



CAYUGA - CORTLAND
LOCAL PLAN

JULY 1, 2017 - JUNE 30, 2021

Table of Contents

Table of Contents.....	i
Strategic Planning Elements	1
Local Workforce Development System.....	2
Workforce Development and Career Pathways	3
Access to Employment and Services.....	3
Business Engagement	5
Program Coordination	5
Youth Activities	6
Administration	8
Training Services	8
Public Comment.....	9
List of Attachments:.....	9

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].

8/31/2017

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

This information was presented at the full board dated 9/13/2017. The Board passed the Demand Occupation list on the same date. Resolution number 4-17.

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

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

Data supplied from NYS Department of Labor shows serious challenges that are found throughout the Central Region. An average unemployment rate of 5.6% in 2016 and a slightly lower rate in 2017 (compared to similar areas) shows that the region faces persistent issues. The UE rate along with pockets of poverty found in both our rural and urban areas ranks among the highest in the nation. Manufacturing remains a sector that is critical to Central NY region; however, many businesses have relocated to areas with better economic growth over the past decades. Contributing factors to our current situation are the loss of these manufacturing jobs and the issues stated above.

However, despite the obvious challenges there are areas of good potential growth in several existing and also some emerging sectors. Some areas of focus are found in advanced manufacturing; electronics, plastics and emerging technologies found in the potential drone industry; other industries and businesses are in health industry, biomedical, biosciences, clean/green industries, agribusinesses, microbrewery, hospitality and tourism. These areas of future development bring renewed hope for economic and workforce development locally and regionally.

There have been areas of consistent need locally which include: Machine Maintenance workers and operators, Nursing Aides, LPN's, RN's, Medical assistants, Home Health Aides, Hospitality workers, Food preparation workers (front line, short order cooks, and fast food workers). Other data shows continued increase in the areas of Health industry, general and operational managers, Machine operators, CNA operators and the need for experienced construction workers and HVAC, Plumbers and Carpenters.

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

Through much conversation and research with businesses, the LWD board members, local and regional Business Development Corp., other regional Directors and Business Services

team members a Workforce need has been identified in a wide variety of business sectors. A many employers found the applicants were significantly lacking "soft skills" and communication skills. Other areas that were identified were some academic competencies such as Mathematics, reading and comprehension skills, computer skills. We had discovered there were more specific areas in advanced manufacturing that dealt with technical competencies in Manufacturing processes and production, logistics, quality assurance, and also certifications found within the demand occupation sectors.

- 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.

Many employers need employees with a combination of soft skills and competencies that are: occupational or technical skills, credentials and or licensing and relevant work histories. As mentioned in the above answer employers required individuals with ethic skills such as complex problem solving, proper judgement and problem solving, critical and analytic thinking, planning and organization and teamwork which are basic work and business fundamentals and last but not least the individuals that can sustain these practices.

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

- i. Current labor force employment and unemployment numbers;

Cayuga County Unemployment rate July 2016 - 4.8% to July 2017 - 4.9%; with Civilian labor force of 36,715 with 34,987 employed with a total population of 77,861. This information ranks Cayuga county as number 25 within the state.

Cortland County Unemployment rate July 2016 - 5.4% to July 2017 - 5.5%; with a Civilian labor force of 22,959 with 21,829 employed with a total population of 48,070. This information ranks Cortland county as number 38 tied with Erie, Herkimer and Oneida counties.

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

Information on the local and regional employment trends is broken up into Long-term and Short-term projections. The different data sights help us to identify labor market trends in the LWDA. The Demand occupation list for the LWDA and Central region take into consideration the labor market trends. The region added 1900 private sector jobs over the 2016-17 current .year ending in April 2017. In the central NY region the top 15 fastest growing job titles show a 10 year progression from 2014-2024, they are found in the Health care industry(7), the Building trades(5) and Education/Computer(3) . These areas show a growth rate of 27.5% to 35.4% with median annual pay ranges of \$25,000 to over \$100,000.

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

There is a clear and strong correlation between educational levels and one's median wages. Of individuals 25-64 in the Central Workforce Area, Cortland-9.2% less than HS; 34.7% HS or GED; 35.7% Associates/some college; 36.6% Bachelors; 21.3% Masters; 3.5% Doctorate; Cayuga -11.5% less than HS; 34.1% HS/GED ; 38.3% Associates; 36.2% Bachelor's degree; 20% Master's degree; 1.8% Doctorate;

These figures are compared to NY state figures that are 2.3% less than H.S.; HS diploma or GED 46.2%; Associates or some college 1.1%/15.4%; Bachelor Degree 25.9%; Masters 5.1%; and Dr. 4.1%.

