STRATEGIC ACTION PLAN
January 2020

Commissioned by Chenango-Delaware-Otsego Workforce Development Board, Inc.

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Strategic Action Plan

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ACKNOWLEDGEMENTS

Thank you to the Workforce Development Board of Chenango, Delaware and Otsego Counties Board of Directors, Ms. Alice Savino, Executive Director and the CDO staff for their commitment to the process and subsequent ownership of strategic priorities and implementation action plan to guide their efforts during the next three years.

**CDO Board of Directors Participants**
- Doug Lifgren, Chairperson, Astrocom Electronics, Inc.
- Mary Eggeling, Bassett Medical Center
- Monica Towne, Otsego County BOCES
- Glenda Roberts, SUNY Delhi
- Heather Ross, Delaware County Economic Development
- Daniel Auwater, Chenango County DSS
- Cole Covington, Employment Solutions
- Susan Van Cott, Unalam
- April Brown, Access - VR
- Chris Kuhn, Oneonta Job Corp Center
- Margo Burkett, AAI
- Zoe van der Meulen, Action Collaboration
- Liz Rickard, Career Opportunities in Rural Education (CORE)
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- Deb Singer, Otsego DSS
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**CDO Staff Participants**
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- April Feyh, CDO Sidney
- Bill Haines, NYS DOL
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- Beth Kilts, CDO Otsego County
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- Susan Payne, Strategic Planning and Economic Development Consultant
- Margaret Lawrence, Strategic Planning and Economic Development Consultant
Introduction
The Board of Directors and Executive Director, Ms. Alice Savino, of the Workforce Development Board of Chenango, Delaware and Otsego Counties (CDO) recognized the importance of the organization’s role as a driver, primary resource and partner in ensuring a talented and well-trained workforce as an essential ingredient for the long-term economic sustainability of the service area. In 2019, CDO engaged strategic planning and economic development consultants Susan Payne and Margaret Lawrence to facilitate and guide a strategic planning process.

Planning Process
The CDO Workforce Board of Directors and staff were actively engaged in gaining an understanding of today’s workforce landscape and the projected challenges. Based on an understanding of the demand and workforce dynamics in the services area, the Board of Directors established mission and vision statements for the organization and also agreed on a set of measurable strategic objectives and an action plan to address the top five strategic priorities. The process provided focus and serves as a guide for the organization’s activities in 2020-2022.

Highlights of the Situational Analysis
An analysis of demographics, employment trends, industry sector growth patterns was conducted. This was combined with a review of the organization’s strengths, weaknesses, opportunities and threats (SWOT analysis) to identify and agree on the most important issues CDO Workforce should address over the next one to three years.

At the top of the list will be the need to fill 58,000 jobs over the next ten years resulting from a combination of retirements and newly created positions. The issue is further challenged by the ability of the region to attract workers to jobs where the wages are not competitive with other regions in New York State.

These challenges drive the importance of having a strategic plan in place designed to provide key support services, effective communication with employers and members of the labor force, and collaboration with partners to continue a focus on education and training in key career paths for the current and future workforce.

Top Issues Identified by Employers
- Pool of skilled workforce at all levels due to aging of the population and a shrinking labor force.
- High level of competition for skilled workers.
- Lack of technical skills to meet changing needs.
- Demand for higher salaries, due to the high rate of competition for skilled workers.
- Inadequate public transportation for workers.
Mission and Vision Statements

Through the strategic planning process, the Board confirmed a clear and concise statement of the purpose of the organization, agreed on a vision and used the analysis of data and information about challenges and opportunities to develop five data driven strategic objectives that will enhance the organization’s ability to effectively prepare workers to meet employment needs.

**Mission**

The Chenango-Delaware-Otsego Workforce Development Board is the primary resource for preparing and linking job-ready workers with immediate employer needs, while simultaneously being a leader and catalyst for development of workforce career pathways that support and advance regional economic development strategies in a changing workplace environment.

