

# **Planning Guidelines for the Comprehensive Three-Year Local Plan**

**New York State  
Department of Labor**

**Workforce Development and  
Training Division**



## **GENERAL INSTRUCTIONS**

The Comprehensive Three-Year Local Plan (Local Plan) must be submitted no later than June 30, 2005 in accordance with the Planning Guidelines issued by the New York State Department of Labor (NYSDOL) on behalf of the State Workforce Investment Board and the Governor, unless an extension is requested by filing Attachment A: Request for Extension to Submit Local Plan and Attachment B: Timeline for Submitting Complete Local Plan by March 15, 2005. The plan must be developed by the Local Workforce Investment Board (Local Board) in partnership with the Local Chief Elected Official(s).

## **PLANNING GUIDELINES**

The Planning Guidelines are available and can be downloaded from New York's Workforce Development System web site at [www.workforcenewyork.com](http://www.workforcenewyork.com). The guidelines may be found in Technical Advisory #05-3, dated February 18, 2005.

## **PUBLICATION**

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

## **TIME TABLE**

Planning Guidelines Issued:	February 18, 2005
Deadline to Request Extension:	March 15, 2005
Local Plans Due to NYSDOL:	June 30, 2005
Extended Deadline Local Plans Due to NYSDOL:	September 30, 2005
Extended Deadline for Section IIA Submission:	December 31, 2005

## **SUBMISSION**

The draft Local Plan must be received by the NYSDOL no later than **5:00 p.m. on June 30, 2005**, unless an extension is requested by filing Attachment A: Request for Extension to Submit Local Plan and Attachment B: Timeline for Submitting Complete Local Plan. The Local Plan and any requests for extensions must be submitted electronically via email to: [WDTLocalPlans@labor.state.ny.us](mailto:WDTLocalPlans@labor.state.ny.us). Simultaneously, forward the attachments with original signatures as appropriate to:

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

Attn: Margaret Moree  
Local Plan

The required Attachments include:

***Workforce Investment Board: Columbia-Greene***

- Attachment A: Request for Extension to Submit Local Plan
- Attachment B: Timeline for Submitting Complete Local Plan
- Attachment C: Signature of Local Board Chair
- Attachment D: Signature of Chief Elected Official
- Attachment E: Units of Local Government
- Attachment F: Fiscal Agent/Grant Subrecipient
- Attachment G: One Stop Operator Information
- Attachment H: Federal and State Certifications
  - Chief Elected Official Agreement (if applicable)
  - Local Board By-Laws
  - One Stop Operator Agreement

Review and approval of the Local Plan will commence upon receipt. For a local area and its board to be deemed in compliance with State policy and federal law, its Local Plan must receive State approval by September 30, 2005 or within 90 days of receipt of the Local Plan.

Questions regarding the mechanics for completing this form may be directed to Cathy Laccetti or Pattie Tworek at (518) 457-0219. Technical assistance regarding the development of the Local Plan should be directed to your WIA Program Manager.

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## **I. Local Workforce Investment Area Profile**

By its very composition, the Local Workforce Investment Board (Local Board) facilitates a partnership approach to meeting the needs of business, providing career opportunities for workers, and assuring meaningful education and employment experiences for youth. Board composition should align with an approach to workforce development which recognizes workforce development as an economic development tool.

The Workforce Investment Act (WIA) requirement to develop a Comprehensive Local Plan (Local Plan) offers Local Boards the opportunity to re-evaluate their current system's delivery of employment and training services in light of economic shifts, new initiatives, new mandates, and its vision for the economic and workforce development of the area. In accordance with the flexibility granted to the states, this planning guidance is provided to assist local areas in the development of a three-year plan. Creating a meaningful three-year plan is an opportunity for the Local Board to reprioritize and incorporate changes into a local system that will guide and inform the delivery of services over the next three years. The Local Plan is the key to supporting strategic activities that will result in achieving a workforce system that provides high quality services to its business and job-seeking customers.

Strategic planning for your local area should also include a regional focus. To the extent that local areas share similar population trends, emerging or declining industries, education resources, transportation needs and other economic or workforce challenges or to the extent that regional planning efforts could result in the sharing of labor market information or the provision of services across boundaries, it will be beneficial to include a regional outlook and perspective in this plan development.

Planning strategically for the future requires an assessment of the previous five-year plan and how effective the plan was in accommodating the needs of the current workforce system. The evolution of the local workforce system through the previous five-year plan is the foundation for determining how the local area will move forward in providing services, meeting performance standards and meeting the economic and workforce challenges of the communities it serves.

*Complete the Profile by including both data elements and narrative statements in the following table to present a clear picture of the state of your local workforce area and One Stop system.*

## Local Workforce Investment Area Profile

1. Provide an overview of the current population in your local workforce investment area:

#	<u>111,289</u>	Population
#	<u>71,963</u>	Civilian Labor Force (Age 15-64)
#	<u>13,457</u>	Emerging Workforce (Age 15-24)
#	<u>21,429</u>	Children (0-14)

*Comment on the challenges that have emerged as a result of population shifts and trends and the changing demographics and characteristics of the local workforce. Describe how the One Stop system will respond to these challenges.*

**During the last five years the size of our workforce has remained steady or has shown a slight numeric increase. This trend will continue until 2010, at which time the affects of the retiring baby-boom generation will slowly begin to be felt. Currently, 22% of our workforce is between the ages of 55 and 64. That percentage will rise to 26% by 2020 while the overall size of the workforce will decline by 6%.**

**Our population is predominately white (92%) with the remainder of the population almost evenly divided among Hispanics, Blacks and Asians.**

**The working age population has become more highly educated, with high school graduates and people with some college comprising 57% of people over the age of 25.**

**The area is also experiencing some of the lowest unemployment rates in the state and the nation, with poverty rates also below average. However, even though real wages have risen over the past 10 years, Columbia and Greene counties median incomes still remain below regional, state and national levels. Also, our area supports a higher than average group of people who identify themselves as self-employed.**

**A good portion of our labor force also commutes outside of the area for employment. In Columbia County 37% of the workforce leaves the county and in Greene County 42% of residents commute out of the area. A much smaller percentage of people commute into the area for jobs (25%). The labor force is increasingly willing to travel farther for better job opportunities and that is impacting some local businesses. Both employers with entry-level jobs and employers with highly skilled positions are finding it more and more difficult to meet their labor needs.**

**The workforce system recognizes that we must take a regional and a long-term view to effectively serve our job seeker and employer customers. There will be a greater need to make the costly investments necessary to successfully prepare the chronically unemployed and underemployed for active participation in the labor market. There will be a need to partner with other local agencies and school districts to educate the emerging workforce of local opportunities so they don't feel they need to move to find employment. There will also be a need to assist business with incumbent and employed worker training to encourage career advancement for workers at local companies.**

**Workforce Investment Board: Columbia-Greene**

**Note:** The population data requested is Census 2000 data. It may be found on the following website: <http://www.census.gov>. Click on American FactFinder. Select your state. Then type your county or city; click Go. An age breakdown of the population is available by clicking on “show more.”

Provide the annual average unemployment rates and labor force participation rates for the past four Calendar Years (CY).

	<b>CY 2001</b>	<b>CY2002</b>	<b>CY 2003</b>	<b>CY 2004</b>
Greene County UI Rates	<b>4.6</b>	<b>4.7</b>	<b>4.9</b>	<b>5.1</b>
Columbia County UI Rates	<b>2.8</b>	<b>3.6</b>	<b>3.6</b>	<b>3.6</b>
Labor Force Total	<b>56,174</b>	<b>57,282</b>	<b>57,530</b>	<b>5,7853</b>
Employment	<b>54,213</b>	<b>54,963</b>	<b>55,173</b>	<b>55,422</b>
Unemployment	<b>1,961</b>	<b>2,319</b>	<b>2,357</b>	<b>2,431</b>

**Note:** Annual Average Unemployment Insurance rates and Labor Force Participation rates may be found on the NYS Department of Labor’s website: <http://www.labor.ny.us> Click on Labor Market Information. Click Data, and then click Unemployment Rates and Labor Force (LAUS). The geography selection for most will be according to county boundaries. For those areas where there is geographic county overlap, scroll through the county listings and choose the geography by city or town.

*Provide the total number of WIA Adults, WIA Dislocated Workers, WIA Older Youth, WIA Younger Youth and Wagner-Peyser funded customers served by your LWIA for the past four years and planned service levels for PY 05.*

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>Planned PY 05</b>
WIA Adults	<b>140</b>	<b>160</b>	<b>227</b>	<b>206</b>	<b>220</b>
WIA Dislocated Workers	<b>182</b>	<b>185</b>	<b>140</b>	<b>101</b>	<b>120</b>
WIA Older Youth	<b>26</b>	<b>31</b>	<b>34</b>	<b>26</b>	<b>30</b>
WIA Younger Youth	<b>168</b>	<b>160</b>	<b>206</b>	<b>173</b>	<b>170</b>
Wagner-Peyser Funded Customers*	<b>N/A</b>	<b>3,378</b>	<b>3,189</b>	<b>1,784</b>	<b>1,769</b>

**Note:** The total numbers served for WIA Title IB are in the WIA Annual Reports.

PY04 WIA Title IB data is found through the most recent WIA Quarterly Report.

\*Please consult with the Wagner-Peyser LWIB member for assistance in obtaining and understanding Wagner-Peyser numbers.

2. *The local One Stop system, as defined through our local One Stop recertification process, is currently composed of:*

- #   1   Certified Full-Service One Stop Centers
- #   0   Affiliate Sites (as defined by your local area)
- #  13  Other Access Points to the system (e.g., through means such as electronic access, partners, libraries, etc.)

*Describe the criteria used to identify Affiliate Sites.*

**The Columbia-Greene area does not currently have any Affiliate Sites. The other access points in the community provide dedicated electronic access to the workforce system and consist of 9 libraries and the two Community Action agencies.**

*Describe how the scope of the One Stop system has evolved over the duration of the previous five-year plan and identify how the system's ability to sustain and grow services has been impacted by available federal resources and the board's ability to leverage resources.*

**During the past four years the Career Center has made inroads in reaching both job seeking and business customers, with a 59% increase in voluntary use of the Career Center by job seekers and a 50% increase in the number of job orders placed by employers. WIA Title I enrollments have remained steady. This has occurred even**

**though WIA formula funding has decreased significantly. The reason we have been able to maintain our customer share is based on two factors. First, we have added cheaper job seeker services and cut back on the more costly training programs. Secondly, we have been awarded special state grants, have received supplemental allocations, and operated SUNY Workforce/TANF programs.**

*What are the Board's plans to adjust services available through its One Stop system based on their projection of available resources?*

**The Board's plans will be to continue utilizing our successful strategies of seeking additional funding sources, partnering on a regional basis, and focusing the use of limited training funds (ITA's) on growth industries. As an example, we are involved in a regional career ladders project specifically focused on the regional growth of the biotechnology industry. Locally, this involves working with Taconic Farms and Columbia-Greene Community College in developing a new training program that will specifically prepare job seekers for employment at the company. The progress we have made thus far in this effort has put us in a strong enough position to apply for additional federal funds.**

3. *List the mandated and non-mandated partner programs which have been "key" to supporting your system during the past five years through cash, in-kind resources and/or through the integration of staff to provide workforce services at the One Stop centers. Here, the term One Stop system refers to the workforce, educational and human service entities which receive public funding to collaborate on the delivery of services designed to improve the employment outcomes of its customers.*

- 1) Greene County and Columbia County Departments of Social Services
- 2) Columbia-Greene Community College
- 3) Questar III Educational Center
- 4) Greene County and Columbia County Offices of the Aging
- 5) New York State Department of Labor, DOES
- 6) VESID

*Identify the mandated and non-mandated partner programs whose active participation in the One Stop system and One Stop centers the Board seeks to strengthen over the next three years through enhanced efforts to leverage resources and integrate staff:*

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_
- 4) \_\_\_\_\_

*Identify non traditional partners, including economic development, faith based and certain community organizations, with whom the Board plans to initiate or strengthen its relationship in furtherance of the strategic objectives set forth in the plan:*

- 1) **Columbia and Greene Counties Chambers of Commerce**
- 2) **Catskill and Hudson Housing Authorities**
- 3) **Columbia Opportunities**
- 4) **Community Action of Greene County**
- 5) **Other Regional WIBs: Capital Region, SWW, FMS**

4. *Beyond standard WIA formula allocation, identify other grants, awards and funds that the local area has leveraged to support workforce needs and, in particular, training initiatives in the local area (e.g., state-level WIA grants, state funded grants, private/foundation grants, private sector support that provide additional funding to the area's budget). Identify by funding source and total dollar amount.*

**During the previous four years the Career Center has been the recipient of SUNY Bridge funding, serving both adults and youth, bringing approximately \$450,000 to the Center. For the next two years the Center is operating an EDGE XII grant in the amount of \$70,000. The WIB has implemented 2 Skills Gap projects in the amount of \$125,000, plus a Strategic Planning grant in the amount of \$100,000. We have also received four Promising Practices awards for a total of \$225,000.**

5. *Identify challenges the Board encountered during the past five years in supporting the local workforce system infrastructure. Describe the Board's strategies to work through those challenges over the next three years.*

**During the first five years Partners in the workforce system have had to work at defining their roles in the system while also managing diminishing program resources. These same conditions will continue to face us over the next three years. The WIB's strategy to deal with these issues is to continually focus on the core needs of our customers, the strengths each partner brings to the system and a decision making process that looks at the most cost effective and staff efficient methods to support the infrastructure. In addition, the Board is working to establish data reporting requirements that can better demonstrate the benefits each partner receives from their contributions to the system.**

6. *Describe the key sectors which will help shape the workforce policies of the Local Board throughout this three-year plan. Identify the skills essential to the growth of these sectors and how existing skill assessments of the local workforce align with the emerging workforce demands in your regional economy.*

**Because of the rural nature of our workforce area the WIB is hesitant to focus too many**

resources on any one industry-cluster or sector. Training resources support a number of different sectors ranging from health care to transportation to construction and manufacturing to business and personal services. The skills that are transferable among all of these sectors include the “soft” skills (customer service, communication and teamwork) and basic computer literacy. Currently, our skill assessments include an evaluation of both of these areas. Additional skill assessments focus on reading and math skills, which are also required by all industry sectors. The WIB may also begin exploring the possibility of conducting criminal background checks and/or drug testing as part of the assessment process, depending on costs.

On a regional basis we are focusing on the biotechnology sector, a growing industry for our region. As we move forward with this effort some basic industry specific assessments may be conducted related to being able to handle working in “clean room” environments.

7. *Highlight noteworthy business customer services which evolved over the past five years and any other business services that will be meaningful in attracting new business customers. (Business service examples include activities such as recruitment and placement, workforce training, employee assessment, pre-screening of jobseekers, business related workshops.)*

The Columbia Greene Workforce Area has received a NYSDOL Promising Practice Award for the Employee Enhancement Program (EEP.) This 12 hour, WIB Credentialed soft skill program was developed with the strong support and encouragement of the WIB. The goal of the Employee Enhancement Program is to improve retention of new workers and develop soft skills in job seekers and WIA trainees. The program has demonstrated effectiveness and has improved the retention of new hires from 45% to 74% and jumped to 90% for attendees that received the WIB credential. The business community has constantly noted the lack of soft skills of their job applicants and new hires, and this program continues to gain support among local employers.

In the Spring of 2000 the local area, partnering with NYSDOL began to offer Job Fairs. The Job Fairs are a great success for both businesses and job seekers. At the request of local businesses we now offer the event twice a year. Local agencies also participate by having a booth and presenting their information to the public.

The Columbia Greene Workforce Area has also developed a quarterly, email newsletter and distributes it to over 400 addresses. The newsletter includes local, state and federal grant and training opportunities, workshops including JSEC and chamber events, local networking events, and a “Did You Know” column which provides local Career Center information. The Newsletter receives very positive feedback because readers like the convenience of having all relevant workforce information in one place.

At the request of business a local HR Roundtable has been reestablished. Workforce New York staff are the organizing force of the group and the discussion topics are generated from the business membership.

8. *Describe any successes that have helped to enhance your local area's system, broker new partnerships, or respond to workforce or community needs.*

**Besides the success our area has had with businesses services, we have also had success in developing strategic partnerships that have allowed us to offer job seekers enhanced services at a reduced cost to WIA Title IB programs. We have worked with the two counties Housing Authorities on two separate projects. One project involved providing C.N.A. training to adults, with WIA funding the tuition and supplies and the Housing Authorities providing transportation and some tuition for their residents. In the other project youth were provided construction/maintenance internships funded by WIA and the Housing Authority provided the worksites, supplies and training supervisor. We have also coordinated services with Agencies that received TANF/Invest funds, where these agencies paid the tuition costs and WIA Title I provided supportive services.**

## II. Strategic Planning

During 2003, the NYSDOL provided local workforce investment areas with the opportunity to receive a grant to incentivize them toward the achievement of local and regional coordination of WIA activities. Most local areas responded to the Strategic Planning for a Human Capital Advantage grant announcement and were subsequently provided with funds to either support the initiation of strategic planning activities or to aid the local area in the continuation of a process already underway. As part of their strategic planning process, many grant recipients created a State of the Workforce report which summarized past efforts and accomplishments, analyzed the current trends and emerging workforce and economic issues and established a vision for the future.