- 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.

In identifying weaknesses, one is the high percentage of individuals with less than a High school education; over 9% in Cortland county and over 11% in Cayuga county. Direct correlation with lack of education is poverty. Lack of income can limit one's ability to purchase reliable transportation. Another is the large rural areas in both counties. Our two rural counties lack transportation systems that greatly limits one's ability to commute to employment in industrial areas. Rural counties also have very poor satellite reception and almost non-existent cable access which limits one's ability to use internet services to improve on education.

For strengths the LWDB is working with community agencies, an Independent Living Centers, local school districts, BOCES, CUNY, SUNY systems and METRIX on line training/certification programs that address the educational deficiencies. As with any workforce development area, Cayuga Cortland WDB and its partners are working enthusiastically with keeping their focus on being responsive to the local employer and job seeker needs.

- 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.

CCWDA has the capacity and addresses the education and skill needs of the local workforce. The Cayuga Cortland One Stop career centers offer comprehensive services to job seekers, including: assessment, career counseling, skills training, job placement, follow-up services, and more. The LWDB 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. These services are provided directly at the One Stop career

centers by workers responsive to individual needs. Additionally, program partners will work together to implement and monitor services for individuals with barriers to employment, public assistance recipients, other low-income individuals, veterans and eligible spouses of veterans, and individuals who are 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.

Cayuga - Cortland workforce development board goal for the local area is to guarantee that the available workforce (which includes youth and individuals with barriers to employment), has the necessary skills needed for success with-in the available jobs in the local and regional in-demand occupations (i.e.- Healthcare, Advanced Manufacturing, the Skilled Trades and Hospitality). Through strong partnerships with local businesses, community leaders, area educators, training providers, the committed staff of the One Stop Career Centers and local elected officials, we have the experience, resources and determination needed to collaboratively make this goal a reality. While remaining responsive to the employment needs of our local businesses, the board will be sure our regional training and educational support systems are strategic and effective. Clearly articulated employment career ladders - which outline advancements in responsibility and earnings as certain training milestones are achieved - and a no wrong door philosophy are strategies designed to maximize training and supportive services to ensure workers acquire the specific skills needed for our region's in-demand jobs. We will continue to work toward the development and refinement of these career ladders that are based on a clear educational and training pathway including certificate programs, credit-bearing degree programs and/or apprenticeship training. There are currently a good number of employment opportunities within Cayuga and Cortland Counties and recent economic and community development initiatives have the potential to attract new and dynamic businesses to our area. In order to realize sustainable growth and measurable success the CCWDB will maintain its strong vision for today and the future.

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

The local area's 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. The LWDB actively promotes and supports programs that provide basic skills training, occupational training in career pathways, and HSE preparation. The LWDB continues to develop sector partnerships with local employers and training facilities to identify opportunities for training that supports local business needs.

Examples of successful local programs that the LWDB supports are through the Cayuga One-Stop career center are the I-BEST (Integrated Basic Education and Skills Training) program for Certified Nursing Assistants and the Plastics industry each at local training sites.

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

The LWDB 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 through a connection with the One-Stop career centers. An important goal of the LWDB as part of its support of individuals seeking training or employment assistance is to provide services that will allow them to accept and maintain living-wage employment. Services include: job development, job posting, job match and referral, labor market information, as well as other employment support services. The LWDB will also promote and incentivize the use of On-the-Job-Training (OJT) strategies and work with businesses to identify how such strategies could be modified to increase use, especially for individuals facing barriers to employment. Working with the following organizations that provide the core programs, the local board will successfully align available resources to achieve its strategic vision and goals:

Cayuga County Workforce New York – Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth and Dislocated Worker Programs;

Cortland County Workforce New York- Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth and Dislocated Worker Programs;

- New York State Department of Labor (NYSDOL) Division of Workforce Solutions (DEWS)– Wagner-Peyser program under Title III of WIOA; Trade Adjustment Assistance (TAA) under Title II of Trade Act; Jobs for Veterans State Grants under Title 38, U.S.C.; State Unemployment Insurance (UI) programs;

Cayuga Community College and The Center for Career and Community Education (CCCE) - Adult Education and Family Literacy Act;

- Vocational Rehabilitation (ACCES -VR) – Rehabilitation Act.

- 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 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 all spectrums 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.