**Vision: 2020-2022**

The Chenango-Delaware-Otsego Workforce Development Board is the catalyst for development of collaborative workforce pathway strategies that support regional economic development strategies and long-term employment needs, while at the same time creatively and effectively preparing workers to meet immediate employment needs.
Strategic Priorities: 2020-2022

1. Increase visibility and awareness of CDO’s role and value among the labor force, employers, key stakeholder groups and the broader community.

2. Increase the number of workers that utilize and benefit from CDO Workforce programs and services.

3. Increase productive and results-oriented communications with employers to effectively and efficiently meet their needs for qualified workers.

4. Take a leadership role in bringing together employers and stakeholders to create data-driven workforce development pathways that support regional economic development strategies and projected workforce needs.

Strategic Priority 5. Strengthen internal capacity to achieve these strategic priorities.
Implementation Action Plan

Strategic Priority 1. Increase visibility and awareness of CDO’s role and value among the labor force, employers, key stakeholder groups and the broader community.

1.1. Develop a common brand to be used across the organization that is recognizable to employers, workers and those considering employment.

1.2. Develop a communication and promotion program designed to increase both broad awareness in the service area, as well as, accessibility to workforce programs and services among employers, and unemployed and underemployed persons. Basic elements should include:
   1.2.a. Update the website and include links to partnering agencies.
   1.2.b. Utilize a broad range of communication channels including social media, print, tv and radio. For example:
      - Post updates on programs and services on social media sites such as Instagram and Twitter.
      - Advertise on social media sites such as LinkedIn, Facebook and Craigslist, and websites such as https://regionalhelpwanted.com/oneonta-new-york-jobs.
      - Create YouTube videos featuring people who have secured interesting jobs.
      - Send email blasts of accomplishments and new programs.
      - Promote interviews with board members and/or staff on local radio and TV stations.
      - Work with TV and radio news stations to feature “success stories” of people who have used CDO Workforce programs/services.

Strategic Priority 2. Increase productive and results-oriented communications with employers to effectively and efficiently meet their needs for qualified workers.

2.1. Provide employers with information and tools on the best ways to find and attract prospective workers with job opportunities.

2.2. Conduct partner and employer satisfaction surveys to ensure immediate and long-term needs are met or will be addressed.

2.3. Provide additional business services representation to area employers to increase favorable employee/job matching outcomes.

2.4. Assist employers with re-evaluating skills and experience requirements by position to expand and align the potential workforce pool.
Strategic Priority 3. Increase the number of workers who utilize and benefit from Workforce CDO programs and services.

3.1. Target the labor force audience using a continuum of messages via multiple communication channels, including both digital and virtual.

3.2. Conduct non-traditional job fairs such as partnering with companies to host picnics or virtual career fairs.

3.3. Partner with employers to develop virtual 60-minute bootcamps on select jobs. Share video links via social media such as YouTube, Instagram, Facebook, Snapchat, and Twitter.

3.4. Actively reach out to people engaged in the social services pipeline and underemployed persons who could benefit from CDO’s programs and services.

3.5. Engage and provide support services and skill development to discouraged populations to aid in their entry or re-entry into the workforce and career progression. For example:
   ▪ Identify and address barriers before initiating job search.
   ▪ Focus on the growing importance of soft skills and strong work ethic.
   ▪ Establish work and life mentoring relationships.

3.6. Conduct competency-based training.

Strategic Priority 4. Take a leadership role in bringing together employers and stakeholders to create data-driven workforce development pathways that support regional economic development strategies and projected workforce needs.

4.1. Develop and strengthen partnerships/collaborations critical to success, particularly employers, economic development agencies, chambers of commerce and providers of education and support services.

4.2. Take a leadership role in bringing together partners to create a well-coordinated and data-driven workforce pipeline strategy that provides clear pathways for members of the workforce to secure services, gain skills training and education, and pursue a career.

4.3. Use real-time data and employer input to maintain a constant understanding of the Supply-side and Demand-side of the workforce issues.

4.4. Support education, workforce and economic development partners to develop a K-12 pipeline strategy.

Strategic Priority 5. Strengthen internal capacity to achieve these strategic priorities.