Section II of this Local Plan guidance, Strategic Planning, is provided in two segments. **You will complete only one segment, Section II-A or Section II-B, depending upon your responses to the following questions.**

1. Were you awarded the NYSDOL funded Strategic Planning for a Human Capital Advantage grant?
2. Have you achieved the third benchmark of that project and received the third payment under the grant?

If you answer “No” to either or both of the two questions, provide your local strategic planning by completing Section II-A on page II-2 and do not complete Section II-B.

If you answer “Yes” to both questions, provide your local strategic planning progress by completing Section II-B on page II-5 and do not complete Section II-A.

## Section II-B - Local Area Strategic Planning Progress

This section of the plan is to be completed by those local workforce areas that have engaged in the State's Strategic Planning for a Human Capital Advantage project and have achieved at least benchmark number three (receipt of a third payment from the State).

### 1. Summary of Progress

In this section of the plan the local area is asked to describe the outcomes of their strategic planning efforts to date and their plans for continuing and measuring this process. Within your response, address the following points:

- *How will the Board have used its State of the Workforce report as a basis for future One Stop system planning?*
- *What key workforce issues and gaps have emerged and how have they been prioritized?*
- *What goals have been established around each of these issues, both short term (first year) and longer term (second year and third year) and which organization is responsible for each of the goals?*
- *What is the role of the Local Board (either leading or supporting another entity) for each of these goals?*
- *What progress has been made in achieving each of these goals? What entity is responsible and what is the process for monitoring progress against each goal and reporting back to stakeholders and the larger community?*
- *What contributions have been made by the Local Board and by the partners to support this effort?*
- *How will the Local Board sustain the momentum of these partnerships and alliances? What are the plans to continue to engage existing partners and expand strategic planning efforts to include other stakeholders not currently engaged?*
- *Has the Local Board identified any areas in which the State, through its various state administrative agencies, can assist the local system efforts in attaining its goals? If so, in what manner and how has that been communicated?*

**The WIB is using the State of the Workforce report as the basis for current and future local and regional activities. The major workforce issues facing the local area include a shrinking labor pool available for entry-level jobs and a lack of qualified applicants for high-end technical and health related jobs. In addition, there is a general concern about the perceived lack of a work ethic and social skills among youth and other emerging workers.**

**Locally, our rural economy is diverse and relatively small, so there is not a single industry or occupational group that the Board can focus their resources on and still effectively serve the community. On a regional basis however, the biotechnology and nanotechnology industries will increasingly require attention from the workforce and educational systems if we are to meet the needs of these industries. The growth of these two industries will also require that attention be paid to the impact this growth will have on the workforce of existing industries.**

The WIB has established goals on a local level with various workforce partners and on a regional level with the following WIBs: Capital Region, Saratoga Warren Washington (SWW), and, Fulton Montgomery Schoharie (FMS).

Listed below are the short-term goals that have been established at the local level, along with the names of the Partners that are working on the issues:

- **Re-establish the HR Roundtable for local businesses that will provide an opportunity to share ideas, discuss problems and bring in consultants who can address specific areas of concern. Columbia-Greene Community College and the Workforce New York Career Center are sharing this responsibility. The HR Roundtable is up and running, with 28 companies considered members. The group is meeting on a bi-monthly basis and generally has 16 people in attendance per meeting. The college provides space for the meetings and the Business Service Representative at the college provides communication support. The business members arrange topics and guest speakers.**
- **Continue work with the Youth Employability Credential Steering Committee to expand the program that addresses the need for “soft skills” learning opportunities for high school students. The Steering Committee consists of the following partners: Columbia and Greene Counties Chambers of Commerce, Greene County Economic Development, Columbia Hudson Partnership, Questar III, WIB, Workforce New York Career Center. The project completed its first year with one school district fully participating. Next year three additional school districts have committed to work with the program. The Columbia-Hudson Partnership is financially supporting the program, with details still being worked out with Greene County’s contribution.**
- **Work towards improving the local image of the NYS Job Bank among businesses and job seekers. Certain industries have a negative perception of the job seekers that utilize the system and many others are unfamiliar with all of the HR tasks the job bank can perform. Many professional level jobseekers hold similar misperceptions, believing that only employers with entry-level jobs list their openings. They are also unfamiliar with many of the other job seeking tasks the Job Bank can help them complete. Staff from the Career Center are responsible for this activity. PowerPoint Presentations have been developed and have been delivered to a few local organizations, including Rotaries and local town Chambers.**
- **Continue to look for methods to help develop, promote and fund training programs specifically designed to meet the needs of the business community. State and local Economic Development agencies, Career Center and Columbia-Greene Community College personnel are responsible for this undertaking.**

Listed below are the continuous and/or long-term goals that have been established at the local level, along with the names of the Partners that are working on the issues:

- **Explore methods with Columbia-Greene Community College and local school districts to develop systems that will increase the number of student internships with local business and improve the methods of connecting students/graduates with local job opportunities. Columbia-Greene Community College and the Workforce New York Career Center are sharing this responsibility.**

- **Provide training to businesses on understanding the concept of career ladders and methods for outlining occupational pathways (within their own company and/or throughout their industry) to help address the career concerns of their entry level workers. The WIB and Career Center are responsible for this activity.**

Listed below are the continuous and/or long-term goals that have been established at the regional level, along with the names of the regional WIBs that are taking the lead of working on these issues. Also discussed is the progress that is currently being made on these goals:

- **Establishing a resource coordinating council that will identify and publish a comprehensive regional list of program resources. The focus of this resource manual will be schools, businesses, community groups, regional planning and economic development agencies. The Capital Region WIB is handling this issue.**
- **Examining the feasibility of participating in a demonstration program that will offer alternatives to traditional unemployment insurance requirements. The SWW WIB is handling this issue.**
- **Developing a Task Force on Workforce Funding to examine and make recommendations on more effective funding strategies for regional workforce development. This includes, establishing new program models that will help dislocated workers forced into underemployment continue their education and/or their search for more appropriate employment opportunities. The Capital Region and FMS WIBs are handling this issue.**
- **Establishing, through public and private funding “Business Centers of Excellence” in conjunction with local community colleges to develop regional training centers for increased incubator training and skill acquisition programs that address the needs of existing and emerging industries. The SWW WIB is handling this issue.**
- **Convening a meeting with business leaders to specifically address strategies to retain the participation and skills of the older workforce through changes in current business practices. The SWW and FMS WIBs are handling this issue.**
- **Exploring new strategies to increase minority participation in high growth, high wage industries. This may include outreach programs, increased core skills training, and/or industry recognized certificate programs. The Columbia-Greene WIB is handling this issue.**
- **Identifying strategies to increase participation rates and opportunities for discouraged workers who have left the workforce. The Capital Region and SWW WIBs are handling this issue.**
- **Establishing more formalized joint strategic planning efforts between the Workforce Investment Boards and the economic development agencies. All of the Regional WIBs are involved. We have begun discussions with the Center for Economic Growth (CEG) on sponsoring a joint conference next year, highlighting various local efforts to deal with workforce issues.**
- **Conducting a detailed study on the impact of emerging industries on the current workforce. This includes identifying potential workforce supply issues and developing methods to address those issues. The Capital Region WIB is handling this issue.**
- **Increasing the availability of Soft Skills Training Programs on a regional basis.**

Programs should be targeted to workers who will benefit from increased socialization and communication skills, effective work ethic behaviors and other skills required by business leaders. The Columbia-Greene and FMS WIBs are handling this issue. The plan is to expand on the Employee Enhancement Program developed by our WIB. The FMS WIB has developed a similar program for youth, and both the Columbia-Greene and FMS WIB's have agreed to accept each other's credential. The plan is to have the Capital Region and SWW WIB's to follow suit.

- Coordinating a regional Business and School Summit to facilitate business leaders and senior educational personnel in identifying the workforce needs of the next decade. Develop a strategy paper for the critical areas to be addressed at each educational level. The Capital Region and Columbia-Greene WIBs are handling this issue.
- Convening a meeting of technology and nanotechnology leaders with community colleges and BOCES leaders to draft a work plan regarding certificate programs that will be essential for industry workers in these fields. The Capital Region and SWW WIBs are handling this issue.
- Facilitating additional efforts to assist businesses, industries and educational institutions with the process of career mapping and establishing career ladder programs. Capital Region and Columbia-Greene WIBs are handling this issue.
- Establishing additional business and school partnerships to identify and implement new programs that will increase local business and school cooperation and expand student skills for workforce participation. The Columbia-Greene WIB is handling this issue.
- Continuing efforts to educate community planning agencies and local government officials on the importance of workforce development for the economic health of the region. Highlight the increasing impact "quality of life" issues will have on the ability of businesses to attract workers, as the size of the available labor pool declines. The FMS and SWW WIBs are handling this issue.

Regarding the local issues, the Columbia-Greene WIB's committees are receiving updates on the progress being made on each of the goals. Regionally, WIB and Career Center staff are meeting on a regular basis to discuss progress being made on the regional efforts. Progress on the various goals is being reported to the larger community through appropriate press releases and reports.

The Columbia-Greene WIB recognizes that the only way to sustain the momentum of these partnerships and alliances is to ensure that all the partners see value in the efforts and that the progress made has definable measures that can be recognized by the participants and the constituencies they represent. In addition, the WIB and the Career Center are involved with the strategic planning efforts being undertaken by other community organizations. As examples, in Columbia County, the Director of the Career Center is serving on the countywide Project 2015 effort, which is charged with developing recommendations on how Columbia County should plan for the aging of the baby boom generation. Greene County is undertaking a major Economic Development Strategic Planning Project and the WIB is acting as an ex-officio project resource for workforce issues.

**Although no formal requests have yet been made to any State agencies, there is a growing consensus at the local level that small and medium businesses could benefit from assistance in developing career path programs within their organizations. It is believed that Career Pathway programs could help with both recruitment and retention issues. The career paths effort would include assisting businesses with defining career path opportunities, developing programs to assist employees in identifying and accessing any required training, and learning how to market the services to both current and potential employees.**

## **2. Aligning Service Delivery**

In order to address workforce issues within the local area, Local Boards need to utilize collaborative efforts with One Stop partners and other stakeholders to align programs and services. In this section of the plan discuss how your local area is achieving alignment of service delivery around the issues and goals previously described in the above section. Within your response, address the following points:

- *How will strategic planning enable your local One Stop system to go beyond compliance and address the economic development needs and key workforce issues identified in your local workforce area or region?*
- *How is your One Stop system structure helping to facilitate the achievement of the stated goals?*
- *Describe how your local area's service delivery to businesses has been aligned to respond to local market demand and the goals set forth from your strategic planning efforts.*
- *Describe how you assure that the delivery of core, intensive, and training services is aligned around identified workforce issues and stated goals. How are these services integrated in the overall workforce plan?*

**As mentioned previously, the WIB's strategic planning efforts are enabling our local One Stop system to go beyond compliance. We are addressing the key workforce issues and economic development needs through our Employee Enhancement program, CGCC's supervisory training and our participation on the Youth Employment Credential Steering Committee. In addition, locally and with our regional partners, we are making progress in the development of career ladder opportunities in the biotechnology field. Specifically, this summer saw the completion of our first joint training effort between the Career Center, CGCC, and a local biotech company (Taconic Farms). This program offered a short-term pre-hire training program for unemployed adults and youth, who would otherwise not have been considered for employment by the company. We will be closely tracking the success of these individuals with their new jobs to determine if the project is worth continuing.**

**All local partners that make up the One Stop system are aware of the strategic planning goals of the WIB and have representatives participating in efforts that are relevant to their organizations.**

**Our business services are aligned with our strategic goals. Our Business Services team consists of all local and state partners that provide services or have access to business training and growth funds. The team ensures that resources available through all partners are used in a cost effective manner. The team consistently mentions the availability of soft skills training and job recruitment services.**

**The services available to job seekers are also structured to ensure that job seeking customers understand the needs and wants of the local and regional business community. Job seekers understand that Career Center services are designed to help customers develop skills that are in-demand, while also focusing on each individual's personal goals. However, because of the rural nature of our economy the WIB has not directed the Career Center to focus its training resources on any one specific industry.**

### **3. Measuring Achievement**

More than ever before the ability to sustain and grow a local workforce system depends upon how effectively the local area can demonstrate in measurable terms that the system is achieving its goals. In addition to meeting the mandatory negotiated WIA performance levels, Local Boards must be able to show to their constituents, customers, stakeholders, private and public sector partners that resources are being used effectively and invested for greater workforce and economic gains in the community.

*Describe how the Local Board is implementing performance measures that relate to the goals established around the key workforce issues identified in its strategic plan. Within your response, address the following points:*

- *What data was considered and what entities were involved in helping develop the measures? Identify the measures and the desired outcomes.*
- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*
- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*
- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

**Performance measures related to our strategic planning goals are established as efforts to move forward on each of the goals is undertaken. For example, measuring the success of the HR Roundtable was based on attendance at meetings and informal feedback from participants. Success for the Youth Employability Credential is based on the number of school districts agreeing to participate and the satisfaction level of the districts already participating. The process for developing performance measures involves developing a consensus among the participating partners regarding what outcomes will constitute success. The next step then involves a review of the financial and staff resources available for detailed data analysis. Measurements are then agreed upon. As progress is made on each of the goals new measurements are developed.**

**Progress and successful outcomes are communicated to WIB committees and the full Board at their regular meetings. When appropriate, press releases are issued to the local media. Successful projects may also be highlighted on our web page and/or through brochures and other marketing materials. If results show that certain systems or services need to be updated then the appropriate personnel become involved in developing new procedures to incorporate changes.**

### **III. Integration of WIA Compliance with Strategic Planning**

The Workforce Investment Act requires that Local Boards establish and approve policies that are in accordance with the Act and its regulations that guarantee a consistent local area approach to One Stop system operations and provide a framework for the delivery of services. In this section of the plan, the current published policies and working definitions remain in effect and are the basis upon which the next three years policies will evolve.

**Subsection 1** contains those agreements and policies that are the foundations for administering and evolving the local workforce system.

**Subsection 2** requests the policies that are and will be essential to the delivery of services and the operation of the local system.

In accordance with the Workforce Investment Act, the Local Board is required to conduct business in an open manner and make information regarding the One Stop system available to the public. Within your discussion of the Local Board's efforts to openly conduct business, address the following points:

- *What is the central location where all local policies and working definitions are published?*
- *How does the Board assure that local policies and working definitions, including updates and changes, are readily accessible to One Stop staff, the general public and the State?*
- *Is there a Local Board website? If yes, please provide the website address.*
- *Does the Local Board make information such as Board membership, meetings, policies, definitions, and other workforce information available on the website?*
- *How is the website maintained to assure up-to-date information is available?*
- *By what means does the Board assure that the accessible copies are current?*
- *Where can hard copies of this information be obtained by the general public?*

**All local policies and working definitions are published in a Policy Manual that is maintained at the Workforce New York Career Center. Also, on the Career Center's Intranet, which all staff have access to, all policies and definitions are kept up-to-date in a readily accessible file that is organized by date and identified by the organization responsible for the policy (WIB, Career Center).**

**WIB information is provided through the local workforce website at [www.columbiagreneworks.org](http://www.columbiagreneworks.org). The WIB Director and the Director of the Career Center are responsible for getting up-to-date information to our website consultant. The WIB web page also provides access to all WIB Board meeting minutes. The minutes include all resolutions regarding local workforce policies.**

**Any member of the general public can request additional WIB information at the Workforce New York Career Center or by emailing their request to an address provided on the website.**

## Subsection 1

The responses to this subsection include both narrative responses and the completion of attachments/forms that are located in **Section IV, Required Certifications and Documents**.

### 1. Local Plan Submission

The Local Board is responsible for developing the three-year plan in partnership with the Chief Elected official. To properly submit the area's Local Plan:

- a. Complete the **Attachment C, Signature of Local Board Chair**.
- b. Complete the **Attachment D, Signature of Chief Elected Official**, for each unit of local government.

### 2. Governance and Board Composition

When a Local Area includes more than one unit of government, the Chief Elected Officials of the individual governmental units must execute an agreement that describes their roles and responsibilities in administering the Act, conducting fiscal and program oversight, and assuring that performance standards are met. All local areas must provide the following:

- a. Complete **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.
- b. Attach a copy of the agreement that defines the roles and responsibilities of each of the Chief Elected Officials in a multi-jurisdictional area and describes their interaction in the administration of the Workforce Investment Act (if applicable).
- c. Attach a copy of the Local Board By-laws.
- d. Additionally, please address the following points:
  - How often are the by-laws reviewed? When necessary, what is the process for amending the by-laws?
  - Is the Board incorporated?
  - Describe the subcommittee structure for the board and identify the role and responsibilities assigned to each subcommittee. (You will be asked to identify the subcommittee responsible for each activity addressed in Subsection 2.)
  - What is the plan in place for board member recruitment to reflect current and emerging trends and how is that plan being communicated to local elected officials?
  - What is the process for providing staff to the Local Board?
  - Describe the Local Board's plan for Board staff retention and development efforts.