Local Workforce Development System

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

- i. Core programs;

WIOA requires service delivery under The following core programs: Adult, Dislocated Worker and Youth; Wagner Peyser Act; Adult Education and Family Literacy Act; and vocational rehabilitation (ACCESS-VR). These core programs are a part of the local area's workforce development system. They are provided as described below:

- Adult, Dislocated Worker and Youth - Adults and Dislocated Workers have access to the full array of WIOA and partner services through the Cayuga County Workforce NY Career Center System and the Cortland County Workforce NY Career Center System. The One Stop Career Centers staff provides initial assessment to new customers. This assessment procedure requires staff to identify customers in need of skills development and/or training services to obtain their employment goal during the customer's first one-to-one meeting with a staff person. Through the assessment, career counselors identify barriers to employment and help the customer establish an employment/occupational goal that is relevant to the local labor market. The results of the assessment are entered in the New York State One-Stop Operation System (OSOS) and utilized to construct an Individual Employment Plan (IEP). Services for In-School & Out-of-School Youth follow a similar format, with a focus on attainment of high school diploma or equivalency and employment. Other contracted youth services include leadership development, financial literacy workshops, and entrepreneurial skills training.

Adult Education & Family Literacy Act programs - Through referrals to external training providers from career center staff, the local board provides access to employment, training, education and training, and supportive services available to Title II participants with barriers to employment.

- NYSDOL – Collocated state labor services reps oversee the Wagner-Peyser program under Title III of WIOA; Trade Adjustment Assistance (TAA) under Title II of Trade Act; & State Unemployment Insurance (UI) programs. NYSDOL coordinates veteran services, state Unemployment Insurance (UI) programs through its Local Veterans Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) representative. Veteran's services are augmented by the LSRs and other One Stop career center staff.
- Vocational Rehabilitation - ACCES-VR provides comprehensive services to individuals with disabilities including: testing, assessment, career counseling, training, job placement, etc. An ACCES-VR representative is on site at the One Stop Center several days a week. In addition, a designated Disability Resource Coordinator (DRC) is on staff daily to help individuals with disabilities access services and benefits, including the Ticket-to-Work Program, to obtain reasonable accommodations, to utilize adaptive equipment and assistive technology, to access interpreter services, etc.

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

Cayuga Community College administers the Carl D. Perkins Career and Technical Education Act program in the local area. The school posts the career center workshop calendar and job fair and recruitment information, as well as maintaining current job postings on our employment board outside of the student engagement office.

iii. Other workforce development programs, if applicable.

The local board partners with The Center for Career and Community Education (CCCE), a partnership between BOCES and Cayuga Community College, on several initiatives to support training in demand sectors. The organization offers IBEST Certified Nursing Assistant training, as well as an Advanced Manufacturing Pre-Employment certificate program. Literacy programming and high school equivalency preparation are also offered by partner agencies. Other workforce development programs that operate within the local workforce development system include: Job Corps; A4TD (formerly "Experience Works" - provide employment opportunities for people over 55 who are unemployed and low income); Temporary Assistance for Needy Families (TANF) employment and training programming; and HUD employment and training programs.

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

A Consortium which consists of the Directors of the Cayuga and Cortland Career centers; the NYS DOL regional manager and the Director of the Local Workforce Development Board will act as the locals One Stop Operator. The oversight of this consortium will ensure continuous improvement of services and service providers. This entity brings 14 years of proven success in the development and evaluation of training programs and services. It has been tasked with coordinating the service delivery of the One Stop partners and service providers, making recommendations to improve system effectiveness through the sharing of services, resources, training technologies among partners, as well as promoting the expansion of partnerships and integrated service delivery. The Memorandum of Understanding recently implemented between the local board and partners of the Cayuga Cortland County Workforce Development System will insure the improvement of services and the level of collaboration between partners.

- 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 and development strategies. These strategies work to prepare students for occupations that are In-Demand growth industries. They 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 and their continued eligibility is determined 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.

The roles and resource contributions of the Career Center partners are as follows:

Cayuga / Cortland Counties: WIOA Title I Adult, Dislocated Worker and Youth programs –Employment and Training

Cayuga Community College: Perkins Act CTE programs – Education and Training

Cayuga / Cortland Counties Dept. of Social Services: TANF – Education and Training for youth

Associates for Training and Development (A4TD): SCSEP National Grantee – Employment Services

CHP International, Inc.: Job Corps - Outreach and Training

NYS Dept. of Children and Family Services Commission for the Blind: Title IV Rehabilitation Act: Rehabilitation

NYSDOL: Wagner-Peyser, TAA, Veterans, UI: Employment, Training and Veteran services

NYSED Vocational Rehabilitation: ACCES VR – Employment and Training, Rehabilitation

NYSED: WIOA Title II Adult and Family Literacy Act - Education

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.