5.1. Be data-driven in determining annual priorities and allocation of resources.

5.2. Direct staff resources to support strategies.
BACKGROUND

Chenango-Delaware-Otsego Workforce Development Board, Inc. (CDO) is a consortium of state and local agencies, including the Department of Labor, Colleges, BOCES, Chambers of Commerce, Job Corps, and social service agencies across the three counties for employers and members of the workforce.

CDO Workforce was created by the Workforce Investment Act of 1998 to provide services for businesses and job seekers; including those who are employed, underemployed or unemployed. CDO coordinates and focuses employment, training and education development resources; supports career pipeline development programs with schools, colleges and community leaders; and certifies eligible providers of youth, training and intensive services. As a WIOA, the purpose of the CDO is to:

- Promote involvement of the business community in employment and training activities, workforce investment and development activities, and in economic development activities.
- Provide policy guidance, direction, and oversight of the WIOA and related programs in the three-county Workforce Investment Area.
- Jointly administer or oversee such programs.
- Decrease welfare costs and increase private sector employment opportunities for economically disadvantaged and designated target groups.

CDO oversees the local workforce development systems, functions as a Workforce Career System and designates the one-stop operators. Resources include:

- One-stop Career Centers
- Education and Training Resources
- Labor Market Information
- Occupational Information Network and salary information
- Occupational Outlook Handbook
- Job search skills and tasks

CDO also is at the hub of a network of resources. Its staff work every day to link employers with workers, and workers with the resources they need to secure employment and develop their careers. Examples of assistance include the following.

**Assistance to Employers**
- Recruit employees.
- Find grants and train workers.
- Strengthen your work force.
- Access labor market information.
- Create custom employment solutions.

**Assistance to Job Seekers**
- Interview skills.
- Job-search tasks: resumes, search strategies, career planning.
- Access to training grants, education and other resources to improve skills.
In 2019, the Chenango-Delaware-Otsego Workforce Board of Directors embarked on a planning process to strategically guide the organization’s focus and activities during the period 2020-2022. This document includes a summary of the strategic planning process, analysis of the situation, updated overall mission and vision statements, strategic priorities, and an implementation action plan.

Commitment to the Strategic Planning Process

Throughout the planning process the Board of Directors and CDO staff were pragmatic and committed to:

1. Understanding the workforce development landscape today and anticipated dynamics for the future.
2. Identifying the major internal and external challenges and opportunities expected in the next 3-5 years.
3. Agreeing on a mission statement that clearly and concisely defines the purpose of CDO.
4. Establishing a realistic vision to achieve in the next 2-3 years.
5. Setting measurable strategic objectives to address each major issue.
6. Developing an action plan designed to achieve each strategic priority.
STRATEGIC PLANNING PROCESS

The Board of Directors and Executive Director, Ms. Alice Savino, of the Workforce Development Board of Chenango, Delaware and Otsego Counties (CDO) recognized the importance of the organization’s role as a driver, primary resource and partner in ensuring a talented and well-trained workforce as an essential ingredient of the long-term economic sustainability of its service area.

The CDO engaged strategic planning and economic development consultants Susan Payne and Margaret Lawrence to facilitate and guide the strategic planning process.

The CDO Staff and Board of Directors each participated in two half-day sessions with the goal to clearly and succinctly state the organization’s mission, establish a vision for the future and set measurable strategic objectives to be pursued over the next three years.

For this to be achieved the following process took place.

1. Clear understanding of the workforce development landscape today and in the future.
2. Agree on challenges and opportunities based on data, staff insights and employers’ needs.
3. Agree on the purpose and mission of CDO.
4. Establish a vision for the next 3 years.
5. Agree on the top issues to be addressed in a Strategic Demand-Driven Framework and establish measurable strategic objectives to address each major issue.
6. Develop an implementation action plan.
The consulting team guided the CDO Board of Directors and staff through the key steps of the strategic planning process, which began with an assessment of the internal and external issues impacting CDO and opportunities to play a critical role in meeting the workforce needs of the business community.