**By-laws are reviewed annually by the WIB Executive Committee. The Chairperson reviews recommended changes with the Executive Committee and notifies the full**

**Board of proposed changes at least ten days prior to the regular meeting at which amendments are to be considered.**

**The Workforce Investment Board of Columbia & Greene Counties is not incorporated.**

**Listed below are the standing WIB committees and a description of their roles and responsibilities.**

**Executive Committee-**

- **Conducting oversight with respect to the One-Stop Delivery System. Making recommendations to the board on certifying the One-Stop Center and additional Satellite sites based on their ability to offer core services and establish quality standards. Making recommendations to the board on establishing and reviewing Memorandums of Understanding with One-Stop Partners. Ensuring a universal population is served and that access to the system is readily available. Recommending as appropriate, technological changes to keep a continuous improvement process functioning.**

**Continuous Quality Improvement Committee-**

- **Provide oversight in assisting One Stop Centers and affiliates in preparing for the certification process required every two years. Review Program and System Performance measures for ensuring the success of the One-Stop System and address the challenges to creating and implementing system measures.**

**Skill Standards Committee**

- **Establish and maintain annual local Provider List for WIA Title I Individual Training Accounts. Establish parameters for Individual Training Accounts in terms of maximum amount and length. Establish priority of service guidelines for use of Individual Training Accounts. Establish and administer credentialing procedures for Intensive Services offered by the One-Stop system or WIB approved contracted training as described in the Workforce Investment Act - Section 134(d)(4)(G)(ii). Reviewing WIA Title I performance standards. Establish funding priorities, for the issuance of Individual Training Accounts for Adult and Dislocated Worker funds that focuses on supporting local and regional industry needs. Oversee the workforce development system's efforts in addressing the lack of soft skills in job seekers and incumbent workers.**

**Employer Services Committee**

- **Developing new and synthesizing existing labor market information so it can be used by the WIB in determining policy and allocating resources. Reviewing "best practice" methodologies in offering services to the business community. Reviewing the development of programs and/or presentations targeted to individual businesses as well as business organizations. Reviewing marketing materials (catalogs, brochures, etc.) for services sponsored by the workforce development system.**

**Partners Committee**

- **Developing and maintaining the Memorandum of Understanding**
- **Coordinating with local economic development efforts. Reviewing Staff Capacity Building efforts among/between partners. Working towards continually improving the referral process for customers and the non-duplication of services among partners. Overseeing the marketing of services to the job seeking population.**

**Youth Council**

- **Recommend to the Board eligible providers of youth activities/ programs to be considered for grants/contracts on a competitive basis. Conduct oversight with respect to eligible providers of youth activities. Establish and administer credentialing procedures for programs and services sponsored by the Youth Council and the Board. Coordinate youth activities that are authorized by the act.**

**The Executive Committee oversees board member recruitment. Whenever a business opening occurs the current membership is reviewed to determine the industries that are already represented and that is then compared to the current economic climate in the appropriate county. Suggestions are then made regarding industries that are growing in the area, but may not have representation on the WIB. The WIB consultant then communicates these ideas to the Chief Elected Official.**

**Because of the small nature of our local area the WIB Director/Consultant is the only staff member that reports directly to the Board.**

### 3. Fiscal Agent and Grant Subrecipient

The Local Plan must identify the fiscal agent or entity responsible for the disbursement of grant funds.

Complete **Attachment F, Fiscal Agent/Grant Subrecipient**, located in **Section IV, Required Certifications and Documents**, identifying the local Fiscal Agent and the local Grant Subrecipient (if any) who assist in the administration of grant funds.

Also note **Attachment D, Signature of Chief Elected Official**, requires an attestation that the grant recipient possesses the capacity to fulfill all responsibilities regarding liabilities for funds received, as stipulated in **§667.705** of the rules and regulations.

### 4. Direct Services & Infrastructure Plan

Complete the following tables displaying how core and intensive services will be delivered and funded by the partners within the One Stop centers and affiliate sites identified in the "Profile". These tables should aggregate WIA Title 1-B and Wagner-Peyser staffing and infrastructure costs, at a minimum.

#### Infrastructure Costs in Dollars (Current)

One Stop Center and Affiliate Sites (Identify by Location)	Rent	Utilities	Maintenance	Technology	Marketing	Other	Total
<b>Workforce New York Career Center @ Columbia-Greene Community College</b>	47,712	0	0	\$38,849	10,000	\$3,500	100,061

#### Total Infrastructure Cost and Staff Levels in FTEs (Current)

One Stop Center and Affiliate Sites (Identify by Location)	Total Cost	Dedicated to Core Services			Dedicated to Intensive Services		
		Wagner-Peyser Staff	WIA Title 1-B Staff	Other	Wagner-Peyser Staff	WIA Title 1-B Staff	Other
<b>Workforce New York Career Center @ Columbia-Greene Community College</b>	100,061	2	2	2.7	.8	1.5	1.5

**Infrastructure Costs In Dollars (Planned over next three years)**

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
Columbia-Greene Community College	143,136	0	0	127,000	30,000		300,136

**Total Infrastructure Cost & Staffing Levels in FTEs (Planned Over Next Three Years)**

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Total Cost</i>	<i>Dedicated to Core Services</i>			<i>Dedicated to Intensive Services</i>		
		<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>
Columbia-Greene Community College	900,000	2	2	2.7	.8	1.5	1.5

**Management & Administrative Staffing Across All One Stop Centers and Affiliate Sites**

	<i>Total FTEs</i>	<i>Planned</i>
<i>Wagner-Peyser Management Staff For Delivery of Core and Intensive Services</i>	1.2	1.2
<i>Total WIA Title 1 Management &amp; Administrative Staff</i>	1	1
<i>Total for the LWIA</i>	2.2	2.2

- Discuss how the Board or one of its subcommittees anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.
- WIA Regulation Section 652.202 requires all Wagner-Peyser services to be delivered through the One Stop delivery system, through One Stop centers or affiliate sites. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.

**The Partners committee on the WIB is responsible for coordinating services and eliminating duplication in service delivery. The WIA Title I program continually looks for opportunities (such as with the Columbia and Greene Counties' Title V programs, or the College's VATEA efforts) to contract with partner agencies to provide specific workforce or education programs, thus freeing up additional funds for training activities. In addition, Columbia-Greene Community College completely supports the accounting functions for all WIA Title IB and Title V programs.**

**Wagner-Peyser services are delivered at the Columbia-Greene Workforce New York Career Center.**

## **Subsection 2**

Based on the maturity of each local system and the key workforce issues and goals identified through the strategic planning process, address the following points within your response:

### **1. Selecting and Certifying Operators**

The Local Board is responsible for selecting and certifying the One Stop Operator with the agreement of the chief elected official [§662.410]. In addition, it is the Board's responsibility to hold Operators accountable for specific goals and evaluate performance against those goals throughout the period of certification or recertification. All LWIAs must submit their recertification application no later than June 30, 2005 or the local plan will be deemed incomplete. The One Stop Operator recertification process is a required part of the local plan. However, local plan approval is not contingent upon approval of the One Stop Operator recertification application. The local plan will need to be modified if the recertification application is not approved prior to local plan approval.

Complete **Attachment G, One Stop Operator Information**, in **Section IV, Required Certifications and Documents**. Also attach a copy of the local area's One Stop Operator Agreement.

### **2. Contracting for Service Providers**

The Workforce Investment Act permits WIA Title I services to be provided through contracts with service providers and may include contracts with public, private for-profit and nonprofit service providers as approved by the Local Board. For those local areas that contract for services:

- *How does the Local Board determine which WIA Title I services, if any, should be contracted out? Explain how your decision leverages funding and services already provided by One Stop system partner staff (e.g., Wagner-Peyser funded staff) to maximize available resources without duplication of services.*
- *Provide the process by which the Board awards contracts to entities other than the One Stop Operator for the provision of One Stop services. Identify any subcommittee responsible for this function. How often is the need for contracting services reviewed?*
- *For which services do you currently contract?*
- *Based on current and future key workforce issues and goals, what changes does the Board anticipate with regard to the number and type of services for which it will be contracting?*

**The presumptive provider of all WIA Title I core and intensive services are the consortium of partners that are designated as the One-Stop Operator. The One-Stop operator makes the decision on whether to contract out WIB approved services to additional providers. This helps ensure that there is not a duplication of services.**

**All local, state and federal regulations are followed through the contracting procedures. For projects with service costs above \$20,000, RFP's are issued.**

**Currently, the Career Center contracts the instruction of the Employee Enhancement Program to a local provider. The Board does not anticipate a need to change its contracting procedures as it deals with current and future workforce issues.**

### **3. Priority of Service**

The Local Plan must describe the criteria used to determine whether funds allocated for employment and training activities are limited, and the process by which any priority of service will be applied [§663.600 - §663.640].

- *Identify any subcommittee of the local board that is responsible for policies related to priority of service.*
- *What is the Board's policy for determining priority of service and its relationship to residency requirements? How often is the policy revisited?*
- *How will the priority of service plan align with planned operating policies and procedures?*

**The Skill Standards committee is responsible for setting policies related to priority of service. Currently, guidelines for priority of service are only used in conjunction with the issuance of Individual Training Accounts. For adults, this includes a residency requirement as well as family income below the 200% of poverty level and limited formal education. Priority of Service for Dislocated Workers also considers their previous education and requires that their income be below a self-sufficient level.**

### **4. Self-Sufficiency**

Local Boards must set criteria for determining whether employment leads to self-sufficiency [§663.230].

- *Identify any subcommittee of the local board that is responsible for policies related to self-sufficiency.*
- *Provide the current definition of self-sufficiency as established by the Local Board.*
- *Describe how the local definition of self-sufficiency will align with the strategic objectives set forth in the strategic planning portion of this plan.*

**The Skills Standard committee is responsible for determining policies related to self-sufficiency. Currently, the self-sufficiency level for adults is income at \$15.00/hour. This is close to the median income of full-time, year-round workers in our local area. For Dislocated Workers, self-sufficiency is set at a replacement wage of 97% of their previous salary. Setting the self-sufficiency level close to the median income level for adults and close to a full replacement wage for dislocated workers allows the workforce system to effectively serve workers who need to continually upgrade their skills. All of the objectives set forth in our strategic plan relate to ensuring that workers have the skills necessary to meet the demands of our labor market.**

## **5. Supportive Services and Needs-Related Payments**

Local Boards, in consultation with One Stop partners and other community service providers, must develop a policy on supportive services that ensures resource and service coordination in the local area. The policy should address procedures for referrals to such services, including how such services will be funded when they are not otherwise available from other sources. Local Boards may establish limits on the provision of supportive services or provide the One Stop Operator with the authority to establish such limits. Consistent with other regulations, the Local Board must establish the level of needs-related payments for adults [**\$663.800**].

- *Identify any subcommittee of the local board that is responsible for policies related to supportive services and needs-related payments.*
- *Describe the process for the periodic review and update of supportive service policies. How often is this review done and who conducts the review? If a multi-county area, how will supportive service policies be coordinated among the counties?*
- *Does the local area make needs-related payments and if so, how and how often is the policy or payment level reviewed?*

**The Skill Standards committee of the WIB is responsible for policies related to supportive services and needs related payments. The One Stop Career Center ensures that resource and service coordination with partners and other community organizations occur. This policy requires that participants be referred to any community program for which they might meet eligibility guidelines. Unless time factors come into play, WIA Title IB funds cannot be used until a negative determination by the Partner organization is made.**

**Periodic review occurs at the Career Center level and is conducted at least on an annual basis. The review considers the funds available to the local area and the relevant characteristics of the previous years participants in terms of their supportive service needs. Any need seen for changes is then brought to the Skill Standards committee for review and discussion.**

**The local area does not make needs related payments available to adults. A Needs Related Payment policy is in place for dislocated workers, however, no dislocated workers have been eligible for these payments in the past five years.**

## **6. Grievances and Complaints**

The Local Board must establish and maintain a procedure for grievances and complaints which provides a process for handling complaints, an opportunity for informal resolution or a hearing, a process that allows a labor standards grievance to be submitted for binding arbitration, and an opportunity for local level appeal to the state [**\$667.600**]. Such procedure must be in compliance with applicable federal and state statutes and regulations available at <http://www.dol.gov/oasam/programs/crc/crcwelcome.htm> and Workforce Development System Technical Advisories #02-6, #02-7 and #02-10. Section D, Nondiscrimination and Equal Opportunity Assurance, in **Attachment H, Federal and State Certifications**, requires the local signatories to attest to compliance with these provisions.

- *Identify any subcommittee of the local board that is responsible for policies related to grievances and complaints.*

## Workforce Investment Board: Columbia-Greene

- *What is the Board's process for collecting, analyzing and utilizing grievance and complaint information? How often is the information analyzed and who is responsible for the analysis? Identify any subcommittee responsible for this function.*
- *Has the analysis of the data regarding complaints resulted in policy changes in the local area? How were those changes communicated to the public, the staff and the State?*

**The workforce area follows all procedures and policies outline by US DOL, Civil Rights Center and NYSDOL. Maureen Boutin is the local WIA Equal Opportunity Officer. The Quality Improvement committee is responsible for overseeing grievance and complaint procedures. The committee has access to all formal reports and documentation related to any official complaint received. The procedure includes bringing complaint information to the committee's attention at its regular quarterly meeting. As of this date, no official complaints have been made directly to the WIB or the Career Center.**

It has been the State's experience that complaints may include information that is not grievable but rather is related to the business practices of the One Stop centers such as staff capacity, quality of information exchanges, process flow (e.g., provision of outdated grievance contact information, packets of information duplicated so often as to be unreadable, staff providing limited explanations of policies and procedures or not providing copies of Individual Employment Plans).

- *By what means is information regarding non-grievable complaints shared with the One Stop Operator? How is this information used to support the continuous improvement of the One Stop system of service delivery?*

**All complaints are brought to the immediate attention of the Director of the Career Center where immediate action is taken to try and successfully resolve the problem. If the complaint relates to any practice that can be revised, the issue is discussed among appropriate staff and appropriate changes are made. If staff capacity is the issue, appropriate supervisory action is taken.**

## 7. Youth Services

### Service Levels

*For the past four Program Years, record the number of older youth and younger youth served by your LWIA and the planned service levels for PY 05.*

	<i>PY 01</i>	<i>PY 02</i>	<i>PY 03</i>	<i>PY 04</i>	<i>PY 05 Planned</i>
<i>Older Youth</i>	<b>26</b>	<b>31</b>	<b>34</b>	<b>26</b>	<b>30</b>
<i>Younger Youth</i>	<b>168</b>	<b>160</b>	<b>206</b>	<b>173</b>	<b>170</b>

**Note:** The total number of youth served is found in the WIA Annual Reports.

WIA PY04 data may be found through the most recent WIA Quarterly Report.

### Performance

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Based on the exit data of the last four years, provide a summary of the local area's performance with respect to the required WIA measures. For each program year, indicate Pass/Fail performance using "P" or "F" as indicators.

Measure		Standard	PY 01	PY 02	PY 03
Entered Employment Rate	Older Youth	76	P	P	P
Retention Rate	Older Youth	75	P	F	P
	Younger Youth	41	P	P	P
Earnings Change	Older Youth	3,030	P	F	F
Credential/Attainment Rate	Older Youth	56	P	P	P
Diploma/GED Rate	Younger Youth	47.0	P	P	P
Skill Attainment Rate	Younger Youth	67.0	P	P	P

Based on your performance answer the following:

- If the LWIA has failed any of the performance measures in the past, what actions has the Board taken with its youth providers to identify service delivery weaknesses?
- What changes have been made to policy, service delivery, providers, engagement of partners, memberships on board and councils, etc., to provide for improved program performance?
- How have those changes been incorporated or aligned with key workforce challenges and planning strategies?
- What strategies are being devised to exceed standards, improve services and increase market penetration?

