cost and availability.

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

Training includes the training of CDO Workforce and partner staff in addressing the needs of individuals with disabilities. The partner agencies will be regularly revisited to ensure that we are reaching the appropriate staff with appropriate efforts.

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

The role of the One-Stop partners related to the nondiscrimination requirements of WIOA and applicable provisions of the Americans with Disabilities Act is to ensure that all partner staff receive proper training on these requirements and to ensure compliance in the delivery of program services. In addition, these requirements extend to any contract agencies working with One Stop partners. Resource contributions of One Stop partners include the staff time spent delivering training and ensuring program requirements are met.

Business Engagement

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

CDO Workforce regularly gathers feedback on local business needs including soft skill development, technical and training needs and credentialing requirements. Feedback is used to inform the vision for the workforce system, and to engage local employers by encouraging participation in sector based initiatives and the development of career pathways in response to locally identified needs.

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

Not applicable

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

Business Service Representatives provide an array of services including: Recruit employees, including customized recruitment at CDO Workforce locations; Help finding grants and
training workers; Providing labor market information; Assistance in networking with other businesses; Creating custom solutions, such as internship or apprenticeship solutions; Posting and advertising Job Openings on social media, the CDO Website, the New York Job Bank, and the New York Labor website.

CDO Workforce also partners with state and federal agencies to provide guidance on: Rapid Response Services; Shared Work Programs; Guidance with the WARN Act; Help with Trade Adjustment Assistance.

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

The Board regularly meets with Economic Developers and Training Providers from CDO counties to share local labor market information and discuss issues impacting the local economy. Updates on economic development activities are regularly discussed at Board meetings. Information shared on economic development activities, new business development/expansion and the background and skills needed by the local workforce is used to inform and shape workforce development programs and services.

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

The CDO Workforce highly encourages entrepreneurial skills training and microenterprise services to participants who express an interest. CDO Workforce refers participants to local economic development entities providing both entrepreneurial skills training and microenterprise services and helps participants connect to resources, such as the state Self-Employment Assistance Program; the chambers of commerce in Chenango, Delaware and Otsego counties; Economic Development departments in Otsego and Delaware, and the Chenango County Planning Department.

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

NYSDOL Regional Rapid Response staff provides information regarding closings while partnering with local system staff to provide Rapid Response services on site or at Career Centers. Depending upon the needs of the impacted workers, a plan of services is developed and carried out by the regional and local staff.

Program Coordination

a. How do the local area’s programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?
b. Describe how education and workforce investment activities will be coordinated in the local area. This must include:

i. Coordination of relevant secondary and postsecondary education programs;

Secondary education programs, including literacy and basic skills training, are coordinated through the CDO Workforce Board and involve partners that include Oneonta Adult Education, Afton Adult & Continuing Education, Literacy Volunteers of Otsego & Delaware Counties, DCMO BOCES and local industry.

Postsecondary education programs used in the CDO Workforce must be approved providers/programs on the NYS ETPL. Providers wishing to offer postsecondary training opportunities can apply to the NYS ETPL.

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

Workforce Development Board sub-committees are used as the mechanism to bring together partners agencies to address education and workforce activities and meet regularly to coordinate strategies to eliminate duplication and improve program services. CDO Workforce partner committees are comprised of community partners, local businesses, education and training agencies, and service agencies who seek to meet the needs of clients and the business community.

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

The Board will use Board committees, MOU partner meetings, and one-stop system operator meetings to identify duplication of services and develop plans to reduce and eliminate duplication. Our regional approach also includes coordination with the Regional Economic Development Council.

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

Plans to eliminate duplication include regular assessment of progress. Functionally aligned staff conduct an initial assessment to provide services to all customers. All major stakeholders are uniformly informed so that duplication of services becomes far less likely.

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

A partner referral form has been established and is used by all partners, and referral and follow services are recorded. Program liaisons have been identified and staff are cross-trained.