**Strategic Planning Process Model**

- **External Situation Analysis**
- **Situation Analysis:** Identify Issues and Assess Risks and Opportunities
- **Internal Resource Analysis**
  - Board
  - Staff
  - Valued Resources: Contracted Services and Partnerships
  - Revenues
- **Vision for the Future**
- **Overall Goal(s)**
- **Strategic Objectives**
- **Performance Measures**
- **Action Plan to Support Strategic Objectives**
- **Identify Resources for Implementation**
It was important to gain an understanding of the workforce landscape, key challenges being faced by employers and prospective worker, and CDO’s image and level of visibility.

These questions were explored.

- How is the region’s future economic development trends and strategies expected to change in terms of employer and industry mix; and what is the impact on CDO’s role?
- What are the major employment sectors?
- What are expected shifts in the industry clusters that are shrinking or growing?
- What is the projected level of replacement in key various industry sectors needed to fill vacancies left by an aging workforce?
- How will it impact the long-term workforce needs of the employers in the region and CDO’s ability to be an effective partner?
- What are the education and skill levels among members of the workforce?
- Is the workforce demand being met with the current pool of workers – If not, why not?
- Who and what agencies are essential to collaborate/partner with to achieve CDO’s mission; e.g., BOCES, community colleges, etc.?
- What are other partners and their relationships with CDO? (Chambers of Commerce, Industrial Development Agencies (IDAs), the Regional Workforce Development Task Force, and others.)
- Is CDO considered a valued partner in the region?
- Are there emerging opportunities that would enable CDO to more effectively meet the needs of the employers and strengthen the workforce?
- What are the major challenges to members of the workforce: childcare, transportation, major skills gap and language barriers?
- What is CDO’s image and level of visibility in the broader community and among its clients, employers and partners?
The Workforce Landscape

The labor supply conditions are a result of the converging effects of population losses including out-migration, an aging and shrinking labor force, and demand for workers with new skill sets. Both recruitment to fill new jobs and the need to fill replacement positions are quickly becoming critical issues for many employers.

1. Population in Chenango, Delaware and Otsego Counties is declining annually at the rate of -.07%.

2. The 2019 unemployment in the CDO region was higher than the national rate of 3.175% and New York State rate of 3.6%: Chenango County at 4%; Delaware County at 4.5%; Otsego County at 4.0%.

3. The Labor Force Participation Rate in Chenango, Delaware and Otsego (CDO area) Counties is 57.5% as compared to 63.2% in New York State and the United States.

4. The labor force is shrinking in prime age groups (25 – 54 years), which impacts and creates issues for attracting and retaining production workers, technical professionals and healthcare workers.

5. The workforce is aging. The median age is 44.5 years for workers, as compared to New York State at 38.4 years. Also, 49% of the CDO workforce is over the age of 45 as compared to New York State at 44%.

6. The annual wage increases in the CDO area lags New York State: 3.2% vs. 5.2%.

7. Approximately 50% of occupations require either a higher education degree or technical skills level training, increasing the retention and recruitment challenge.

8. There continues to be an abundance of middle skill job openings in health care and educational services and a need to address demand for new skills in the manufacturing sector and growing sectors such as life sciences and cyber security.

9. The concentration of occupations today and the demand in the next decade for workers is predominately in healthcare, education services, office and administrative positions, and laborers. Coupled with the fact that many of these jobs currently pay $31,000 or less, it is difficult to attract and retain workers.

Chronic Issues

Several workforce issues in Chenango, Delaware and Otsego Counties are chronic:

- Employers are challenged with their ability to fill new jobs as well as replace existing vacant positions due to aging workers and an overall shrinking labor force.

- There is an anticipated need to fill 58,000 jobs overall the next 10 years resulting from a combination of retirements and newly created positions.

- Attracting workers to jobs where the wages are not competitive with other regions in NYS continues to be a challenge.

- Long-term training and career pathways need to be the focus going forward to enhance skills and reduce turnover.