**The LWIA has, in the past, failed two older youth performance measures. In response the Youth Council and the Board took a number of actions. First, they required the Career Center to review its assessment, enrollment and termination procedures and compared the decisions made based on those procedures to the individual outcomes for participants. It required an out-of-school youth provider to attend appropriate state sponsored training sessions.**

**Based on the results of the internal evaluations and state training sessions a number of changes were instituted. Basic internal business practices were changed to more closely evaluate if the goals of older youth applicants fit the goals related to youth performance. The Youth RFP was updated to give potential youth providers a less complicated, yet more inclusive understanding of the performance goals of the program. Finally, a policy decision was made to focus the majority of resources on assisting out-of-school high school dropouts in obtaining their GED. Previously, high school dropouts were supposed to attend existing GED programs in the area, while they participated in WIA funded employment activities. However, results showed that participants were not obtaining their GED through this requirement. Now, except in unique circumstances, dropouts can no longer participate in employment services unless they are actively participating in a WIA funded education program. This change is directly related to the WIB's underlying strategic planning goal of ensuring that workers are prepared for the life-long learning requirements inherent in today's labor market.**

**The focus of on-going strategies to reach the youth of our community includes partnering in new ways with school districts, other community organizations and parents. We want the Career Center to be considered a resource by all community youth. We want all youth to know that the Career Center can be their One-Stop for career planning and for finding their first job after graduation. Efforts are underway to convince all local school districts to provide a link from their website to ours. The Career Center also intends to sponsor evening workshops for parents and children on how to use the Internet for career planning activities.**

### **Framework and Program Elements**

The Workforce Investment Act requires that the Local Plan define the design framework for youth programs in the local area and define how the ten program elements are provided within that framework. With regard to the design framework and program elements, the following questions should be addressed:

- *Describe the Board's process and frequency for reviewing the design framework and how it evaluates whether the framework is equipped to successfully support emerging trends, current and future workforce goals and workforce strategies as they relate to youth.*
- *If a multi-county area, describe how youth program design is coordinated among the counties.*
- *Describe the type and availability of youth activities in the local area and identify any challenges for serving greater numbers of youth most-in-need, including out-of-school youth.*
- *What efforts, if any, are being made to connect both WIA and non-WIA youth to the One Stop system? How are youth being exposed to career awareness, work readiness and the One Stop system?*
- *Describe how the Youth Council will incorporate literacy and numeracy elements into the design framework in accordance with USDOL Common Measures Policy.*
- *Describe how the Youth Council will incorporate certificates into the design framework in accordance with USDOL Common Measures Policy.*

**In regards to youth services, the design framework and the ten program elements are the basis on which all decisions concerning program offerings, policies and procedures are made. Therefore, the framework is reviewed every time the Youth Council needs to make recommendations to the WIB. The sections of the framework that most closely connect to our local workforce strategies and the resources we have available include: comprehensive assessment and employment planning, comprehensive guidance and counseling, dropout prevention strategies, alternative secondary school services, summer employment opportunities directly linked to academic and occupational learning, and paid and unpaid work experiences. All of these elements focus on ensuring that youth understand the dynamics of the labor market and have a variety of opportunities to develop the basic skills necessary for life-long learning.**

**Although we are a multi-county area there is no difference in program design. The two county local area is considered one entity.**

**The local area is supporting GED preparation programs, career exploration activities, dropout prevention strategies and paid and unpaid work experiences directly linked to academic and occupational learning. The availability of these services through WIA programs is limited. The WIB has chosen to focus the majority of its resources on**

**servicing high school dropouts, supporting one program in each county. The expensive nature of effectively servicing the out-of-school, most in need population leaves limited resources available for in-school youth. Currently, only one community in each county has access to WIA services for youth that are still in school.**

**In regards to WIA youth, all providers are required to connect their programs to the services available at the Career Center. All participants visit the Center at least once per year, and are provided with a special workshop on the local labor market and services available at the Center. All participants that are seeking employment upon WIA program completion and/or high school or GED graduation are provided with job search services through the Career Center. Efforts are also being made to reach non-WIA youth. As mentioned in other sections of the plan, the WIB, Youth Council and Career Center, along with other community partners are involved in establishing a Youth Employability Credentialing program with schools throughout the two counties. This effort includes insuring that the schools and students know about the services available at the Career Center.**

**In accordance with USDOL common measure policies the Youth Council is already incorporating literacy/numeracy elements and certificate regulations into our design framework. All programs, regardless of their in-school or out-of-school focus are required to provide reading and math skill instruction for youth scoring below the 9<sup>th</sup> grade level. In addition, programs must eventually lead to a high-school diploma, GED or other acceptable credential.**

### **Youth Council**

WIA requires that a Youth Council be established as a subgroup of the Local Board [§661.335].

- *Describe the current and future goals of the Youth Council as aligned with the overall strategic goals of the local area.*
- *What outreach and connections to other youth services and providers will be collaboratively planned (i.e., Youth Bureaus, educational partners) to ensure the provision of integrated youth services?*

**The Youth Council’s strategic goals are aligned with the overall strategic goals of the local area. The Youth Council is focused on ensuring youth have an in-depth understanding of the local and regional labor market and the basic skills (both employability and academic) required to become life-long learners and productive members of the workforce. As with the full WIB, the Youth Council is also involved in the Youth Employability Credentialing project discussed earlier.**

**The Youth Council continually looks for connections with other programs and services to ensure the provision of integrated, cost effective services. Many youth service providers, including the Youth Bureaus, serve on the Youth Council. As opportunities arise the Council ensures that all Youth providers of aware of available resources.**

### **Selecting Youth Providers**

The Local Board is responsible for selecting eligible youth service providers based on recommendations of the Youth Council, and maintaining a list of providers with performance and cost information [§661.305].

- *Identify your youth providers, the services they provide and the steps that will be taken to leverage additional resources to deliver integrated youth services in a broader youth development context.*
- *Has your partner or vendor mix also changed and if so, how and why? Describe how this mix provides integrated youth services from a youth development perspective.*
- *Describe your Youth RFP process including the frequency of release, review criteria and who reviews the proposals*
- *For which services has the Board entered into a contract? Are the local Employment and Training offices providing any services to youth?*

**The local area has programs with four youth providers. Listed below are the names of the organizations and the services they provide:**

**Catskill Central School District: Provides an Alternative High School Equivalency Preparation Program that is approved by the State Education Department.**

**Columbia Greene Community College, Workforce Investment Office: Provides a pre-vocational education program that prepares students for college and, in the process, the GED exam. It also provides internship wages and job placement services for all youth in all of the local area’s youth programs.**

**Greenville School District:** In conjunction with a variety of career exploration activities, students operate a graphic design school based business entitled Hometown Graphics.

**New Lebanon Central School District:** Students are involved in a continuum of learning from career exploration and awareness to training in specific career areas through school and work-based learning.

All of these programs incorporate activities (such as field trips, guest speakers, and job shadowing experiences) with other organizations and businesses that give the youth a broader and more comprehensive learning experience. These activities have purposes ranging from the practical (avoiding pregnancy, drugs, gangs) to educational (visits to college campuses, art studios, historic sites) to recreational (special award dinners, picnics).

Although our providers have not changed, the service mix offered to youth and the partners that work with one of the programs has changed. As mentioned previously, now both of our out-of-school programs' primary focus is education. Employment services are also still available to those youth who do not already have non-subsidized jobs.

Youth RFP's are issued at least once every three years, however, the WIB has the option of not renewing any provider's contract on an annual basis. If this occurs or additional funds become available then a new RFP can be issued. Whenever an RFP is issued an informational meeting is also held for any and all interested applicants. A sub-committee of the Youth Council reviews RFP's, utilizing a point driven evaluation procedure. The review criterion looks at program design, efforts at collaboration with other programs, demonstrated capability, proposed outcomes and budgetary detail. Funding recommendations are submitted to the full Youth Council. The Youth Council then submits funding resolutions to the WIB for approval.

The Workforce Investment Office and Columbia-Greene Community College are providers of youth services. The services provided include: intake and eligibility determination, assessment and IEP development, pre-vocational education, youth internships, and follow-up services.

### ***Youth Eligibility***

Regulations require that, as part of the process for determining who is eligible for youth services, the Local Board must provide a definition of "deficient in basic literacy skills" and "requires additional assistance to complete an educational program, or to hold and secure employment" [§664.205, §664.210].

- *Provide current definitions and describe how these definitions will support the goals the Board has identified in addressing its key workforce issues and what effect they have on eligibility for youth services.*

The "deficient in basic literacy skills" is defined as computes or solves problems, reads, writes, or speaks English at or below grade level 8.9. The "requires additional assistance to complete an educational program or to secure and hold employment" is defined as an individual who is identified by a youth professional employed by a school or government or non-profit agency as a youth who requires additional assistance. These two definitions insure that youth who receive WIA services need assistance in order to become productive members of the labor force, with the ability to become life-long learners.

**8. WIA Adult and Dislocated Worker and Wagner-Peyser Services**

**Service Levels**

Record the number of WIA Adults, WIA Dislocated Workers and Wagner-Peyser customers served by your LWIA and the planned service levels for PY05.

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>PY 05 Planned</b>
<i>WIA Adults</i>	<b>140</b>	<b>160</b>	<b>227</b>	<b>206</b>	<b>220</b>
<i>WIA Dislocated Workers</i>	<b>182</b>	<b>185</b>	<b>140</b>	<b>101</b>	<b>120</b>
<i>Wagner-Peyser Funded Customers*</i>	<b>N/A</b>	<b>3,378</b>	<b>3,189</b>	<b>1,784</b>	<b>1,769</b>

**Note:** The total numbers served for WIA Title IB is found in the WIA Annual Reports.

PY04 WIA Title IB data is found through the most recent WIA Quarterly Report.

\*Please consult with the Wagner-Peyser LWIB member for assistance in obtaining and understanding Wagner-Peyser numbers.

**Performance**

Based on the exit data, provide a summary of the local area's performance with respect to the required WIA measures. For each program year, indicate Pass/Fail performance using "P" or "F" as indicators.

<b>WIA Measure</b>		<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>
<i>Customer Satisfaction</i>	<i>Program Participants</i>	<b>P</b>	<b>P</b>	<b>P</b>
	<i>Employers</i>	<b>P</b>	<b>P</b>	<b>P</b>
<i>Entered Employment Rate</i>	<i>Adults</i>	<b>P</b>	<b>P</b>	<b>P</b>
	<i>Dislocated Workers</i>	<b>P</b>	<b>P</b>	<b>P</b>
<i>Retention Rate</i>	<i>Adults</i>	<b>P</b>	<b>P</b>	<b>P</b>
	<i>Dislocated Workers</i>	<b>P</b>	<b>P</b>	<b>P</b>
<i>Earnings Change/ Earnings Replacement in Six Months</i>	<i>Adults</i>	<b>P</b>	<b>P</b>	<b>P</b>
	<i>Dislocated Workers</i>	<b>P</b>	<b>P</b>	<b>P</b>
<i>Credential/Attainment Rate</i>	<i>Adults</i>	<b>P</b>	<b>P</b>	<b>P</b>
	<i>Dislocated Workers</i>	<b>P</b>	<b>P</b>	<b>P</b>
<i>Job Seeker Entered Employment Rate</i>	<i>Wagner-Peyser</i>	<b>N/A</b>	<b>N/A</b>	<b>P</b>
<i>Job Seeker Employment Retention Rate</i>				<b>P</b>

Based on your performance answer the following:

- *If you have failed any of the performance measures in the past, what actions has the Board taken with its program operators and One Stop operator to identify service delivery weaknesses?*
- *What changes will be made to policy, service delivery, training providers, engagement of partners, memberships on board and councils, etc., to achieve all performance standards?*
- *What strategies are being devised to exceed met standards, improve services and increase market penetration?*

**In the past two years the Career Center has seen a decline in the number of dislocated workers served. The stability amongst our largest employers is the main reason for this positive development. Although the local area has experienced some major lay-offs in the past couple of years, the employees that were laid-off worked in growth industries (retail, health care, banking). Many of these affected workers found other employment very quickly and did not request our services. The last major lay-off of workers with obsolete skills occurred in 2002, when a plastic manufacturing plant closed. Many of these workers were non-English speaking and required very intensive services that spanned two program years. The Career Center continuously attempts to devise new methods of reaching those dislocated workers who may be receiving unemployment insurance, but are not choosing to utilize Career Center or WIA services.**

**The Center's most recent endeavor in improving services includes the purchase of an on-line job application service to assist customers in learning how to successfully apply for jobs using this relatively new technology. We also intend to implement a "Meet an Employer" workshop series in the near future. This workshop series will invite one employer at a time to speak to job seekers regarding the job seeking and job holding skills they are looking for their applicants to possess.**

### ***Adult and Dislocated Worker Eligibility***

WIA regulations set forth the eligibility criteria that adults and dislocated workers must meet to participate in WIA Title I and Wager-Peyser programs. In addition, Local Boards are given responsibility to further establish policies and procedures for One Stop Operators to use in determining an individual's eligibility as a dislocated worker, including the definition of what constitutes a "general announcement" of a plant closing and, for determining eligibility of self-employed individuals, what constitutes "unemployed as a result of general economic conditions in the community in which the individual resides because of natural disasters" **[§663.115]**.

- *Identify any subcommittee of the local board that is responsible for policies related to adult and dislocated worker eligibility.*
- *How is the definition of a "general announcement" of a plant closing shared with staff to determine dislocated worker eligibility (including partner staff needing to determine dislocated worker "target group" eligibility for Work Opportunity Tax Credit applications)?*
- *Describe how the One Stop Operator's policies and procedures adequately address the needs of self-employed individuals who become unemployed as a result of general economic conditions in their community because of natural disasters.*
- *Describe how reemployment services for UI customers are coordinated in your One Stop system. Explain how UI profiling information will be used to target services, including enrollment into the dislocated worker program.*

The Skill Standards Committee is responsible for policies related to adult and dislocated worker eligibility.

All staff in the Career Center are notified by email when a plant closing occurs. The announcement outlines the services that are available to employees of that company.

Self-employed individuals who become unemployed as a result of natural disasters meet the definition of a dislocated worker and are afforded access to all services that are available, possibly including needs related payments.

All individuals identified by the UI profiling system are contacted by Career Center staff to inform them of services that they can access through the Career Center and the dislocated worker program. Those customers that choose to utilize a service are enrolled into the program. During the upcoming program year additional efforts will be undertaken to reach the profiled population. For example, the Career Center will be sponsoring a bi-monthly business “meet and greet” event. We will be inviting a representative from some of our largest employers to come and speak with job seekers about their company and the skills, behaviors and attitudes the company expects in their job applicants. We will also be instituting semi-regular Career Center mass mailings, announcing free “special events” to entice job seekers to come to the Career Center.

### *Rapid Response*

*Provide a description of the Local Board strategies to integrate strategies into the One Stop system.*

- *Identify any subcommittee of the local board that is responsible for policies related to Rapid Response.*
- *What policies can the Local Board enact to foster greater connections with the One Stop system and better outcomes for individuals served through local Rapid Response activities?*
- *Who is responsible for coordinating Rapid Response services in the local One Stop system?*
- *Describe how Rapid Response functions as a business service in your local area. How will Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs?*

**The WIB Business Services Committee oversees Rapid Response activities.**

**The WIB can require that partners continue to share affected worker information including employment registration applications, initial company meeting and rapid response status reports in a timely manner among partners to expedite the job search/job development/retraining processes.**

**The Department of Labor Rapid Response Coordinator shares all pertinent information concerning plant closures and mass layoffs with partner staff upon receipt of a formal warn notice or other originating source. The Coordinator is responsible for scheduling the Rapid Response services with the business and other appropriate staff. The DOL Career Specialist and the WIA Business Services Representative, at a minimum, provide the on-site Rapid Response services.**

**Rapid Response offers a variety of business services in our area, including Job Fairs, One Stop orientations, local web site presentations, and resume preparation services. Also, business visits regularly made by staff inform companies of the Rapid Response and the**

**Shared Work services. It is our goal to keep all business viable and in the local area. If the One Stop is informed a company is in financial trouble we try to bring in other partner resources that may be of assistance to the company. We also introduce the Shared Work Program as a possible solution to slow production times so that lay offs can be avoided.**

### **Business Services**

*Provide a description of the Local Board's strategies to improve services to employers.*

- *Identify any subcommittee of the local board that is responsible for policies related to Business Services.*
- *What is the plan to determine the needs of employers in your local area?*
- *Integrate business services, including Wagner-Peyser Act services, to employers through the One Stop system.*
- *Maximize awareness and employer use of available Federal tax credit programs through the system.*

**The Business Services Committee of the WIB is responsible for policies related to business services.**

**The Career Center utilizes a variety of methods to make sure that we are aware of the needs of employers in our area. We seek feedback from all employers we meet or do business with regarding additional services they may require. We participate in a variety of local organizations, such as the local Chambers, JSEC, and the HR Roundtable to connect with businesses needs. We seek out additional funding opportunities so that we can conduct focus groups or special surveys.**

**WIA Title I and Wagner Peyser business services are coordinated in our area, through our Business Service Team. All contacts with business customers, and the results of those contacts, are shared with all team members. A joint Power Point presentation has been developed and is being delivered to local Rotary Clubs and many of our towns Chambers of Commerce. These presentations have already produced follow up employer visits and increased participation at local events.**

**Wagner-Peyser and tax credit program information is part of all presentations made by the Business Service team, including one-on-one visits, group presentations, and other informational venues where handouts are provided.**

### **Coordination and Integration of Services**

*Provide a description of how the Local Board fosters coordination and integration of One Stop services.*

- *Identify any subcommittee of the local board that is responsible for policies related to Coordination and Integration of services.*
- *Provide a brief explanation on how core, intensive and training services are delivered. Specifically discuss how Wagner-Peyser funded core services are coordinated with WIA title*

*1B funded core services. Describe how you assure that the delivery of these services is aligned. Identify any subcommittee responsible for this function.*

- *How will coordination of services provided by each of the required and optional One Stop partners through the One Stop system be improved?*
- *How will freed-up resources resulting from this improved coordination and integration of services be utilized to provide expanded training opportunities?*
- *Describe the level of coordination with Wagner-Peyser in your full-service One Stop centers. In consultation with the local Wagner-Peyser WIB representative, describe what steps toward full integration are planned over the next three years.*

**The Partners Committee is responsible for policies related to coordination and integration of services.**

**The Career Center has a detailed policy outlining how core and intensive services are delivered. The policy is designed to insure that customers move seamlessly through the system, avoiding duplication of efforts between partners. Wagner Peyser, (WP) core services focus on assisting the business community in recruitment efforts including posting job opportunities and referring qualified job seekers to those openings and maintenance of the New York State Job Bank and Talent Bank. WP staff provide individualized career counseling and specialized assessments, staff assisted services in the Career Resource Room, referral to intensive reemployment services and/or training, and, orientation to reemployment services to individuals filing for unemployment insurance benefits. WP funding also supports a Rural Employment Services Representative to assist both farmers and seasonal farm workers. WIA Title IB staff provide information on in-demand occupations, the availability of supportive services, and program performance and cost results for the Career Center and training providers. In addition, WIA Title I staff offer labor market, career planning and job search workshops. The intensive services provided by WIA Title I include IEP development, individual job search counseling (resume development) and case management for individuals in training. Short-term prevocational services are also provided, including computer literacy and “soft skills” instruction.**

**The Partners committee and the Quality Improvement committee continually look for methods to improve the coordination of services and to manage any changes that may occur in all Partner’s programs, services and/or procedures. As mentioned previously, Title V and WIA Title IB programs are already completely integrated. In addition, the Adult Education Program has integrated its GED staff with Resource Room staff to offer expanded Resource Room hours. The Career Center is also operating an EDGE XII program, which provides additional training funds while also increasing the coordinating efforts between Title II Adult Education, WIA Title IB and Columbia-Greene Community College.**

**Whenever the WIA Title IB program is able to free up resources through the coordination of efforts the additional funds are utilized to expand training opportunities for customers.**

**The Wagner-Peyser and WIA Title IB program work well to coordinate efforts and systems. Both Partners utilize the same customer registration procedures, including the same registration and initial assessment forms. Both programs utilize the same definitions for defining quality job search skills and job readiness behaviors. Both programs provide customers with the same orientation to Center program and services. Staff from both**

programs are aware of the services provided by the other partner and the procedures to move customers from core to more intensive services. During the current program year WIA Title IB staff will be utilizing OSOS as its compliance and case management system. This transition will assist in improving the communication regarding services being provided to joint customers. Current plans also include moving all Career Center offices into a new CGCC building. The Professional Academic Center is scheduled to be ready for occupancy in 2007 and will enable all Career Center offices to be located in the same suite. This move will allow for further integration of services, especially with the Greeter and Career Resource Room functions.