Our goal and vision is to support an employment career ladder and an inclusivity philosophy that will deliver effective training and supportive services that address the employment skills required for our regions in-demand jobs across all programs. The Workforce Development Board, Career Center staff, CUNY, SUNY system and BOCES educators and training providers along with local legislative leaders will work together to make a successful career ladder a reality for all, including youth and individuals with barriers to employment. Our focus is to concentrate on the in-demand job opportunities throughout our workforce area, working consecutively with workforce partners to make sure that our regional training and educational support systems are strategic and effectual. The real “Career Pathway” system is based upon a certificate and/or credit-bearing educational and training programs.

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

Based on results of interaction with Businesses, many employers, job seekers and much research we have identified the following certification programs that would be effective support for their employment needs:

- 1.) Leadership/supervisory skills;
- 2.) Industrial/occupational safety training;
- 3.) CNA, LPN and RN Certification;
- 4.) Advanced Manufacturing Certification;
- 5.) Industrial Maintenance Certification.

The LWDA will support access to these types of training through referrals to programs that improve basic skills in Personal effectiveness, Academic, workplace and industry competencies; such as HSE preparation, I-BEST model training for CNA and manufacturing careers and individual training accounts (ITA's), and providing necessary, eligible supportive services to facilitate enrollment in programs leading to recognized postsecondary credentials.

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

Yes, soft skills, safety, manufacturing and industrial certifications, Personal effectiveness, Academic, workplace and industry competencies 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.

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

The credentials noted above, and any future credentials that may be deemed appropriate based on local employer demand, are considered “stackable” in that they can be considered preparatory to the achievement of a higher-level credential with additional training. For example, an individual may earn a HSE certificate and become a CNA through an I-BEST program. After gaining work experience as a CNA, that individual may decide to build on that experience to move up the medical career ladder to LPN or RN. The CNA certification was the entry point of a predetermined occupational progression, which led to increased earning potential for the individual

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.

Access to eligible individuals particularly those with barriers to employment have been expanded in several ways: The LWDB has allocated resources to resume the role of a Disability Resource Coordinator (DRC) using funding generated through the (NYESS). The DRC will reach out to individuals with disabilities to promote the services available through the career center and assist them to access the resources of the career center and partner programs;

CCWDB is committed to and will work closely with its One Stop Partners and other community organizations within the CCWDA to identify and assist all individuals with disabilities and barriers to employment. It is our goal that participants with

barriers to employment are referred to the appropriate agency to assist them in overcoming barriers to employment. The CCWDB will continually seek out and explore new partnerships in areas of the two-county system as well to expand the availability of resources to participants. Program partners will work together to develop processes that identify programs that will implement and monitor priority of services for individuals with barriers to employment; public assistance recipients; other low-income individuals, and individuals who are basic skills deficient. Other areas of assistance for these individuals may be programs such as HSE equivalency classes, basic skills remediation and ESL services, Individual Training Account (ITA) funds, OJT's and programs addressed in Item #1. While involved in Title II activities, individuals may also be referred to supportive services and other agencies by One-Stop staff to work through perceived barriers and provide coordinated services via a case management system. As funding is available we will begin to use more appropriate technology to strengthen and enhance the One-Stop Career Center system to provide additional -Career center staff will continue work with partner agencies (ACCESS-VR) and Independent Living Centers on events specific to the needs of those with disabilities. Events include: an annual Disability Employment Month and Mentoring Day matching those with disabilities with local employers. In addition, career center staff organize and host the Job Placement Network; a network of agencies who provide services to individuals with disabilities. The Job Placement Network works together to reach out to those with disabilities, promote the services available through the system, and coordinate service delivery to provide job placement services. The LWDB continues to work with partner agencies to expand access to services and promote a "no wrong door" philosophy designed to effectively deliver training and supportive services that parallel the specific skills required for our regions in-demand jobs to all populations, including those with barriers to employment.

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 which includes remote areas, though the use of technology. Staff will interact with customers by using email and social media to communicate information on the services available. Additionally, the local area will provide opportunities for occupational skill development through on-line learning which customers can access from their homes, partner agencies and public libraries in areas with access to broadband. The local area will continue to explore options for using technology to deliver services to the parts of the county that lack broadband access.