- Childcare and transportation issues will continue to be major challenges for members of the labor force.
The situation analysis informed the planning process by identifying the education and healthcare sectors as being the dominate employers in the three-county industry mix (see Appendix A).

There continues to be an abundance of middle skill job openings in Health Care and a need to address demand for new skills in the advanced manufacturing sector and growing sectors such as life sciences and cyber security.

The Situation Analysis revealed demand for workforce in the next ten years would be most serious in the healthcare sector, with need to fill nearly 3,600 jobs ranging from RNs to Personal Care Aides and Nursing Assistants. Another large job cluster that will require significant infusion of workers is hospitality and food service with 1,200 janitorial and housekeeper positions and 4,525 food service workers (see Appendix C for detail by occupation).

Further, the participants learned that approximately 50% of occupations in all industry sectors require either a higher education degree or technical skills level training, increasing the retention and recruitment challenge.

In terms of education attainment, the CDO workforce exceeds the NYS average for high school diploma, some college and associate’s degrees; however, it falls short in bachelor’s degree and education at the graduate level (see Appendix B).

<table>
<thead>
<tr>
<th>Industry Sector</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>8,726</td>
</tr>
<tr>
<td>Hospitals</td>
<td>4,044</td>
</tr>
<tr>
<td>Food Services and Drinking Places</td>
<td>3,469</td>
</tr>
<tr>
<td>Executive, Legislative, and Other General Government Support</td>
<td>3,201</td>
</tr>
<tr>
<td>Nursing and Residential Care Facilities</td>
<td>2,901</td>
</tr>
<tr>
<td>Ambulatory Health Care Services</td>
<td>1,920</td>
</tr>
<tr>
<td>Food Manufacturing</td>
<td>1,869</td>
</tr>
<tr>
<td>Social Assistance</td>
<td>1,856</td>
</tr>
<tr>
<td>Machinery Manufacturing</td>
<td>1,679</td>
</tr>
<tr>
<td>Specialty Trade Contractors</td>
<td>1,519</td>
</tr>
</tbody>
</table>
Benefits and Opportunities to Leverage

- DSS staff member offices located in close proximity to the Chenango County CDO center.
- Opportunity to leverage numerous programs and services such as the Empowered Pathways Program that have demonstrated impact.
- In 2019 CDO reported 98 active apprentices; a program with high potential.
- Opportunity to use labor market data and continued collaboration with education systems, economic development agencies in Chenango and Delaware counties and other stakeholder organizations to make informed decisions about priorities and allocation of resources.
- Increasing number of on-line courses available at BOCES and higher education institutions.
- Strong relationships with resources ranging from social services agencies to Chambers of Commerce and economic development agencies.
- Established working relationships with regional partners.
- Employers may be willing to consider re-evaluating required skills and experience for applicants.
- Collaboration with employers is important and one-on-one time with CDO staff will continue to yield favorable results.
- Continued efforts to increase awareness of career opportunities in the trades (electrical and welding are noted) could be beneficial.
- Numerous short-term training options available to enable workers to enter the workforce.
- Good working relationship with SUNY Delhi and SUNY Morrisville, and one is being built with SUNY Oneonta.
- Online academic and training programs can be taken at the Centers, however many people are not aware this is an option.
- Outreach to area K-12 schools as early as the fourth grade has the potential to plant the seeds for career opportunities and pathways.
Barriers and Challenges to Overcome