### *Service to Special Populations*

*Provide a description of the Local Board's strategies for serving Special Populations.*

- *Identify any subcommittee of the local board that is responsible for policies related to Service to Special Populations.*
- *Describe the Board's strategies for anticipated enhancements to service delivery for special populations, including at a minimum Unemployment Insurance claimants, veterans, displaced homemakers, individuals with disabilities, individuals with limited English proficiency, older individuals, and migrant and seasonal farm workers over the next three years.*

**The Partners Committee is responsible for policies related to services for special populations.**

**The plan to enhance services, regardless of the special population in question, includes reaching more members of each target group and developing better methods of coordinating service delivery among all required partners and community organizations. Many individuals that fall within some of these target groups (individuals with disabilities, or limited English proficiency, farm workers) have a variety of needs that cannot be addressed by any one or two organizations. A comprehensive, intensive and long-term approach is required in order to have a lasting impact. Of course, dwindling resources make this an even more difficult undertaking, but it is the only proven approach that works. The Career Center has a Disability Program Navigator on site to help with the disabled population. There is also a Veterans Representative to assist all veterans, a Rural Representative to assist farm workers, and a Title V Representative to assist older individuals. In addition, the Career Center employs a bilingual individual able to work with Spanish speaking individuals.**

*Demand Occupations, Eligible Training Providers (ETP), Individual Training Accounts (ITA)*

The Local Board has responsibility for determining policies regarding identifying demand occupations, instituting eligible training providers and implementing individual training accounts [§663.300- §663.595].

- *Identify any subcommittee of the local board that is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.*
- *Describe how the local area ensures that local training providers on the State ETP list are licensed, registered and/or approved by the appropriate State or Federal oversight entities (e.g., proprietary schools regulated by the New York State Education Department, Bureau of Proprietary Supervision, under Article 101 of New York State Education Law), and in compliance with the requirements/standards of these entities.*
- *How are cost and performance data being collected and validated for the provider's offerings and how does it inform the subsequent eligibility review process? How is customer feedback collected; how frequently is it used; and how is it shared with the public?*
- *Based on current and future key workforce issues and goals, what changes are being considered to the demand occupations, eligible training provider and individual training account review process and how will they be implemented?*
- *If a multi-county area, how is the review process for demand occupations, eligible training providers and individual training accounts coordinated among the counties?*
- *Describe how contiguous areas' policies affect your process and any coordination efforts at the regional level.*
- *How are demand occupations, eligible training providers and individual training account policy decisions and changes communicated to staff? How are they shared with customers?*

**The Skills Standards committee is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.**

**Prior to an ITA being issued to a training provider for the first time, the school or organization must submit a letter confirming that they are licensed, registered and/or approved by the appropriate State or Federal oversight entities and in compliance with the requirements/standards of these entities.**

**The Career Center compiles performance data on an annual basis for all training providers receiving ITAs during each program year. The information collected includes the following information: number of participants, number of exiters, number entering employment, number receiving a credential, wage at placement, and number still employed at six months. An overall job placement rate is also calculated. The results of this information is provided to the WIB and published in the Career Center's annual Program Catalog. This is the data that is used subsequent eligibility reviews. The public is directed to the training provider for customer feedback information.**

**The individual training account system is already directly tied to occupational areas. The maximum dollar amount for ITAs varies based on the occupational field being trained for and the mean wage for workers in that field. As part of its ongoing training provider review process the local WIB is always interested in promoting the fields of health care and**

high tech and is therefore interested in training providers that offer unique training options in these areas.

Although we are a two county area, the review process for demand occupations, eligible training providers and individual training accounts is the same for the both counties.

The WIB has established an ITA policy to deal with customers who reside outside of our local area. The ITA system for those individuals will follow the policies from their county of residence. The maximum amount of the ITA will also be based on their county of residence, unless it is higher than the Columbia Greene amount. In that case the Columbia-Greene amount will be utilized.

The Career Center's annual Program Catalog provides information on ITAs, training providers and in-demand occupations. Staff can also access this information on the Career Center's intranet.

#### *Customized Training/On-the-Job Training (OJT)*

Local Boards are required to establish policy regarding appropriate cost matches for On-the-Job Training (OJT) or other customized training using NYSDOL Technical Advisories #01-5 and #01-5.1 for guidance.

- *Identify any subcommittee of the local board that is responsible for policies related to Customized Training and OJT.*
- *Describe the process and frequency for reviewing local policies with regard to OJT, skills upgrading or other customized training. Describe the process for receiving, reviewing and approving requests for OJT, skills upgrading or other customized training; who is the point of contact? Identify any subcommittee responsible for this function.*

The Business Services Committee is responsible for OJT/Customized Training policies. The WIB Skill Standards Committee is responsible for any credential related efforts of OJT/Customized Training.

Quarterly, the Business Services Committee is provided information on OJT and customized training activities. The OJT/Customized Training Policies are reviewed on an as needed basis, whenever Career Center staff determine a need. Projects can be implemented either by an employer contacting the Career Center with a request, or Career Center staff contacting an employer on behalf of a customer. OJT, skill upgrading and customized training programs are handled through the development of contracts. Approval of OJT and Customized training contracts are based on a review process that insures the contract is for training in an in-demand occupation and that the 50% match requirement is in place. The review also requires that the contract outlines the skills and activities in which participants will be trained, the length of time for each training activity, and the method for how the training will be provided and measured. The review also requires that the training plan is consistent with the trainees' characteristics and needs. The WIA Business Services representative is the staff member responsible for developing the contracts. The Director of the Workforce Investment Office is responsible for the reviews and approvals.

*Trade Act Service Strategy*

Local Boards are required to establish local policy for a Trade Act service strategy and must ensure that a dislocated worker eligible for trade benefits is co-enrolled in WIA Title I dislocated worker services for referral to WIA-funded intensive services and Trade-funded training services [TA #04-6].

- *Identify any subcommittee of the local board that is responsible for policies related to Trade Act Services.*
- *Describe the impact, if any, Trade Act petition certifications have had on your local workforce system and how the Board's Trade Act policies will be aligned with the Dislocated Worker policies to benefit the customer in terms of an integrated service delivery model.*
- *Describe the process and frequency by which your Trade Act policies are reviewed and the circumstances that would require changes to be made.*

**No WIB committee has been identified as responsible for policies related to Trade Act Services. Trade Act services are managed as part of dislocated worker services.**

**The local workforce system has not yet experienced an impact related to trade act petition certifications. It is planned that reemployment services will be provided through rapid response and the core and intensive services that are available to all dislocated workers through the Career Center. Dislocated workers eligible for trade act benefits, who are unable to find suitable employment through WIA Title I core services, will be co-enrolled in Trade Act and WIA Title I Dislocated Worker services. Workers eligible for trade benefits will be afforded career counseling, including assessment, necessary to determine an employment plan; job development and placement; case management and support services (child care and transportation); and ITAs, funded through sources consistent with policies, procedures and available funds. These services will be made available to them at the time they are affected by the lay off.**

**Trade Act policies can be reviewed whenever state policy changes impact local service delivery. Local policies can also be reviewed if a local situation arises that is negatively impacting local customer service to Trade Act participants and/or other dislocated workers.**

**9. WIA IB & Title III PY05 Performance and System Indicators**

The Local Board is responsible for the negotiation and accountability for the WIA Title 1-B performance measures of the local One Stop system [§661.305, §666.310, §666.420].

*If available at time of plan submittal, insert your PY 2005 negotiated performance standards. Local PY 2005 performance standards will be negotiated with all local boards once New York State has completed negotiations on statewide standards with the U.S. Department of Labor. At that time, all local areas will be required to modify their local plans to include the PY 05 standards and make them available for public comment.*

**Workforce Investment Board: Columbia-Greene**

<b>Measure</b>		<b>Performance Standard PY 05</b>
<i>Customer Satisfaction</i>	<i>Program Participants</i>	<i>75%</i>
	<i>Employers</i>	<i>73%</i>
<i>Entered Employment Rate</i>	<i>Adults</i>	<i>73%</i>
	<i>Dislocated Workers</i>	<i>81%</i>
	<i>Older Youth</i>	<i>65%</i>
<i>Retention Rate</i>	<i>Adults</i>	<i>81%</i>
	<i>Dislocated Workers</i>	<i>88%</i>
	<i>Older Youth</i>	<i>77%</i>
	<i>Younger Youth</i>	<i>52%</i>
<i>Earnings Change/Earnings Replacement in Six Months</i>	<i>Adults</i>	<i>\$2,850</i>
	<i>Dislocated Workers</i>	<i>-\$1,950</i>
	<i>Older Youth</i>	<i>\$2,900</i>
<i>Credential/Diploma Rate</i>	<i>Adults</i>	<i>70%</i>
	<i>Dislocated Workers</i>	<i>63%</i>
	<i>Older Youth</i>	<i>51%</i>
	<i>Younger Youth</i>	<i>52%</i>
<i>Skill Attainment Rate</i>	<i>Younger Youth</i>	<i>73%</i>

*Describe how the established WIA Performance levels impact services and strategies and how levels are monitored. Within your response, address the following points:*

- Identify any subcommittee of the local board that is responsible for policies related to WIA IB and Title III Performance and System Indicators.*
- How are the WIA local performance levels communicated to staff, partners, providers and stakeholders so that their role in helping to achieve those performance levels is understood?*
- How do newly negotiated performance levels affect current policies, procedures and/or local One Stop system initiatives?*
- Describe the tracking system in place and who is responsible for continuously evaluating WIA performance levels. How is the evaluation process integrated so that both program and fiscal performance data is analyzed in conjunction with each other to gain a system view? How are performance issues identified and corrected when they arise?*

**The Quality Improvement and Partners committees are responsible for policies related to performance measures for adults and dislocated workers. The Youth Council is responsible for managing youth measures.**

**WIA local performance levels are communicated in different ways for different audiences. All Career Center staff and youth providers are provided with the annual performance levels. All staff and youth providers are trained to consider the impact on performance outcomes whenever they make decisions regarding policies or customer services. Performance goals are discussed with Partners and other stakeholders whenever policies**

are being discussed or decisions are being made that could either positively or negatively impact WIA performance outcomes.

It is not anticipated that PY 05 or PY 06 performance levels will impact current policies, procedures or local one-stop system initiatives.

At a minimum performance and fiscal data are reviewed on a quarterly basis by the Director of the Workforce Investment Office. Expenditures and enrollment data are reviewed to determine marketing efforts that may need to be undertaken. Performance level data is used to determine possible issues with meeting retention wage change goals. Exit data is reviewed to determine possible issues with placement and credential goals. Once a concern is identified, steps are taken to determine a cause for the issue and then corrective action measures are implemented with appropriate staff.

*Within this plan, the Local Board has provided past performance outcomes, current performance standards, population data and trends, and numbers of individuals served. Based on your analysis of this information and a consideration of its inter-relatedness:*

- *Describe the adjustments the Local Board will make to improve performance over the next three years.*

**Adjustments likely to be made to improve performance over the next three years will focus on developing creative methods to handle the impact of diminishing resources on both WIA Title I and Wagner Peyser. In addition, improving performance will focus on increasing enrollments by developing more strategic marketing efforts to reach additional dislocated workers and older youth.**

### **System Indicators**

Describe any system indicators and standards that have been put in place and how they will be used toward continuous improvement. Within your response, address the following points:

- *Identify any subcommittee of the local board that is responsible for policies related to System Indicators.*
- *Describe how the Local Board has adopted the system indicators identified by the State Workforce Investment Board (Market Penetration, Repeat Customer Usage, Total System Investment)?*
- *Describe any local indicators, in addition to the State Workforce Investment Board's system indicators (Market Penetration, Repeat Customer Usage, Total System Investment), that have been developed or will be developed by the Local Board.*
- *Identify the partners responsible for providing data to measure attainment of System Indicators.*
- *Are partner performance measures known and how does the system's design support their achievement and any over all standards for the system?*

**Responsibility for Systems Indicators falls primarily to the Quality Improvement Committee, but the Partners Committee and Business Services Committee is also involved. Implementing system indicators is a difficult undertaking. There are two reasons for this issue. First, customer data collection systems are not compatible between all of the**

partners. Secondly, many partners only report fiscal information on a regional basis, which in Columbia-Greene's case includes other workforce areas. Currently reports are only provided for Career Center activities based on swipe card information. These Quarterly Reports include One-Stop Front Door Traffic, Utilization of Services and Customer Demographics for new cardholders. Market Penetration reports for the Career Center is provided on an annual basis.

## **10. Local Monitoring**

It is the role of the Chief Local Elected Official (CLEO) and the Local Workforce Investment Board (LWIB) to conduct financial, program and performance oversight and monitoring in local workforce areas [WIA §117(d)(4)]. As noted in TA #04-2 and #04-19, performance and accountability are key elements of a Local Board's effective oversight and monitoring plan.

- *Identify any subcommittee of the local board that is responsible for policies related to Local Monitoring.*
- *How frequently will financial, program and performance monitoring be conducted? Identify the areas, if any, where the local monitoring goes beyond the minimum standards established in TA #04-19.*
- *How does the Board ensure consistency and quality in how monitoring is conducted and results reported?*
- *How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?*
- *Under what circumstances will an issue arising from a monitoring report be brought before the full Board? What role will the Board play in requiring corrective action and what challenges does the Board anticipate in taking action on the monitoring reports?*

**The Quality Improvement Committee and the Youth Council are responsible for policies related to local monitoring.**

**Fiscal, program and performance monitoring is conducted on a quarterly basis. The Assistant Director for Accounting is responsible for Fiscal monitoring. Desk reviews are completed quarterly to insure compliance with federal cost principles and cost allocation guidelines. Any follow-up questions or comments are communicated to the youth provider. An annual on-site review is also conducted to insure proper procedures are being followed.**

**Program and Performance Monitoring is the responsibility of the WIB Director and is completed quarterly in accordance with NYSDOL Program Monitoring Guidelines.**

**Monitoring reports are used to identify areas where services or procedures need to be improved or changed. If serious compliance or performance issues are identified then corrective action plans are requested, developed and implemented.**

**The full Board is made aware of all corrective action plans that are implemented. Action by the full Board may be taken when corrective action plans are ineffective.**

## **11. Open Meetings**

The Local Board must conduct business in an open manner by making information about the activities of the board available to the public on a regular basis through open meetings [§661.305].

- *Describe the process for making information about Board activities, including meeting schedules, available to the public; who is responsible and how often is the information available? If posted electronically, attach a link to your website.*

**A public notice is prepared and placed in each county's daily newspaper at least ten days prior to an upcoming Board meeting. The WIB Director/Consultant is responsible for providing that information to the newspapers. The information is provided quarterly. At this time it is not posted electronically.**

## **12. Public Comment on Local Plan**

The Local Plan must include a description of the process used to provide an opportunity for public comment, including comments by representatives of business and labor organizations, and input into the development of the Local Plan [§661.350].