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

The LWDA is currently using the intake case management information system New York State One Stop Operating System (OSOS) to capture information acquired through the assessment process. Through the current MOU, the LWDA and One Stop partners have established a standard format and process for all career center staff (County, NYS DOL) to capture and record information obtained from the Assessment/Employment Plan so current status and planned actions can easily be identified. Elements of information are:

Employment Status; If employed, Meets Local Self-Sufficiency? DW; Veteran: Selective Service: Low Income: TANF Public Assistance: Other Public Assistance: LEP: single parent information; residence status (homeless); offender/ex-offender; AA/EEO information; employment plan information.

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

Services to Adults/Dislocated Workers:

- Career Centers provide services in: -Access to NY Job Bank/Job Listings-Referral to Jobs-Access to Computers/Printers-Internet Access-Labor Market/Demand Occupation Information-Tutorials-Resume/Cover Letter Assistance -Fax/Copiers/Phone Access
- Career Assessment, Career Exploration, and Career Planning Services
- Employment Plan Development
- Employment Counseling
- High School Equivalency/Basic Skills training tutorials/referral to partner services
- Workshops to sharpen job seeking skills
- Resume, cover letter and interviewing skills assistance
- Computer classes in and access to Word, Access, Excel, QuickBooks and PowerPoint
- Skill Assessment for assessing and/or validate skill levels
- On-Line Learning options (through the Metrix Learning System) to earn occupational skill certificates, upgrade basic (math/reading) skills, or review/prepare for licensing exams
- Tuition assistance in the form of Individual Training Accounts (ITA's) for classroom/occupational skills training in demand occupations
- On-the-Job Training opportunities to learn job skills while earning a paycheck. Testing for

pertinent certifications

- Resume skill matching technology
- Supportive Services
- Services for individuals with disabilities
- Specialized services for Veterans
- Specialized services for Youth

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

Workforce activities in the local area are coordinating with the local and regional transportation systems, including public transportation within the counties. However, a major challenge lies in the transportation needs as both counties are rural areas with no or very little public transportation available outside of the cities. Many households lack a licensed driver or a vehicle. The LWDB and Career Centers are working with transportation coalitions in contiguous counties to put in place and or to explore options for expanding the transportation systems throughout the county. Also to extend routes into neighboring counties where individuals could possibly commute to work. Ideas of discussion include partnership with employers to provide van services to transport individuals to/from employment; Uber program and exploring options to provide transportation through volunteer groups. The LWDB has also established a supportive services policy necessary to enable an individual to participate in training and or accept or retain employment through the specific supportive services such as transportation allowances, child care, licensing fees, etc. but also allows for other necessary supportive services to be considered on a case by-case basis, if not available through another means. The LDWA Supportive Services policy is available to view at the LWDB office at Rm B38, 60 Central Ave, Cortland, NY 13045 or by contacting the office by phone for a copy at 607-753-5071.

- a. 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 LWDA has established a MOU that includes all partners of the One Stop system which includes; ACCES-VR, OCFS/NYSCBV, JM Murry Center and other future agencies. There is also a Disability Resource Coordinator the works in both centers for Benefits Advisement and referrals for IWD's and both centers work with their local Independent Living Centers.

- b. 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 LWDB has a Priority of Service Policy outlining requirements to ensure priority for adult career and training service is provided to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The Priority of Service policy has been shared with the One Stop Operators as well as Cayuga and Cortland Counties office of Employment and Training Directors and Staff. All service providers agree to abide by this policy. The LWDA Priority of Service policy is available to view at the LWDA Directors office.

- a. 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;

The One-stop Operators and One stop partners will comply with the non-discrimination requirements of WIOA and applicable provisions of the Americans with Disabilities Act of 1990 that regard the physical and programmatic accessibility of facilities, programs and services by: - ensuring that all AJC and partner staff receive training on these requirements; - include language related to these requirements in all contracts and agreements to ensure all contractors abide by these regulations in the delivery of services; - delivering services and maintaining a culture of inclusiveness; - continually assessing physical and program accessibility to ensure compliance with the law

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

The technology and materials available for individuals with disabilities include:

Accessible Computer – HP Compact 8200 Elite PC; HP 25" Monitor; Split-Level Work Station

Ergonomic Mouse; Systems that allow better communication with individuals who are deaf or hard of hearing; Claro Read Software to support reading and writing ; Dragon Naturally Speaking software using recognition of natural speech to create documents

Braille Writer

TTY Text Telephone System

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

The LWDA employs a full-time Disability Resource Coordinator (DRC) who has received specialized training and Certifications in delivering services to individuals with disabilities. The DRC has and will conduct training with AJC staff to share this

information. The LWDA has a variety of equipment that serves individuals with disabilities and a staff person has received formal training on the use of this equipment. The LWDA is working with the local Independent Living Center to provide staff with this training.