- Employer demand exceeds number of qualified people engaged in the labor force, resulting in employers competing for the same pool of workers.
- Employer needs for “job ready” workers.
- Employers have a limited understanding the challenges faced by persons entering or re-entering the workforce such securing the necessary academic training and wrap-around services such as childcare and transportation.
- Some employers are reducing FTEs by changing to part-time positions to avoid paying benefits, which creates a barrier for prospective workers.
- An increasing number of workers are retiring in the next five years, particularly in manufacturing, healthcare and education.
- Changing the way employers recruit workers in response to new communication channels and tools will require a high level of interaction and communication on the part of CDO.
- There are limited resources to meet the growing demand for programs and services such as job fairs.
- A growing number of people interested in working from home, further reducing the size of an available labor force.
- BOCES programs are strong, but there is difficulty finding qualified instructors.
- There is a lack of financial assistance for persons attending BOCES, and the fear of college tuition debt deters interest in advanced education.
- Absence of a community college limits the ability of the workforce to acquire skills. A local satellite community college campus would be an asset for training the workforce, while simultaneously reducing outmigration.
- SUNY Delhi, SUNY Morrisville and higher education institutions in Oneonta are not accessible for individuals living outside the urban areas, especially for those who struggle with limited transportation options.
- Lack of adequate public transportation and childcare services.
- Workers may have professional skills, however many lack work ethic and soft skills to meet employers’ expectations.
- Need to increase CDO’s visibility and employer knowledge about programs and services.
MISSION and VISION

The Chenango-Delaware-Otsego Workforce Board, Inc. Board of Directors adopted updated mission and vision statements. These statements form a foundation for the organization’s pursuit of its strategic objectives and priorities over the next three years.

The mission statement is a clear and concise statement of CDO’s purpose and why the organization exists.

The vision statement outlines the board’s aspiration for what CDO will be recognized for in the future; specifically, the period 2020-2022.

CDO Workforce Mission

The Chenango-Delaware-Otsego Workforce Development Board is the primary resource for preparing and linking job-ready workers with immediate employer needs, while simultaneously being a leader and catalyst for development of workforce career pathways that support and advance regional economic development strategies in a changing workplace environment.

CDO Workforce Vision

The Chenango-Delaware-Otsego Workforce Development Board is the catalyst for development of collaborative workforce pathway strategies that support regional economic development strategies and long-term employment needs, while at the same time creatively and effectively preparing workers to meet immediate employment needs.
The Chenango-Delaware-Otsego Workforce Development Board, Inc. staff and Board of Directors worked closely with the consulting team to craft a realistic and measurable set of strategic priorities designed to effectively achieve CDO Workforce’s mission and vision over the next three years.

**Principles to Guide the Process to Establish Strategic Priorities**

The process to develop the strategic priorities took into consideration the following principles.

- **Support and advance**: Make certain the priorities support the Mission and will advance the Vision.
- **Limit strategic priorities**: Limit the number to 4-5 that are concrete and focus on what matters most.
- **Realistic timeframe**: Focus on what can be reasonably accomplished within a 2-3 year timeframe.
- **Pull toward**: Focus on positioning CDO to succeed in the future, and not reinforce efforts that failed in the past.
- **Make the hard calls**: Tackle head-on the most consequential and difficult issues facing the organization.
- **Provide concrete guidance**: Use the strategic priorities to decide what to focus on, what not to do, and what to stop doing.
- **Align the Board and staff**: Provide a framework for how the organization as a whole will succeed.

### Strategic Priorities and Action Plan

**Strategic Priority 1. Increase Visibility and Awareness of CDO’s Role and Value Among the Labor Force, Employers, Key Stakeholder Groups and the Broader Community.**

**Strategic Priority 2. Increase Productive and Results-oriented Communications with Employers to Effectively and Efficiently Meet Their Needs for Qualified Workers.**

**Strategic Priority 3. Increase the Number of Workers that Utilize and Benefit from Workforce CDO Programs and Services.**

**Strategic Priority 4. Take a Leadership Role in Bringing Together Employers and Stakeholders to Create Data-driven Workforce Development Pathways that Support Regional Economic Development Strategies and Projected Workforce Needs.**

**Strategic Priority 5. Strengthen Internal Capacity to Achieve These Strategic Priorities.**
IMPLEMENTATION ACTION PLAN

The Chenango-Delaware-Otsego Workforce Development Board, Inc. Staff and Board of Directors worked closely with the consulting team to identify essential and measurable action items to achieve each of the five strategic priorities. Each action item supports CDO’s clearly defined mission and is designed to advance the vision, create alignment and drive focus on the part of both board members and staff members, while advancing the work and strengthening the reach and continuing to elevate the reputation of the organization.