- *Describe how the policy for gathering public comment on the Local Plan has changed since the development of the initial five-year plan and what caused those changes to be made?*
- *Describe where/how the current Local Plan was made available for public comment?*
- *Attach a copy of the public comments received in disagreement with the Local Plan and how those disagreements were addressed.*

**Public comment to the initial Five-Year Plan was solicited through legal advertisements in local newspapers stating that paper copies were available for review at the Workforce Investment Office at Columbia-Greene Community College. There were no comments received to the original plan.**

**The current Three-Year Plan was made available online for 30 days as well as having paper copies available at the Columbia-Greene Workforce New York Career Center. The availability of the draft Plan was announced in legal advertisements in both daily newspapers, through a posting on the home page of the Columbia-Greene website, through an e-mail to a list of all local partners, and our Business Newsletter email group.**

#### **IV. Required Certifications and Documents**

*Any attachment requiring original signature must be mailed to the address listed under general instructions.*

- Attachment A: Request for Extension to Submit Local Plan
- Attachment B: Timeline for Submitting Complete Local Plan
- Attachment C: Signature of Local Board Chair
- Attachment D: Signature of Chief Elected Official
- Attachment E. Units of Local Government
- Attachment F: Fiscal Agent/Grant Subrecipient
- Attachment G: One Stop Operator Information
- Attachment H: Federal and State Certifications

*In addition, the following documents must be attached for the plan to be complete:*

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

**ATTACHMENT A: REQUEST FOR EXTENSION TO SUBMIT LOCAL PLAN**

A request to extend the deadline for submitting a Comprehensive Three-Year Local Plan beyond the June 30, 2005 date will be considered if the local area justifies that additional time is needed to develop a complete plan. To request an extended deadline the LWIA must submit the following documents by March 15, 2005:

- Attachment A, Request for Extended Deadline to Submit Local Plan, and
- Attachment B, Timeline for Submitting Complete Local Plan

**Local Plan Extension:** All LWIAs are eligible to request an extension to submit the Local Plan no later than September 30, 2005.

**Section II-A Extension:** Those LWIAs that are unable to fully complete Section II-A prior to the deadline for submitting the Local Plan may request an extension to submit this section no later than December 31, 2005. The December 31, 2005 extended deadline request permits the late submission of **only** the following plan elements:

Section II-A (2), *Engaging Community Partners in Workforce Solutions*,  
Section II-A (3), *Aligning Service Delivery*, and  
Section II-A (4), *Measuring Achievement*.

**Local Plan Extension:** The **Columbia-Greene** LWIA requests an extension to submit its Comprehensive Three Year Local Plan from June 30, 2005 to September 30, 2005 for the following reasons: **The local area wants to fully involve WIB members and committees in the development of the plan. This will require additional time for the coordination of meetings and activities. In addition, Columbia-Greene will continue to work on a regional basis with the three other WIBS that comprise the Greater Capital Region. This will also require additional time for coordination purposes.**

**Section II-A Extension:** The \_\_\_\_\_ LWIA requests an extension to submit its completed Section II-A from June 30, 2005 to \_\_\_\_\_ for the following reasons:

Date: March 10, 2005

Typed Name: Anthony Zibella

Signature of Local Board Chair: \_\_\_\_\_

**ATTACHMENT B: TIMELINE FOR SUBMITTING COMPLETE LOCAL PLAN**

When Attachment A, Request for Extended Deadline to Submit Local Plan, is submitted, Attachment B must also be submitted by March 15, 2005 indicating when the Local Area anticipates submitting its completed plan. As a condition for granting an extended deadline, local areas must identify the date by which they will complete each plan component. All local areas must meet the NYSDOL Required Completion Dates provided below.

**When the local area submits its final plan, the entire plan must be submitted.**

<i>Area of Plan</i>	<i>NYSDOL Required Completion Dates</i>	<i>LWIA Projected Completion Date</i>
<b>LWIA Profile</b>		
Profile	September 30	September 30
<b>Section IIA – Local Area Strategic Planning Process</b>		
<i>Economic Environment &amp; Key Workforce Issues</i>	September 30	September 30
<i>Engaging Community Partners in Workforce Solutions</i>	September 30 or December 31	September 30
<i>Aligning Service Delivery</i>	September 30 or December 31	September 30
<i>Measuring Achievement</i>	September 30 or December 31	September 30
<b>Section IIB – Local Area Strategic Planning Progress</b>		
Strategic Planning Progress	September 30	September 30
<b>Section III – WIA Compliance</b>		
All Compliance Sections	September 30	September 30
<b>Section IV– Attachments/Forms</b>		
All required Attachments and Forms	September 30	September 30

Date: March 10, 2005

Typed Name: Anthony Zibella

Signature of Local Board Chair: \_\_\_\_\_

**ATTACHMENT C: SIGNATURE OF LOCAL BOARD CHAIR**

**WIA Comprehensive Three-Year Local Plan Submittal  
July 1, 2005 – June 30, 2008**

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

By virtue of my signature, I:

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

Date:		Signature of Local Board Chair:	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local Board Chair:	
Ms. <input type="checkbox"/>		Anthony P. Zibella, Jr.	
Other <input type="checkbox"/>			
Name of Board:	Workforce Investment Board of Columbia & Greene Counties		
Address 1:	P.O. Box 753		
Address 2:			
City:	Catskill		
State:	N.Y.	Zip:	12414
Phone:	(518) 828-5041	E-mail: Tonyz@localnet.com	

**Submittal directions:** Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division  
NYS Department of Labor  
Building 12, Room 450  
State Office Building Campus  
Albany, New York 12240

Attention: Margaret Moree, Director  
Local Plan Documents

**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL**

**WIA Comprehensive Three-Year Local Plan Submittal  
July 1, 2005 – June 30, 2008**

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

By virtue of my signature, I:

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

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

Date:		Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local CEO: Frank Stabile, Jr.	
Ms. <input type="checkbox"/>			
Other <input type="checkbox"/>			
Title of Local CEO:	Chairman, Greene County Legislature		
Address 1:	411 Main Street, 4 <sup>th</sup> Floor		
Address 2:	P. O. Box 467		
City:	Catskill		
State:	NY	12414	
Phone:	(518) 719-3270	E-mail: fstable@discovergreene.com	

**Submittal directions:** Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division  
NYS Department of Labor  
Building 12, Room 450  
State Office Building Campus  
Albany, New York 12240

Attention: Margaret Moree, Director  
Local Plan Documents

**ATTACHMENT D: SIGNATURE OF CHIEF ELECTED OFFICIAL**

**WIA Comprehensive Three-Year Local Plan Submittal  
July 1, 2005 – June 30, 2008**

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

By virtue of my signature, I:

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

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

Date:		Signature of Local Chief Elected Official (CEO):	
Mr. <input checked="" type="checkbox"/>		Typed Name of Local CEO: Gerald R. Simons	
Ms. <input type="checkbox"/>			
Other <input type="checkbox"/>			
Title of Local CEO:	Chairman, Columbia County Board of Supervisors		
Address 1:	401 State Street		
Address 2:			
City:	Hudson		
State:	NY	12534	
Phone:	(518) 828-1527	E-mail: dicosmo@govt.co.columbia.ny.us	

**Submittal directions:** Complete this form as part of the Local Plan development process and submit the entire Local Plan electronically as described earlier in this guidance. Submit this form with original signatures to:

Workforce Development and Training Division  
NYS Department of Labor  
Building 12, Room 450  
State Office Building Campus  
Albany, New York 12240

Attention: Margaret Moree, Director  
Local Plan Documents

**ATTACHMENT E: UNITS OF LOCAL GOVERNMENT**

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

Unit of Local Government	Grant Recipient	
	Yes	No
Greene County Legislature	X	
Columbia County Board of Supervisors		X

**ATTACHMENT F: FISCAL AGENT/GRANT SUBRECIPIENT**

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

Entity	Fiscal Agent	
	Yes	No
Columbia-Greene Community College	x	

Entity	Grant Subrecipient	
	Yes	No

**ATTACHMENT G: ONE STOP OPERATOR INFORMATION**

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

<b>OPERATOR: Columbia-Greene Workforce New York Career Center</b>	
<b>Method of Selection</b>	<b>Type of Operator</b>
<input checked="" type="checkbox"/> Consortium  <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System  <input checked="" type="checkbox"/> Center(s)
<b>Operator Address:</b>	Columbia-Greene Community College 4400 Route 23 Hudson, NY 12534
<b>Operator Phone:</b>	(518) 828-4181 ext. 5510
<b>E-Mail:</b>	wiltse@sunycgcc.edu

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

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

**OPERATOR CERTIFICATION STATUS**

Indicate status of State Level Recertification:

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

## **ATTACHMENT H: FEDERAL AND STATE CERTIFICATIONS**

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

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

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

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

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

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. The signer shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of facts upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S.C. **Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.**

**C. DRUG FREE WORKPLACE.** By signing this application, the grantee certifies that it will provide a Drug Free Workplace by implementing the provisions at 29 CFR 98.630, Appendix C,

pertaining to the Drug Free Workplace. In accordance with these provisions, a list of places where performance of work is done in connection with this specific grant will take place must be maintained at your office and available for Federal inspection.

**D. NONDISCRIMINATION & EQUAL OPPORTUNITY ASSURANCE:**

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

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

(1) Section 188 of the Workforce Investment Act of 1998 (WIA) which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age disability, political affiliation, or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I - financially assisted program or activity;

(2) Title VI of the Civil Rights Act of 1964, as amended which prohibits discrimination on the basis of race, color, and national origin;

(3) Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

(4) The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

(5) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I - financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance. For grants serving participants in work activities funded through the Welfare-to-Work block grant programs under Section 407(a) of the Social Security Act, the grant applicant shall comply with 20 CFR 645.255.

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

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

(1) Title VI of the Civil rights Act of 1964(P.L. 88-352) and Executive Order Number 11246 as amended by E.O. 11375 relating to Equal Employment Opportunity which prohibits discrimination on the basis of race, color or national origin;

(2) Section 504 of the Rehabilitation Act of 1973, as amended, and the regulations issued pursuant thereto contained in 45 CFR Part 84 entitled "Nondiscrimination on the Basis of Handicap in Programs and Activities Reviewing or Benefiting from Federal Financial Assistance" which prohibit discrimination against qualified individuals with disabilities;

(3) The Age Discrimination Act of 1975, as amended, and the regulations at 45 CFR Part 90 entitled "Nondiscrimination on the Basis of Age in Programs and Activities Reviewing Federal Financial Assistance". which prohibits discrimination on the basis of age;

(4) Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs; and

(5) The Americans with Disabilities Act (ADA) of 1990, 42 U.S.C. Section 12116, and regulations issued by the Equal Employment Opportunity Commission which implement the employment provisions of the ADA, set forth at 29 CFR Part 1630.

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

## **STATE CERTIFICATIONS**

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

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

- 1) No principle or executive officer of the contractor's/vendor's company, its subcontractor(s) and/or successor(s) is presently suspended or debarred; and
- 2) The contractor/vendor, its subcontractor(s) and/or its successor(s) is not ineligible to submit a bid on, or be awarded, any public work contract or sub-contract with the State, any municipal corporation or public body for reason of debarment for failure to pay the prevailing rate of wages, or to provide supplements, in accordance with Article 8 of the New York State Labor Law.
- 3) The contractor/vendor, its subcontractor(s) and/or its successor do not have any outstanding debts owed to the Department, including but not limited to, contractual obligations, fines related to Safety and Health violations, payments owed to workers for public works projects or the general provisions of the Labor Law, unemployment insurance contributions or other related assessments, penalties or charges.

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

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

**Workforce Investment Board: Columbia-Greene**

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

1. Has business operations in Northern Ireland:

\_\_\_\_\_ Yes                      X No

If Yes:

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

\_\_\_\_\_ Yes                      \_\_\_\_\_ No

**G. NON-COLLUSIVE BIDDING CERTIFICATION**

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

1. The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;
2. Unless otherwise required by law, the prices which have been quoted in this bid have not been knowingly disclosed by the bidder and will not knowingly be disclosed by the bidder prior to opening, directly or indirectly, to any other bidder or to any competitor; and
3. No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit to bid for the purpose of restricting competition.

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

---

Signature of Authorized Representative

---

Title

---

Date

**ATTACHMENT I: CEO Agreement**

**Workforce Investment Act of 1998  
Local Elected Officials Agreement  
Columbia-Greene Workforce Investment Area**

\*\*\*\*\*

In accordance with the Workforce Investment Act of 1998 (P.L. 105-220) (WIA), the New York State Department of Labor *Request for Certification of Workforce Investment Board and the Planning Guidelines for the Comprehensive Five-Year Local Plan under Title I of the Workforce Investment Act of 1998*, the Chief Local Elected Officials of Columbia and Greene Counties enter into this agreement as described in Section 117 (c)(1)(B) of the WIA to organize and implement activities pursuant to the Act, the applicable policies of the State of New York and to administer WIA in the Columbia-Greene Workforce Investment Area.

**Part 1 - Identification of Chief Local Elected Official**

For purposes of administering WIA and for entering into and implementing agreements in accordance with WIA, the Chief Local Elected Official is the Chairman of the Legislature and the Chairman of the Board of Supervisors in Greene and Columbia Counties, respectively.

**Part 2 - Workforce Investment Area**

Columbia and Greene Counties comprise the area governed by the WIB and will be known as the Columbia-Greene Workforce Investment Area.

**Part 3 - Designation of Grant Recipient and Grant Sub-recipient**

- For the purpose described in Section 117 (d)(3)(B)(i)(II) of WIA, the Chief Local Elected Officials recognize Greene County as the Grant Recipient and Columbia Greene Community College as the Grant Sub-recipient for necessary and related activities under WIA.
- This designation shall be effective upon its execution and shall remain in effect and automatically renewed from year to year (July 1 through June 30). The Chief Local Elected Officials may notify of their intent not to renew at least 90 days prior to the expiration date of any WIA program year period.

**Part 4 - Workforce Investment Board**

The WIB is named the *Workforce Investment Board of Columbia & Greene Counties*.

**Part 5 - Appointments**

The Chief Local Elected Officials will establish and make appointments to the (WIB) to assist in carrying out provisions of WIA. Appointments will be made in the manner prescribed by County policy and procedure and in accordance with WIA, its regulations and NYSDOL policy.

## **Part 6 - Initial Composition of and Designation of the Workforce Investment Board**

The WIB shall be comprised of 38 members

- 20 members, 10 appointed by each county, are representatives of business enterprises.
- 8 members, 4 appointed by each county, are representatives chosen from following sectors; Local Education Agencies, Organized Labor, Community-Based Organizations and Economic Development. Each county will appoint 1 representative from each sector.
- 1 joint appointment representing Title I of WIA and the Welfare to Work Block Grant Program.
- 1 joint appointment representing DoL Programs (Wagner-Peyser Employment Services, NAFTA/TAA Services, Local DoL Veteran Employment Services and unemployment Insurance).
- 1 joint appointment representing vocational rehabilitation, VESID.
- 1 joint appointment representing adult education programs in the area.
- 4 appointments are representatives chosen from partner programs: Title V of the Older Americans Act, HUD Employment and Training Programs, Community Services Block Grant Program and Grant Recipient for Adult, Dislocated Worker and Youth Block Grant. Each County will appoint 2 of the 4 on a rotating basis.
- 2 appointments representing the local TANF (Social Services) agency. Each County will appoint 1 representative.

## **Part 7 - Nomination Procedures**

The Chief Local Elected Official shall appoint WIB members from among individuals nominated in accordance with Part 5 of this agreement.

- Business representatives shall be chosen from nominations solicited from business organizations and trade associations.
- The representative of Programs funded under Title I of WIA will be appointed by the Chief Local Elected Official.
- The representative covering Wagner-Peyser Employment Services, NAFTA/TAA Services, Local DoL Veteran Employment Services and Unemployment Insurance Program shall be chosen from names provided to the local area by NYSDOL.
- The representative of vocational rehabilitation will be chosen from names provided to the local area from the New York State Education Department, VESID.
- The representative of adult education will be chosen from name(s) provided to the local area by the New York State Education Department.
- The representatives of Labor Organizations shall be chosen by the central labor council in the area with special consideration given to accepting nominations from local chapters of the AFL-CIO.
- The representatives of local educational agencies must be chosen from nominations sought from regional and local educational agencies.
- The representatives of Community-based Organizations, Economic development organizations. Title V of the Older Americans Act, Community Services Block Grant, HUD Employment and Training and the local TANF Agency will be chosen by the Chief Local Elected Official.

**Part 8 - Subsequent Vacancies**

All subsequent vacancies will be filled using the process describe in this agreement. Nothing in this agreement prohibits the Chief Local Elected Official from soliciting nominations on an ongoing basis to respond to vacancies in an expeditious manner.

**Part 9 - Designation of One-Stop Services**

As required by Section 121 (a) of WIA, the Chief Local Elected Officials in cooperation with the WIB, shall develop, administer, and approve the appropriate Memoranda of Understanding in establishing no less than one (1) Comprehensive One-Stop Center/One Stop System in the Columbia-Greene Workforce Investment Area.

**Part 10 - Amendments**

This Local Chief Elected Officials Agreement may be amended voluntarily upon agreement of both parties or as required by changes in the WIA law, regulations or State policy governing the establishing of a WIB. Voluntary amendments must reflect the requirement of WIA, its regulations and NYSDOL Policy.

**Part 11 - Termination**

This Local Chief Elected Officials Agreement may be terminated voluntarily upon agreement of both parties or as required by amendments made to the WIA law, regulations or State policy governing the establishment of a WIB.

\_\_\_\_\_  
Chairman; Greene County Legislature  
Frank Stabile, Jr.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chairman; Columbia County Board of Supervisors  
Gerald R. Simons

\_\_\_\_\_  
Date

**ATTACHMENT J: WIB By-Laws**

**Workforce Investment Board of Columbia & Greene Counties  
By-Laws**

**ARTICLE I NAME AND LOCATION**

**SECTION 1** The name of this organization shall be the Workforce Investment Board of Columbia & Greene Counties, hereinafter referred to in these by-laws as the Board.

**SECTION 2** Configuration & Area of Service – The Columbia-Greene Workforce Investment Area includes Columbia and Greene Counties of New York State.