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 receives 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.

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?

Cayuga Cortland Workforce Development Board (CCWDB) envisions the Local Workforce Development Area (LWDA) as a cohesive workforce structure that is unified locally and regionally in its delivery of workforce development services to all participants. Through the One Stop Centers will come local coordination and program delivery in the areas of educational and skill training, business services, and job connections for all customers, job seekers and employers in the local area. The CCWDB will work with the partners to empower our local community stakeholders and businesses ensuring that our workforce current and future is enlisted with the necessary skills and competencies to maintain and obtain jobs within our demand-occupations both locally and regionally. This will be obtained by development of a competency model dealing with competencies in:

Personal effectiveness (interpersonal skills, dependability and reliability, lifelong learning, professionalism);

Academic effectiveness (basic computer skills, reading, writing, communication-listening-speaking, critical and analytic thinking, Math and science);

Workplace effectiveness (fundamentals of business, teamwork, problem solving and decision making, sustainable practices, planning and organization, working skills with tools and technology);

More intensive training in Industry-Manufacturing and Sector wide technical training.

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

N/A

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

These are some strategies used to support our local workforce development system as it works to identify and meet the needs of businesses in the local area: we work with a Business Services team and also provide assistance to businesses to find qualified workers; provide Job Posting/Referral services, Recruitment, Pre-screening and Interviewing assistance; allow the businesses the use of career center for recruitments; help develop Customized Training to upgrade the skills of incumbent workers through On-the-Job Training subsidies that offset the cost of training workers, provide Tax Credit Information, Labor Market Information; and can provide space for interviewing and or testing sites and are providing training through the Metrix on line programing for many certifications. The LWDB can assist in accessing different grant funding for employee training initiatives and Rapid response services.

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

The LWDB has members that are on the Central NY Regional Economic Development board and takes an active role in workforce development programs. The Director of the CCWDB and Directors of each center take an active role in meeting with the local REDC directors for updates on economic development activities in our areas and regions. The last local plan was developed in coordination of the Central NY REDC goals and vision. 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.

These programs are used to help develop individuals that are interested in Entrepreneurial skills training and microenterprise services and businesses. The SBDC works closely with Economic Development to assist candidates to access the resources (grants, loans, etc.) available through Economic Development programs. The LWDB and Career center staff introduces the programs and help promote the idea of starting a business with individuals accessing career center services. Individuals expressing an interest in starting a business

are referred to the Small Business Development Center (SBDC) and Senior Core of Retired Executives (SCORE).

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

Rapid Response activities are coordinated by a Regional Rapid Response Coordinator at the New York State Department of Labor. The Coordinator takes the lead in reaching out to impacted companies, and disseminating relevant information to the LWDB and partner agencies. General announcements of anticipated plant closures or lay-offs are shared with career center staff. The Regional Coordinator involves career center staff in the actual delivery of program services. Also, the TAA coordinator is located at the Cayuga Works Career Center.

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?

Most if not all One Stop Centers has a connection with the UE program. Re-employment services are delivered to unemployment insurance recipients at the American Jobs Center. Staff includes both county and NYS DOL staff who have worked together and established common processes to deliver services in a coordinated and seamless manner. Regular communication and information sharing through all staff meetings and trainings enhance 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;

Postsecondary education programs used in the LWDA must be approved providers/programs on the NYS ETPL. Coordination of the Secondary education programs, including literacy and basic skills training, are provided through Cayuga and Cortland Career center staff and county community programs and BOCES services in both counties. The LWDB has established procedures for provide the LWDA with information on available program services and a process to refer candidates for these services.

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

Cayuga Cortland Workforce Development Board has developed sub-committees that are used as a mechanism to bring together partner agencies in addressing education and workforce activities and coordinating of strategies to improve and develop better service

delivery. The sub-committees include: Planning and Operations; Strategic Planning; Board Maintenance; Youth Advisory. These committees include representatives from community partners, local business and education and training agencies, and meet on a quarterly basis and as needed to coordinate services, eliminate duplication and improve program services.

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

The Workforce Development Board Director, the One Stop Consortium committee, Planning and Operations Committee will review system services on a quarterly basis to identify any duplication and work to improve and streamline all services provided by the local workforce development system.

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.