1. Increase Visibility and Awareness of CDO’s Role and Value Among the Labor Force, Employers, Key Stakeholder Groups and the Broader Community.

1.1 Routinely focus on enhancing CDO’s visibility and communicate value in the broader community and among clients, employers and partners.

1.2 Develop a common brand to be used across the organization that is recognizable to employers, workers and those considering employment.

1.3 Develop a communication and promotion program designed to increase both broad awareness in the service area, as well as, accessibility to workforce programs and services among employers, and unemployed and underemployed persons. Basic elements should include:

   1.3.a. Update the website and include links to partnering agencies.
   1.3.b. Utilize a broad range of communication channels including social media, print, tv and radio. For example:
   ▪ Post updates on programs and services on social media sites such as Instagram and Twitter.
   ▪ Advertise on social media sites such as LinkedIn, Facebook and Craigslist, and websites such as https://regionalhelpwanted.com/oneonta-new-york-jobs.
   ▪ Create YouTube videos featuring people who have secured interesting jobs.
   ▪ Send email blasts of accomplishments and new programs.
   ▪ Promote interviews with board members and/or staff on local radio and TV stations.
   ▪ Work with TV and radio news stations to feature “success stories” of people who have used CDO Workforce programs/services.

2. Increase Productive and Results-oriented Communications with Employers to Effectively and Efficiently Meet Their Needs for Qualified Workers.

2.1. Provide employers with information and tools on the best ways to find and attract prospective workers with job opportunities.

2.2. Conduct partner and employer satisfaction surveys to ensure immediate and long-term needs are met or will be addressed.

2.3. Provide additional business services representation to area employers to increase favorable employee/job matching outcomes.

2.4. Assist employers with re-evaluating skills and experience requirements by position to expand and align the potential workforce pool.
3. Increase the Number of Workers Who Utilize and Benefit from Workforce CDO Programs and Services.

3.1. Target the labor force audience using a continuum of messages via multiple communication channels, including both digital and virtual.

3.2. Conduct non-traditional job fairs such as partnering with companies to host picnics or virtual career fairs.

3.3. Partner with employers to develop virtual 60-minute bootcamps on select jobs. Share video links via social media such as YouTube, Instagram, Facebook, Snapchat, and Twitter.

3.4. Actively reach out to people engaged in the social services pipeline and underemployed persons who could benefit from CDO’s programs and services.

3.5. Engage and provide support services and skill development to discouraged populations to aid in their entry or re-entry into the workforce and career progression. For example:
   - Identify and address barriers before initiating job search.
   - Focus on the growing importance of soft skills and strong work ethic.
   - Establish work and life mentoring relationships.

3.6. Conduct competency-based training.


4.1. Develop and strengthen partnerships/collaborations critical to success, particularly employers, economic development agencies, chambers of commerce and providers of education and support services.

4.2 Take a leadership role in bringing together partners to create a well-coordinated and data-driven workforce pipeline strategy.

4.3 Use real-time data and employer input to maintain a constant understanding of the Supply-side and Demand-side of the workforce issues.

4.4 Support education, workforce and economic development partners to develop a K-12 pipeline strategy.

Strategic Priority 5. Strengthen Internal Capacity to Achieve These Strategic Priorities.

5.1. Be data-driven in determining annual priorities and allocation of resources.

5.2. Direct staff resources to support strategies.
METRICS AND PERFORMANCE MEASURES

1. Increase Visibility and Awareness of CDO’s Role and Value Among the Labor Force, Employers, Key Stakeholder Groups and the Broader Community.

Measures:

✓ Increased number of visits to CDO website [www.cdoworkforce.org](http://www.cdoworkforce.org) by 50%.
✓ Doubled the number of followers on social media platforms.
✓ Increased email distribution list by 50%.

2. Increase Productive and Results-oriented Communications with Employers to Effectively and Efficiently Meet Their Needs for Qualified Workers.