**ARTICLE II PREAMBLE**

**SECTION 1 Vision**

To provide indispensable, high quality labor market information, employer services and career development opportunities to assist individuals and businesses striving to achieve their employment, hiring, and career education and training goals through an easily accessible network of workforce development partners.

**SECTION 2 Mission**

**For the System Partners:** The Workforce Development System of Columbia and Greene Counties provides enhanced employment opportunities for individuals and a quality workforce for employers.

**For the Workforce Investment Board:** The C-G WIB will provide leadership, influence, focus and oversight for the local workforce development system.

**Strategies To Achieve Vision and Mission:**

- Promote collaboration between economic development, education and training resources.
- Measure system performance for quality improvement.
- Promote the system with the public

**ARTICLE III AUTHORITY, ROLES, AND RESPONSIBILITIES OF THE BOARD IN CONJUNCTION WITH THE CHIEF ELECTED/EXECUTIVE OFFICIALS**

**SECTION 1** The board is responsible for organizing the Workforce Development System (WDS) in a customer-focused way.

**SECTION 2** The board shall define the components of the system based on customer needs and expectations, as well as the system's resources.

**SECTION 3** The Board shall develop local performance measures in consultation with

the Governor.

**SECTION 4** The Board shall set quality standards through a customer satisfaction system.

**SECTION 5** The Board will establish skill standards (transferable, occupational, and academic) as related to getting and keeping work.

**SECTION 6** The Board shall collect data and issue consumer report cards for the purpose of continuous improvement of the Workforce Development system.

**SECTION 7** The Board shall solicit the input and participation of the local business community in the provision of program services.

**SECTION 8** The Board shall issue charters and franchises, certifying that Board standards have been met.

**SECTION 9** The Board will inform and lead on regulatory reform as appropriate for the local WDS.

**SECTION 10** The Board shall construct its own by-laws and, if it chooses to incorporate, may develop and approve an annual budget for its internal activities and insure that an annual audit/desk review is completed.

**SECTION 11** The Board shall have the authority to:

1. Determine, in agreement with the Chief Elected Officials, allocation of funding streams after notification of funding;
2. Monitor attainment of program goals/standards;
3. Certify programs/providers pursuant to legislation;
4. Set strategic objectives for the Workforce Development System and take action to remove barriers;
5. Monitor program expenditures and determine customer priority and/or request or seek additional funding.
6. Enter into Memorandum of Understanding (MOUs) with One-Stop partners.

#### **ARTICLE IV MEMBERSHIP**

**SECTION 1** As determined by the Board, the size of the Board will not exceed 38 members.

**SECTION 2** Original appointments to the Board will be made by Chief Elected Officials in accordance to the Workforce Investment Act and accompanying Regulations (see Attachment A). Each county shall have equal representation on the board. Any vacancy on the Board shall be filled in the same manner as the original appointment.

1. Representatives of the private sector, who shall constitute a majority of the membership of the Board and who shall be owners of business

concerns, chief executives or chief operating officers of non-governmental employers, or other private sector executives who have substantial management or policy responsibility;

2. Private sector representatives on the Board shall reasonably represent the industrial and demographic composition of the business community.

**SECTION 3** Except for the initial appointments, Members shall be appointed for three-year terms. Memberships may be renewed by the Chief Elected Officials. Rotating Board members, as described in Attachment A, shall be appointed for one (1) year.

**SECTION 4** Membership on the Board shall cease when:

1. The member offers his/her resignation to the Chairperson of the Board;
2. The member is not re-appointed after completion of the term;
3. The member is absent from forty percent (40%) of regular and committee meetings held during a program year, unless excused by the Chairperson or Committee Chair.

**SECTION 5** Each member of the Board shall be encouraged to serve on at least one subcommittee.

**SECTION 6** Each member of the Board shall be entitled to one vote during a regular, specially called, or committee meeting in which said member is present and provided a quorum, at least 51% ("not less than a majority") is required for a quorum, and must be physically present at the meeting – not there via proxy, except where a real or perceived conflict of interest occurs. (The majority required for voting must be the majority of the full board membership) However, if a quorum is present, absent members may vote by proxy. Proxy votes must however, be in writing, signed by the absentee member, and specifically address the exact items of business that will be voted on during that meeting. Members of the Board and/or Committee's cannot delegate someone to act as their proxy. While they may send a representative to a meeting, the representative does not have a vote.

The Chairperson will not vote at regular or specially called Board meetings, except in the instance of a tie.

**SECTION 7** Conflict of interest, real or perceived, will not be tolerated. Any duality of interest or real or perceived conflict of interest on the part of any board member shall be disclosed to other board members and made a matter of record when the interest becomes a matter of board action. Any board member having a duality of interest or conflict of interest, real or perceived, on any matter shall not vote or use his/her personal influence

on the matter. The minutes of the meeting shall reflect that a disclosure was made and the abstention from voting. Members of the Board and/or Committee's) cannot delegate someone to act as their proxy. While they may send a representative to a meeting, the representative does not have a vote.

**SECTION 8** If the Board chooses to incorporate, no part of the income revenue of the Board shall inure to the benefit of any member or any private individual (except that reasonable compensation may be paid for services rendered to the Board), and no member or any private individual shall be entitled to share in the distribution of any of the assets on dissolution of the Board.

**SECTION 9** No part of the activities of the Board shall be directed toward participating in, or intervening (including the publication or distribution of statements), in a political campaign on behalf of any candidate for public office.

## **ARTICLE V OFFICERS**

**SECTION 1** The Board shall elect a Chairperson and Vice-Chairperson who shall be representatives of the private sector. At its inception, the Chairperson will be elected from among the private sector representatives of one county. The Vice-Chairperson will be elected from among the private sector representatives of the other county. At the end of the Chairperson's term, the Vice Chairperson will ascend to the office of Chairperson. The Vice Chairperson will then be elected from among the private sector representatives of the county with the open seat. A Secretary and Treasurer shall be elected from the membership at large. Term of office shall be for a two (2)-year period commencing on July 1.

The Secretary and Treasurer may be reelected to succeeding terms at the discretion of the Board.

If the Chairperson or Vice Chairperson must resign before the completion of their term, the Executive Committee will appoint a private sector representative from the same county of the Officer who resigned to complete the balance of the term of office.

**SECTION 2** Functions and responsibilities of said officers shall be as follows:

1. Chairperson
  - a. shall preside at all meetings of the Board
  - b. shall establish agendas for each regular Board meeting
  - c. shall sign, on behalf of the Board, all necessary legal documents.
  - d. shall appoint Ad Hoc committees as determined necessary;
  - e. shall be the official representative of the Board, as required',
  - f. shall assign responsibility to staff to the Board
  - g. may call special meetings of the Board
  - h. shall call special meetings of the Executive Committee as deemed necessary; and

- i. other responsibilities as determined by the Board.
  - j. shall only vote at regular or specially called Board meetings in the instance of a tie.
2. Vice-Chairperson
- a. shall assume all responsibilities of the Chairperson, noted herein, in his/her absence.
3. Secretary
- a. shall be responsible, through the oversight of staff, for assuring that the following be maintained:
    - 1. the minutes of the general membership;
    - 2. the attendance records of the general membership meetings;
    - 3. advising the Chairperson of any member whose absences exceed the prescribed number for removal;
    - 4. notification of members of all meetings at least one week in advance of said meetings, and include therewith a brief agenda and a copy of the minutes of the prior meeting, so that members who had been absent at the last meeting may be informed of business transacted.
    - 5. oversee communication of subcommittees to Board members.
4. Treasurer
- a. Shall, in the event the Board chooses to incorporate, be responsible, through the oversight of staff, for assuring that the following be maintained:
    - 1. monitoring the control, receipt, and custody, of all assets of the Board;
    - 2. monitoring the disbursements as authorized by the Executive committee;
    - 3. reporting the receipt, use, and disbursement of all assets of the Board;
    - 4. serving as liaison with the County Government in the grant seeking and budget preparation functions;
    - 5. be responsible for disbursing funds related to the internal budget and is authorized to sign checks for payment of same with a co-signature by one other member of the Executive Committee.

**SECTION 3** Said officers shall be elected by a majority vote of the members present at a meeting consistent with quorum requirements when a vacancy occurs or terms expire.

**ARTICLE VI EXECUTIVE COMMITTEE**

**SECTION 1** Membership and Meetings

- 1. The Executive Committee shall be made up of Officers of the Board (4), a business sector representative from each county (2), WIA Title I

representative (1), Wagner/Peyser Representative (1) and a Grant Recipient representative from each county (2). As noted in Appendix A, the Grant Recipient representative is a rotating appointment. For the purposes of the Executive Committee, the county without a Grant Recipient appointment may designate a representative to the Executive Committee. This appointed representative may vote at Executive Committee meetings, but will not have voting rights at Board meetings. The Chairperson will not vote at Executive Committee meetings, except in the instance of a tie.

The Executive Committee shall assume responsibilities as designated by the Board and shall meet as needed.

2. The Executive Committee will have a special meeting at the end of each program year to perform the following functions for the Board:
  - a. nomination of committee appointments;
  - b. review of meeting attendance as described in Article IV, Section 4, making recommendations to the Board for member replacement to be forwarded to the appropriate county's Chief Elected Official for vacancies resulting from term expiration, resignation, or removal;
  - c. review of Board by-laws, making recommendations to the Board as appropriate;
  - d. review of Board administration, making recommendations to the Board, as appropriate.
  
3. In the event a non-contractual issue arises that needs immediate attention, the Chairperson has the discretion to determine if the issue requires the attention of the full board through the assemblage of a special meeting or if the Executive Committee can be called upon to take interim action. Any action taken by the Executive Committee will then be brought to the full Board for ratification at the next regularly scheduled meeting.

## SECTION 2 Duties of the Executive Committee

1. The Executive Committee interacts with the Standing Committees to insure alignment to the board's strategic goals and plans. Functions of the Executive Committee include:
  - Conducting oversight with respect to the One-Stop Delivery System
  - Making recommendations to the board on certifying the One-Stop Center and additional Satellite sites based on their ability to offer core services and establish quality standards
  - Making recommendations to the board on establishing and reviewing Memorandums of Understanding with One-Stop Partners
  - Ensuring a universal population is served and that access to the system is readily available
  - Recommending as appropriate, technological changes to keep a continuous improvement process functioning

## **ARTICLE VII STANDING COMMITTEES**

### **SECTION 1 General**

1. Chairs and Vice-Chairs of Committees are appointed by the Chairperson of the Board.
2. Chairperson of standing committees shall be a member of the Board. Vice-Chairs can vote at Board meetings if the Committee Chair is absent.
3. Committee members do not need to be Board members.
4. Non-Board members may vote at Committee meetings, but do not have voting rights at Board Meetings
5. All standing committees are to submit their recommendations to the full Board for ratification. All minutes and relevant documents produced by Committees are available to all Board members upon request.
6. All Committee meetings are subject to the Open Meetings Law.

### **SECTION 2: Continuous Quality Improvement Committee**

This committee's mission is to develop a measurable continuous quality improvement system based on the Malcolm Baldrige National Quality Award criteria. The work of the Continuous Quality Improvement Committee connects to the franchise activity of the Executive Committee, and the coordination work of the Partner's Committee. The Continuous Quality Improvement Committee will:

- Provide oversight in assisting One Stop Centers and affiliates in preparing for the certification process required every two years. At a minimum, the committee will utilize the following categories as a guide for review:
  - Leadership
  - Strategic Planning
  - Customer and Market Focus
  - Information and Analysis
  - Human Resource Focus
  - Process Management
  - Business Results
- Review Program and System Performance measures for ensuring the success of the One-Stop System and address the challenges to creating and implementing system measures.

### **SECTION 3: Skill Standards Committee**

This committee's mission is to develop a skill standard system that will continually identify current and future labor force requirements of regional businesses for the purpose of establishing a local training voucher system. The Skill Standards Committee will:

- Establish and maintain annual local Provider List for WIA Title I Individual Training Accounts
- Establish parameters for Individual Training Accounts in terms of maximum amount and length
- Establish priority of service guidelines for use of Individual Training Accounts
- Establish and administer credentialing procedures for Intensive Services offered by the One-Stop system or WIB approved contracted training as described in the Workforce Investment Act - Section 134(d)(4)(G)(ii)
- Reviewing WIA Title I performance standards
- Establish funding priorities, for the issuance of Individual Training Accounts for Adult and Dislocated Worker funds that focuses on supporting local and regional industry needs
- Oversee the workforce development system's efforts in addressing the lack of soft skills in job seekers and incumbent workers.

#### **SECTION 4 *Employer Services Committee***

This committee's mission is to determine the needs and expectations of the business customers as it pertains to the workforce development system and to promote the system to employers. The Employer Services Committee is responsible for:

- Developing new and synthesizing existing labor market information so it can be used by the WIB in determining policy and allocating resources.
- Reviewing "best practice" methodologies in offering services to the business community.
- Reviewing the development of programs and/or presentations targeted to individual businesses as well as business organizations.
- Reviewing marketing materials (catalogs, brochures, etc.) for services sponsored by the workforce development system

#### **SECTION 5 *Partner's Committee***

This committee's mission is to work towards developing an integrated workforce development system that offers a seamless employment, education and training system that meets the needs of job seekers and employers. The Committee is responsible for:

- Developing and maintaining the Memorandum of Understanding
- Coordinating with local economic development efforts
- Reviewing Staff Capacity Building efforts among/between partners
- Working towards continually improving the referral process for customers and the non-duplication of services among partners
- Overseeing the marketing of services to the job seeking population

**SECTION 6 Youth Council**

This committee's mission is to create a community-wide youth strategy. The membership must include Board members with a special interest or expertise in youth policy: representatives of youth service agencies, including juvenile justice and local law enforcement agencies; representatives of local public housing authorities; parents of eligible youth seeking assistance; former participants and representatives of the Job Corps, if they establish a center in Columbia or Greene County. The duties and responsibilities of the Youth Committee shall be:

1. Develop the portions of the local plan relating to eligible youth as determined by the Chairperson of the Board, taking into consideration:
    - School to career services
    - In-school student services
    - Services for dropouts
    - Services for HS/GED graduates
  2. Recommend to the Board eligible providers of youth activities/ programs to be considered for grants/contracts on a competitive basis.
  3. Conduct oversight with respect to eligible providers of youth activities.
  4. Establish and administer credentialing procedures for programs and services sponsored by the Youth Council and the Board.
  5. Coordinate youth activities that are authorized by the act.
  6. Other duties determined to be appropriate by the Board Chairperson.
- All actions of the Youth Council are subject to approval of the full Board.

**ARTICLE VIII AD HOC COMMITTEES**

**SECTION 1** The Chairperson of the Board shall appoint Ad Hoc Committees as needed.

**SECTION 2 NOMINATING COMMITTEE**

The Board Chairperson shall appoint a Nominating Committee consisting of three (3) Board members for the purpose of nominating officers and board replacements prior to the expiration of existing terms. The Committee shall submit to the Board a slate of officers to assume office on the first day of July following their election. The Committee shall nominate Board members for the positions of Vice-Chairperson, Secretary, and Treasurer as per Article V, Section 1. The Chair of the Nominating Committee shall mail to all Board members, prior to the annual election, a list of nominees recommended by the Nominating Committee. At the Board meeting, nominations will be accepted from the floor as long as the nominee is present or a letter is in hand from the nominee stating they will accept the nomination.

**ARTICLE IX MEETINGS**

**SECTION 1** There will be a minimum of 4 business meetings per year for the full

Board.

**SECTION 2** Special meetings may be called at the discretion of the Chairperson.

**SECTION 3** All committees shall meet as necessary. The Executive Committee will also have a special meeting at the end of each program year as outlined in Article VII and other times as needed.

**SECTION 4** Special committee meetings may be called at the discretion of the Committee Chairperson or by a majority of any committee.

**SECTION 5** A quorum shall be constituted for full Board meetings and Executive Committee meetings, provided at least 51% (“not less than a majority”) is required for a quorum, and must be physically present at the meeting – not there via proxy. However, if a quorum is present, absent members may vote by proxy. Proxy votes must however, be in writing, signed by the absentee member, and specifically address the exact items of business that will be voted on during that meeting.

**SECTION 6** Resolutions shall be passed by the majority of members of the total membership of the Board.

**SECTION 7** All meetings of the Board and its Committees will be in compliance with the Open Meetings Law.  
A. Minutes of open meetings must be made available within 3 weeks  
B. Minutes of executive session, if any action taken, must be made available.

**ARTICLE X** **METHODS OF AMENDMENT**

**SECTION 1** Recommended changes in the by-laws and WIB-CEO Agreement shall be submitted in writing by a Board member to the Chairperson.

**SECTION 2** The Chairperson will review recommended changes with the Executive Committee and will notify the full Board of proposed changes at least ten days prior to the regular meeting at which amendments are to be considered.