The New York State Department of Labor recently issued an agreement with the LWDA to ensure collaboration under the RESEA grant. This agreement outlines how services will be coordinated to improve service delivery and reduce duplication at the local career center. In addition, sub-committees of the LWDB meet on a quarterly basis to identify strategies to streamline services, reduce duplication and enhance the services available through the One Stop System.

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

The LWDB has had a developed MOU since 2000 under WIA and has a developed MOU under WIOA that defines how the local service providers will carry out the requirements for the integration of and the access to the set of services available through the local Career Center System. The MOU has been agreed to, completed and sent out for signatures.

WIOA MOU partners are: CEO's of Cayuga and Cortland Counties; NYSDOL; Cayuga County Department of Employment and Training; Cortland county Department of Employment and Training; CHP/ Job Corps; NYSED; ACCESS-VR; OCFS/NYSCB; SCSEP; CTE; TANF (Cayuga and Cortland DSS); JM Murray Center

Any other MOA's that have been established prior to the recent MOU will be reviewed and renewed according to the MOU requirements for integration and access to the entire set of services provided through the CCWD system. Any future MOA's will be developed in accordance with the current MOU requirements for integration of and access to the entire set of services available in the local CCWD system.



Youth Activities

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

i. Name of Youth Point of Contact

Katrina Harvey

Jim Alberici

ii. Email Address

kharvey@cortland-co.org

jalberici@cayugacounty.us

iii. Name of Organization

Cortland County Career Center

Cayuga County Career Center

iv. Youth Employment Specialists

v. Phone

607-756-7585

315-253-1590

vi. Address

Cortland Career Center, 99 Main Street, Cortland, NY 13045

Cayuga Career Center, 199 Franklin Street, Auburn, NY 13021

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

i. Out-of-School Youth

50

ii. New In-School Youth

5

iii. Carry-Over In-School Youth

10

iv. Work Experience

15

*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)?

Cayuga County Employment and Training and Cortland County Employment and Training departments have been selected through an RFP process. Each department accordingly provides the WIOA Youth Program Design framework including Intake and Eligibility, the Objective assessment and the ISS in their local areas. Both Departments youth programs are reviewed by the CCWDB Youth Advisory committee for content and programing.

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

Career Center staff meets with youth to conduct an assessment and complete the ISS. Included in this process is identification of a career goal, the steps necessary to achieve that goal, define any barriers faced by the participant with a plan to overcome those barriers. Discussion ensues on how that career goal fits into a larger career pathway, including training needs and opportunities for advancement that exist in that career ladder (i.e. CAN, LPN RN BSN). The LWDA area also makes information on career pathways available to youth using NYS DOL Career Zone, and through the Metrix On-Line Learning System - Career Pathways Portal.

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

i. The LWDB staff and the Youth Advisory committee (through a review process) ensure that the WIOA elements do connect back to the Design framework and the ISS. A written agreement is in place between the LWDB and the Youth providers that define roles, processes and responsibilities for the provision of the Cayuga Cortland youth program services.

li. Are made available to youth with disabilities.

To ensure all youth are served including those with disabilities there is a common process to access the youth programs and services. The LWDA also has a DRC that conducts outreach and coordinates with the programs that can assist those youth along with providing staff training.

ii. Are made available to youth with disabilities.

- f. Identify successful models for youth services.

One of the most successful models is the I-Best Model that was employed by the Cayuga Community College in conjunction with Cayuga Career Center. This model incorporated academic learning and occupational skill that were specific to the selected company. High school youth enrolled in the program attended college courses along with on the site training. The obtained college credits while attending high school and acquired employment upon completing the training period and college course.

- 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.

The CC Workforce Development Board defines a youth who “requires additional assistance to complete an educational program or hold and secure employment” as:

A youth who has less than six consecutive months’ experience in any one unsubsidized, fulltime paid employment;

OR: has been provided with assistance through the school system (i.e. IEP, 504 plan, resource); OR: is a substance or alcohol abuser;

OR: resides in a household with, or is a victim of, domestic violence or sexual abuse;

OR: is a former foster care youth

The CC Workforce Development Board defines other youth that face serious barriers to employment for the 5% window as: A youth meeting any of the criteria established under the definition for a youth who requires additional assistance to complete an educational program or hold and secure employment.

Administration

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

Cortland County Employment and Training Grant Administration is the entity responsible for the administration of grant funds awarded to the Cayuga Cortland Workforce Development Area. This has been determined by the Chief Elected Officials of Cayuga and Cortland Counties and a signed MOU.