Measures:

✓ Increased annual employer satisfaction survey participation rate by 15-20 employers annually.
✓ Conducted a minimum of three meetings with each employer annually.

3. Increase the Number of Workers that Utilize and Benefit from Workforce CDO Programs and Services.

Measures:

✓ Annual participation rate in non-traditional job fairs and training programs increased by 25%.
✓ Job placement increased by 25%.


Measures:

✓ Number of apprenticeship and internships in area businesses increased by 25%.
✓ Number of vacant job postings is reduced by 20%.

5. Strengthen Internal Capacity to Achieve These Strategic Priorities.

Measures:

✓ Success is achieved when the organization’s resources are aligned and strategically allocated to meet the strategic priorities.
SOURCES

- CDO Corporate Bylaws (updated 2014).
- CDO Active Contract List.
- CDO List of partner organizations.
- CDO Local Workforce Development Area WIOA Primary Indicators Performance Report Program Year (PY) 2017.
- CDO Local Workforce Development Area WIOA Primary Indicators Performance Report Program Year (PY) 2018.
- Cornell Program on Applied Demographics.
- New York State Department of Labor, Bureau of Labor Statistics.
- New York State Data Center, Labor Force Demographics.
- NYS Regional Economic Development Council Reports for 2017 and 2018: Southern Tier Region and Mohawk Valley Region.
APPENDIXES

APPENDIX A. Employment by Major Workforce Sector in the CDO Region

APPENDIX B. Education Levels Among Residents of the CDO Region

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>Chenango-Delaware-Otsego</th>
<th>NYS</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>No High School Diploma</td>
<td>12%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>High School Diploma</td>
<td>36%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>Some College</td>
<td>18%</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>12%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>13%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Graduate Degree and Higher</td>
<td>10%</td>
<td>15%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Source: Chmura Jobs EQ. Third Quarter 2019
## APPENDIX C. Employment in 2019 and 10-Year Replacement Demand by Occupation

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Employed</th>
<th>Average Ann Wages</th>
<th>Demand in 10 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>1,450</td>
<td>$66,400</td>
<td>703</td>
</tr>
<tr>
<td>Personal Care Aides</td>
<td>1,248</td>
<td>$30,700</td>
<td>1,934</td>
</tr>
<tr>
<td>Nursing Assistants</td>
<td>783</td>
<td>$29,000</td>
<td>797</td>
</tr>
<tr>
<td>Teacher Assistants</td>
<td>1,078</td>
<td>$27,700</td>
<td>976</td>
</tr>
<tr>
<td>Elementary School Teachers</td>
<td>867</td>
<td>$69,800</td>
<td>519</td>
</tr>
<tr>
<td>Secondary School Teachers</td>
<td>753</td>
<td>$68,000</td>
<td>437</td>
</tr>
<tr>
<td>General and Operations Managers</td>
<td>805</td>
<td>$99,100</td>
<td>571</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>800</td>
<td>$31,700</td>
<td>841</td>
</tr>
<tr>
<td>Janitors and Cleaners</td>
<td>1,038</td>
<td>$28,400</td>
<td>1,217</td>
</tr>
<tr>
<td>Food Preparation and Serving Workers, Including Fast Food</td>
<td>1,028</td>
<td>$24,600</td>
<td>1,886</td>
</tr>
<tr>
<td>Waiters and Waitresses</td>
<td>809</td>
<td>$27,300</td>
<td>1,422</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>1,009</td>
<td>$31,500</td>
<td>935</td>
</tr>
<tr>
<td>Secretaries and Administrative Asst</td>
<td>941</td>
<td>$36,200</td>
<td>717</td>
</tr>
<tr>
<td>Farmers and Agricultural Managers</td>
<td>1,008</td>
<td>$73,600</td>
<td>672</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers</td>
<td>714</td>
<td>$30,100</td>
<td>875</td>
</tr>
</tbody>
</table>

*Source: Chmura Jobs EQ, Third Quarter 2019*