**Youth Activities**

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

   i. Name of Youth Point of Contact
   
   Maggie Gilbert

   ii. Email Address

   Maggie.gilbert@co.delaware.ny.us

   iii. Name of Organization

   CDO Workforce

   v. Phone

   607-832-5781

   vi. Address

   21 Liberty Street, Room 216, Sidney, NY 13828

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

   i. Out-of-School Youth

   75

   ii. New In-School Youth

   0

   iii. Carry-Over In-School Youth

   0

   iv. Work Experience

   30

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

c. Who provides the WIOA Youth Program Design Framework, which includes Intake and Eligibility, Objective Assessment, and the Individual Service Strategy (ISS)?
CDO Workforce-Chenango County Workforce, Delaware County Workforce, and Otsego County Workforce.

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

The ISS provides information about the youth’s current situation/skills, what their goals are and the activities/elements that can help them achieve those goals. Career Pathways are reviewed in Career Zone. The Youth Counselor reviews the local labor market and how they can achieve those goals.

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

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

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

Each provider completes intake process with youth by determining eligibility and completing ISS. Appropriate activities are linked to the ISS and entered into OSOS.

ii. Are made available to youth with disabilities.

All services are available to youth with disabilities and the Board has established a strategic goal in increase services to this population.

f. Identify successful models for youth services.

Youth are assessed for eligibility, barriers, and strengths during the enrollment process by completing their ISS with the Counselor. They also set employment/education goals and discuss options and pathways to obtain those goals. Youth further explore career/education options and learn about financial responsibility with Career Zone. Activities are assigned to them based on their barriers, goals, and career/education.

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

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

   CDO Workforce Investment Board, Inc.

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

   WIOA Title I Adult and Dislocated Worker contracts are awarded to the Chenango, Delaware, and Otsego County Offices of Workforce Development to provide all career services, training services, and placement and follow up. Youth contracts are awarded through a competitive RFP process that can be extended based on performance.

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

   The local levels of performance negotiated with the Governor and Chief Elected Official to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent, eligible providers and the One-Stop delivery system are outlined in Technical Advisory 17-5, Primary Indicators of Performance. As submitted to NYSDOL and subsequently approved, we will negotiate all goals when baseline data is available.

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

   i. The board is certified and in membership compliance;

   ii. All necessary governance actions and items have been accomplished, including executing a local MOU, selecting a One-Stop System Operator, and implementing all required local policies, etc.;

   iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and

   iv. The LWDA meets or exceeds all performance goals.

   We are in compliance with all of the above. The Career Centers have passed the certification process.

Training Services

a. Describe how training services will be provided in the local area.
Training services will be delivered through the CDO Workforce Career Center. Training services will include classroom/occupational skills training, On-the-Job Training, Customized Training and when funds are available, Incumbent Worker Training. Staff and the customer complete an Initial Assessment, Comprehensive Assessment, Career Research including Demand Occupation List review, training program and provider research, any required applications, any pre-training assessments necessary and the ISS.

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

Individual Training Accounts are issued for approved training in demand occupations and provided by Eligible Training Providers. Contracts are utilized for On-The-Job Training, Customized Training and Incumbent Worker Training.

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

Job Seekers are directed to local Demand Occupation List in addition to Eligible Training Provider List after an assessment of skills and needs. Utilization of a customer centered process ensures customer choice. Performance of trainees and programs is monitored and if there are underperforming programs, this is addressed and customers are made aware of this.

Public Comment

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

A notice will be posted on the website: www.cdoworkforce.org and notification of the Local Plan document posting with request for public comment will be published in local newspapers.

List of Attachments:

Please complete all attachments.

Attachment A – Units of Local Government
Attachment B – Fiscal Agent
Attachment C – Signature of Local Board Chair
Attachment D – Signature of Chief Elected Official(s)
Attachment E – Federal and State Certifications
Original signature pages (Attachments C, D, and E) must be delivered to NYSDOL in one of the following two ways:

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

- **Mail original versions –** Hard copies of traditional signature pages may be sent to:

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

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

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