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

As a unit of County Government, the LWDA follows Cortland County and NYS Procurement Policy for competitive bidding and awarding of contracts. A copy of the policy can be found at the LWDB office at 60 Central Ave, Cortland, NY. As part of this policy, grant and RFP/RFI's contract information is posted in local media for review, comment and bid. Exceptions to the county policy are services funded with Individual Training Accounts (ITA's), On-the-Job Training and services for youth. Consistent with NYS policy, the LWDA authorizes payment to cover the cost of training for job seekers in the form of Individual Training Accounts (ITA'S) and On-the-Job training program. ITA's are issued to an approved training provider on the NYS Eligible Training Providers List (NYS ETPL). Training providers can submit proposals to the NYS ETPL at any time. The proposal is then reviewed for approval, per NYS policy, by LWDB staff. The list is continually updated as new proposals are approved. Other employment program/services are procured through a competitive bid/Request for Proposal (RFP) process as needed which is overseen/approved by the WDB.

- 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. Actual goals have not yet been determined as we are awaiting data from NYS DOL to finalize performance goals for program year 2017.

- 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.

Cayuga Cortland WDB is certified and in compliance; has an executed local MOU; has selected a Consortium as a One Stop System Operator and has implemented the required local policies (Note: NYS has not finalized the Career Center Certification process). CCWDB has a successful history of meeting and exceeding the required performance goals.

Training Services

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

Training services will be provided in the LWDA in the following manner:

The training program must address the skills needed for jobs that are listed in the Demand Occupation List found in the local or Central NY regional labor market.

Classroom/occupational skills training programs will be provided by issuing ITA's to providers on the NYS ETPL for occupational skills training programs that lead to a certificate, degree or license. The training program must address the skills needed for jobs in demand in the local or regional labor market.

The ITA Cap is determined by policy and procedures determined and executed by the LWDB. ITA funded training must be able to be completed in no more than 24 months. The individual must be below the self-sufficiency standard established by the LWDB. The Self-Sufficiency definition states that Individuals earning life sustaining wages or greater, and employed full-time are considered self-sufficient and therefore, ineligible for an ITA. Fulltime employment status is determined by the current employer. ITA funded training must be linked to employment opportunities found to be in demand in the local labor market, or in a neighboring labor markets within a reasonable commuting distance. The In-Demand Occupation (IDO) list is reviewed yearly for updating. Employment training opportunities outside the IDO can be discussed and can be determined acceptable for funding. The LWDA On-the-Job Training and ITA Customized Training policies are available to view at CCWDB offices located at 60 Central Ave, Room B38, Cortland, NY 13045:

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

An ITA will be authorized to providers listed on the NYS ETPL on behalf of the individual approved for training. All ITA's include the name, program name, start/finish date and the amount authorized. Also there will be OJT contracts carried out in the same manner.

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

The LWDB will be using the NYS ETPL in the selection of training providers. That is a proven method in providing a single resource where customers can go to access training options. The LWDB will use program and performance data along with feedback from previous customers who attended training with each training

provider. This information will be available at the career centers for customers to review. Career center staff will assist customers in the exploration of training providers offering specific programs prior to finalizing the decision on which provider to use.

Public Comment

- a. Describe the process used by the local board to provide a 30-day opportunity for public comment and input into development of the plan by representatives of business, labor organizations, and education prior to submission.

The local board process used to provide a 30-day opportunity for public comment is as follows:

- Local Plan document is uploaded to Cortland County website and Cayuga Cortland WDB: <https://www.cortland-co.org>; also a hard copy for review is located at the Cayuga Cortland Workforce Development Board office located at 60 Central Ave, Cortland, NY 13045 Room B-38

New York website: <https://www.yourcareerconnection.org> in .PDF format

- Notification advising of the Local Plan document posting and request for public comment is published in local daily newspapers in Cortland, NY and Auburn, NY.
- The Local plan is a combination of input from the workforce development board members and community partners in the LWDA who represent business, labor organizations, social services and education. The One Stop Center Directors and front-line staff along with NYS labor market data. This plan is the result of open discussion during board meetings and sub-committee meetings about the needs of the local workforce and employers. Local board members will be sent the plan for review and comment.

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

Yes, the NYSDOL State Rep. will have a copy of the plan for review and comment.

List of Attachments:

Please complete all attachments.

Attachment A – Units of Local Government

Attachment B – Fiscal Agent

Attachment C – Signature of Local Board Chair

Attachment D – Signature of Chief Elected Official(s)

Attachment E – Federal and State Certifications

Attachment F – Youth Services Chart

Attachment G – Local Plan Budget 2017

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

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

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

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

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