**SECTION 3** Amendments to the by-laws shall be passed by a simple majority of the Board

**ATTACHMENT K: One Stop Operators Agreement**

**ONE STOP CENTER OPERATOR'S AGREEMENT  
BETWEEN THE COLUMBIA GREENE WORKFORCE INVESTMENT BOARD AND  
COLUMBIA GREENE COMMUNITY COLLEGE AND NYS DEPARTMENT OF LABOR  
DIVISION OF EMPLOYMENT SERVICES**

WHEREAS, the Workforce Investment Board of Columbia & Greene Counties, hereinafter referred to as "WIB" has been appointed by the Chairman of the Greene County Legislature, who is the Local Chief Elected Official, hereinafter referred to as "CEO", for the Columbia Greene Workforce Investment Area for purposes of the Workforce Investment Act of 1998, hereinafter referred to as "WIA" pursuant to an Intergovernmental Agreement between Columbia County and Greene County; and

WHEREAS, in accordance with Chapter 2, Section 117 (d) (3) of WIA, Columbia Greene Community College has been designated as the "Grant Subrecipient" for the Columbia Greene Workforce Investment Area; and

WHEREAS, pursuant to an agreement between the CEO and the WIB, a consortium consisting of Columbia Greene Community College, Workforce Investment Office and the NYS Department of Labor has been designated as the Operator of the One Stop Career Center; and

WHEREAS, the parties to this agreement have agreed that the purpose of this agreement is to define the respective roles and responsibilities of each party with respect to the operation of the One-Stop Center; and

WHEREAS, the parties to this agreement have affixed their signatures;

NOW, THEREFORE THE PARTIES AGREE AS FOLLOWS:

**1. DURATION OF AGREEMENT**

The term of this agreement shall be from January 1, 2005 – December 31, 2007

**2. ONE-STOP CENTER OVERVIEW**

The mission of the One-Stop Center is to be an active participant in the workforce development system and to work towards meeting the system's vision of creating an environment for success for both business and workers and to create a universal system of access that is consistently able to positively respond to the needs of both job seekers and business in a customer-focused manner.

As a consortium, the One Stop Operator will be the primary provider of many of the center services, but the consortium will also act as a coordinator for other services.

**The Operator will be the primary provider of:**

- Programs offered under WIA Title IB
- Programs offered under TANF 200%
- Programs offered under Title V, of the Older Americans Act
- Programs offered under VATEA
- Programs offered under Unemployment Insurance
- Programs offered under Veteran's Employment

- Programs offered under Wagner Peyser
- Programs offered under NAFTA/TRA

**The Operator will also be the coordinator of:**

- Programs offered under WIA Title II, Adult Education
- Programs offered under VESID

**The Center is located at Columbia Greene Community College:**

The Center is committed to providing accessible services to the community:

- CGCC is located in Columbia County, just over the RVW Bridge from the largest town in Greene County. Its location provides equal access to the residents of the two counties it serves. There is an abundance of free parking available to all students, staff and visitors.
- All buildings on campus are in compliance with the Americans with Disabilities Act. This includes numerous handicapped parking spaces, automatic exterior door entrances, handicapped accessible bathrooms, and Braille room signs. In addition, the college has a variety of assistive technology devices available for customers of the Center. They include:
  - An Internet-connected computer with special hardware and software for those with physical mobility, vision, and/or hearing issues. Equipment includes large and small keyboards, large mouse, wrist supports, scanner, zoom text with speech, SmartView camera, Open Book scanning and reading, and JAWS pro screen reader. Computer is located in CGCC Library for the job seeking public's use.
  - A TDD/TYY phone number: (518) 828-1399
  - Four-track, variable speed tape players to play books on tape.
  - A talking calculator
  - A raised line drawing kit
  - A hearing Helper Personal Fm Amplifying System
- There is no public transportation available to the Center at this time. To minimize the impact of this problem the Center has established outposts for "career resource room" use. These outposts are located at Community Action of Greene County in Catskill, Columbia Opportunities in Hudson, and at eleven public libraries located throughout the two counties. The towns that are served include: Hudson, Catskill, Coxsackie, Greenville, Hunter, Windham, Palenville, Chatham, Hillsdale, Kinderhook and Philmont.

Center offices are currently housed in the Main Building:

- Room 104 houses administrative and case management/counseling offices for staff of WIA Title IB, VESID, DOES and Disability Program Navigator.
- Room 113E houses the Career Resource Room and two DOES staff, who provide Wagner Peyser and Unemployment Insurance activities. In the evening, 113E also doubles as a classroom for Questar III sponsored GED classes, while still open for resource room activities.
- Room 109 houses administrative offices and staff for DOES.
- Room 107B houses an additional office for DOES.

- Additional classroom and meeting space is available on an as needed basis for UI orientations, WIA Title IB orientations, VESID orientations, special workshops, WIB meetings, job fairs and all other necessary workforce investment activities. Use of additional space is arranged with the Community Services Office.

**The Centers Hours of Operation are:**

- Monday through Friday, 8:30 am through 5:00 pm
- Tuesday and Thursday from 6:00 pm to 9:00pm (during GED School Year)

**The Center's Organizational / Management Plan is as follows:**

**President**

Columbia Greene Community College

**Dean of Academic Affairs**

Columbia Greene Community College

**Director, Workforce Investment Office**

Responsible for WIA Title IB, Title V, NAFTA/TRA, TANF.

Responsible for coordinating VESID and Adult Education (ABE/GED) Center activities.

Shared responsibility with the DOES Manager for managing Center services and staff.

**1 Associate Dir. for Workforce Development**

Coordinates Business and Youth Services

**1 Assistant Dir. for Workforce Development**

Handles "greeter" functions/financial aid/ provides job seeker assistance

**3 Assistant Dirs. for Workforce Development**

Program Advisors for specific program participants (Youth, Adult, DW, TANF, Title V).

Provides orientations, and workshops on a variety of career development/job finding topics. Assists in Resource Room when needed

**Clerk/Typist**

**Manager, Division of Employment Services**

*Not under supervision of CGCC*

Responsible for Unemployment Insurance, Wagner-Peyser, Veteran's Employment.

Shared responsibility with the Director of WIO for managing Center services and staff.

**1 Labor Services Supervisor**

Coordinate job seeker and employer services offered through UI and Wagner Peyser.

**2 Labor Services Representatives**

Manages Resource Room and the self-help activities, provides job search assistance, provides UI Job Service Orientations. Provide employers with labor exchange services, including job postings and referrals.

**2 Labor Services Representative**

Provide services to migrant workers and agricultural businesses. Provide job search and placement assistance to veterans

**.5 Employer Services Representative**

Provides employers with human resource services.

**2 Agency Services Representative**

Assists in the Resource Room with "greeter" functions and self-help job search activities. Assists Labor Services Representatives

### **3. Services to be Provided Through the One-Stop Center**

The Center considers all members of the community to be its customers including residents (individuals), employers, and community partners. The charts below describe the services customers will be able to access and the partner(s) responsible for providing those services:

#### **Services for Individuals**

- Orientation to available services including the career resource room, unemployment insurance, programs available through WIA Title IB, TANF programs, Title V, TRA/TAA, VESID, and Adult Education and Family Literacy. These orientations are delivered through various methods including group workshops, individual appointments, printed materials and the columbiagreeneworks web site.
- Use of the Career Resource Room for career planning, basic skill upgrade and job seeking activities. The resource room is available for self-help use, but also provides staff assistance on request. Resources are available in different mediums including computer based programs and Internet web site links, printed materials and video programs.
- Up-to-date labor market information that identifies job vacancies, skills necessary for in-demand jobs, and provides information about local, regional and national employment trends.
- Job search and placement assistance that can be provided through self-help and workshops and individual staff assistance.
- Job search and placement assistance provided individual staff assistance.
- Initial and/or in depth assessment of their career interests, occupational skills, basic education levels, aptitudes, and support needs.
- Information on a full array of occupational and vocational training programs available locally and statewide. Whenever available, this information will include “report cards” on student success in these training programs.

#### **Partner Responsible**

- All partners are responsible for their own orientations and the materials they supply. WIO is responsible for the web site.
- DOES is responsible for the Resource Room, with WIO and Questar used for staff backup and evening hours. WIO responsible for some materials and Internet access.
- DOL responsible for LMI.
- DOES and WIO share this responsibility, depending on method of delivery.
- All partners are responsible for their customers.
- All partners are responsible for their customers. Assessment information shared between partners
- WIO is responsible for this activity.

- Help in filing claims for unemployment insurance and evaluating and/or determining eligibility for job training programs, TANF E&T, TAA, TAP/PELL and other financial aid sources.
  - The provision of prevocational education services to upgrade basic academic skills and the provision of basic computer literacy skills in Microsoft office programs.
  - The provision of tuition assistance through WIA Title IB for occupational training.
  - Program advisement services for people enrolled in WIA Title IB intensive or training programs
  - Continued assistance for up to one year for people who have successfully obtained employment through Center services.
- All partners are responsible for their respective program's eligibility.
  - WIO is responsible for this service.
  - WIO is responsible for this service.
  - WIO is responsible for this service.
  - WIO is responsible for this service.

**Services for Employers**

- The New York State and Americas Job Bank to post current job openings. Employers can post openings over the Internet, over the telephone, in-person, and through a Fast Fax Job Order.
- A database of potential employees listing their education, skills and work experience.
- Employee recruitment assistance, including providing interview space, and offering referral, screening and skill assessment of potential employees.
- Employee skill assessments and job task analysis.
- Information on the local, state and national labor market including economic development opportunities and employee training grants.
- Employee tax credits, on-the-job training programs and customized training options.
- Information on local and state training providers.
- Video conferencing and distance learning opportunities.

**Partner Responsible**

- DOL is responsible for providing and organizing this service.
- DOL is responsible for this service.
- This is a shared responsibility between WIO and DOL.
- DOL is responsible for this service. WIO can provide some employee skill assessments.
- DOL is responsible for LMI. CGCC/WIO is responsible for assisting with employee training grants. Coordinating economic development opportunities is a shared responsibility.
- This is a shared responsibility between WIO and DOL.
- WIO is responsible for this activity.
- WIO is responsible for this activity.

**Services for Community Partners**

- The provision of accurate and up-to-date information about the services offered by community partners, including training providers.
- The coordination of Center services with the services offered by partners for our mutual job seeker and employer customers, insuring that all appropriate services are provided while avoiding duplication of efforts.

**Partner Responsible**

- WIO is responsible for this activity.
- WIO is responsible for this activity.

**4. CUSTOMER SERVICE POLICY**

- All customers will have easy access to Center programs and services.
- All customers will be provided assistance in accessing the services offered by the entire workforce development system.
- All customers will be given choice, including issues on access, delivery and providers.
- All customers will receive accurate information and clear expectations about programs and services.
- All customers will only be referred to programs/activities where they might be eligible and where resources exist.
- All customers will be able to continue receiving appropriate services as long as they want and need those services.
- All customers will be urged to give us feedback, which we will actively seek and use for continuous quality improvement.
  - All customers can expect that they will only have to provide information once in order to access core and intensive services.

**5. METHODS OF REFERRAL**

For system services the Center agrees to follow the methods of referral outlined in the Columbia Greene Memorandum of Understanding. For Center based services the following procedures will be followed:

**Individuals:**

Customers asking, or deemed appropriate, for any Center based service will be provided with general information about that service from the staff member with whom they are speaking. The staff member will then make the arrangements necessary for referral to that service:

- For Unemployment Insurance and Section 599 of UI: Customer will be provided with a telephone and phone number(s) to make the necessary phone contacts.
- For WIA Title IB Intensive and Training Services and TRA/TAA: Customer will be signed up for the next available orientation workshop or given an individual appointment. Group Orientations are offered twice a month on Tuesday mornings. Individual appointments will be held on the spot, if an appropriate staff

member is available. If not, an appointment will be made at the customer's convenience. No customer will be required to wait if they do not wish to wait.

- For TANF 200% and Title V: Customer will be given an individual appointment. If an appropriate staff member is available, the appointment will be immediate. No customer will be required to wait if they do not wish to wait.
- For VESID: Customers will be scheduled for the next available group orientation. Group Orientations are held on the 2<sup>nd</sup> Wednesdays of the month.
- For Adult Education: Customers will be given access to a phone and Questar III's phone number so they can register for the GED class.
- For TAP/PELL eligibility: Customer will be given an individual appointment. If an appropriate staff member is available, the appointment will be immediate. No customer will be required to wait if they do not wish to wait.

### **Employers:**

- The posting of job orders on the New York State Job Bank will be handled by either providing a Fast Fax Job Order for the employer to fill out or by having the employer contact the Center.
- All other services provided to business will be handled by staff referral. The staff person who receives the initial request for a service from an employer will be responsible for making the necessary connections with the department responsible for providing the service. That department will then be responsible for contacting the employer and arranging the provision of service.

### **6. JOB SEEKER CUSTOMER FLOW CHART (unable to produce as plan attachment)**

### **7. CAPACITY BUILDING**

The Center is committed to providing on-going training to all staff members. The following Training options are in place:

- All full-time Center staff are either members or associate members of NYATEP. Staff members are sent to these conferences and training programs whenever appropriate.
- In-house training programs are offered by staff and for staff whenever a new policy, procedure, or service is implemented.
- Center staff that are CGCC employees are eligible to take any credit or non-credit course offered at Columbia Greene.
- Full Center staff meetings are held on a monthly basis during the fall and spring semesters providing time for all staff to share issues and problems concerning Center operations.

### **8. ONE-STOP CENTER REPORTING REQUIREMENTS**

The following Quarterly Reports will be provided to the WIB:

- Number of people attending all Center Workshops and all Orientation Sessions
- Number of people utilizing the Career Resource Room

- Number of people enrolled in programs and services offered at the Center:
  - WIA Title IB, Intensive Services
  - WIA Title IB, Training Services
  - Title V
  - WIA Title II, Adult Education
- Number of New Job Seekers Registered for Job Services - UI & Non-UI
- Number of Job Orders Received from Employers
- Number of First-Time Employers Placing Job Orders
- Number of Individuals Receiving Job Search Assistance
- Number of Individuals Who Entered Employment
- Number of Individuals Referred to Jobs
- Number of Employers utilizing a Center based service, other than the NYS Job Bank
- Customer Satisfaction Results for Center Services for both individuals and employers

The following reports will be provided to the WIB on an Annual Basis:

- WIA Title IB Performance Report – Provides information on entered employment rates, credential rates, and earnings gain/replacement for adults, dislocated workers and youth. Will also provide customer satisfaction rates for participants and employers.
- WIA Title II Performance Report – Provides information on the number of students taking the GED exam and the number of people passing the exam.
- WIA Title V Performance Report – Provides information on the number of people obtaining employment through this program.

#### **9. PERFORMANCE REQUIREMENTS AND OUTCOME GOALS**

The Center will meet the performance requirements set for the individual programs for which it is the Primary Provider. If it does not meet state required performance measures it will complete a corrective action plan under the guidance of the New York State Department of Labor.

#### **10. TECHNICAL ASSISTANCE**

The Center agrees to utilize the services of the New York State Department of Labor for its technical assistance needs and will follow its requirements for any corrective action plans, if they become necessary

#### **11. CONTINUOUS IMPROVEMENT REQUIREMENTS**

During the time of this agreement the Center will maintain the use of Center services by job seeking individuals. Maintaining customer base will be determined by doubling (multiplying by 2) the number of UI recipients that are mandated to visit the Center.

#### **12. PROCEDURES FOR AMENDMENTS**

This agreement and any amendments thereof shall remain in effect until terminated by either party upon thirty (30) days written notice to the other party.

#### **13. severability**

If any part of this agreement is found to be null and void, or is otherwise stricken, the rest of this agreement shall remain in full force and effect.

**14. modification/termination**

This agreement constitutes the entire agreement between the parties hereto. This agreement may be modified, altered, extended or renewed by mutual written consent of all parties, by the issuance of a written amendment, signed and dated by all the parties. Any party to this agreement may terminate their participation in this agreement by giving not less than thirty (30) calendar day's prior written notice of intent to terminate to each of the partners. In such case, termination by one or more of the parties to this agreement does not alter the terms of obligations of the other parties to this agreement.

**15. PROCESS FOR RECERTIFICATION**

The Center agrees to apply for recertification six months prior to the end of this agreement. The Center will supply the Board with an updated self assessment document and an updated strategic plan. Representatives from the Board will conduct an on-site review. It is understood that the performance requirements, outcome goals and continuous improvement requirements may be renegotiated at that time.

**16. SIGNATURES**

**Columbia Greene Workforce Investment Board:**

_____	_____
Name	Date Signed
_____	_____
Signature	Title

**Columbia Greene Community College:**

_____	_____
Name	Date Signed
_____	_____
Signature	Title

**Columbia Greene Workforce Investment Office**

_____	_____
Name	Date Signed
_____	_____
Signature	Title

**New York State Department of Labor:**

_____	_____
Name	Date Signed
_____	_____
Signature	Title

## V. Review Process

The Comprehensive Three-Year Local Plan is a living document through which the Local Board will provide the current state of the workforce, a vision for future, established goals for meeting identified challenges, and a plan of action to achieve the desired results. Therefore, the local plan will be reviewed for the following elements: a response to each of the discussion points provided in the guidelines; a well-articulated document that aligns individual components of the strategic plan and provides a workable road map for achieving local success; policy information that clearly supports the strategic planning of the Local Board and is in compliance with statute and regulations. An approvable plan will, therefore, be responsive to these guidelines and represent a well-deliberated, consciously structured local strategy for continuous improvement and success in the local workforce.

The creation of the three-year local plan should be viewed as an opportunity for the Local Board to organize ideas, statements, goals, measurement objectives, and policy in one cohesive document that clearly and succinctly details the Local Board's plan of action for the next three years.

The Local Board will be contacted by NYSDOL staff should clarification or additional information be needed. Local Boards will subsequently receive written notification of plan approval.