



Comprehensive Three-Year Local Plan

**New York State
Department of Labor**

**Workforce Development and
Training Division**





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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>341,367</u>	Population (Total, all ages)
#	<u>164,858</u>	Population of labor force age (15-64)
#	<u>45,492</u>	Population age 15-24 (Emerging labor force)
#	<u>83,345</u>	Population age 0-14 (Children)

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.

Many of the demographic/socio-economic measures commonly used may lead one to the conclusion that Orange County is a booming region with the vast majority of its residents experiencing high salaries, strong educational backgrounds, and homogeneity in terms of ethnic background. This, however, would be a faulty assumption for several of our most populated areas. While the aggregate statistics for our county do reflect a strong middle-class base, this is not true for our three cities (Newburgh in the Eastern part of our county, Middletown in the center, and Port Jervis in the West), or in Kiryas Joel, a Hassidic community in Monroe. Each of these localities have either lower educational attainment, more poverty, higher unemployment rates, or spend a larger portion of their monthly income to pay rent/mortgage than the rest of the County.

Orange County was recently named as the fastest growing county in New York State. This is an obvious indicator that other positive forces, acting to attract these new residents and businesses, are also present. Growth is a complex process, however, and requires proper analysis to take advantage of opportunities and minimize problems. Who is relocating to Orange? Why? How is the county responding to the increase in terms of services and present system capacities? What type of jobs are they pursuing, and do they possess the knowledge/skills to acquire and retain the positions they're seeking?

- One way to get answers to these questions is to break down the numbers to uncover trends and patterns that provide more information. This data is included in our State of the Workforce Report.

Orange County's Chamber of Commerce, Workforce Investment Board (WIB), local school districts, Orange-Ulster BOCES, and government have joined together to increase the chance for youth to experience potential career opportunities through internships in the private and public sectors. This exchange provides a platform for career exploration, and a chance for youth and employers to interact in a work environment. Another pathway Orange County has undertaken to provide alternative

learning opportunities for youth are the Career and Technical Education (CTE) Center of Orange: Ulster BOCES and the CTE division of the Newburgh Free Academy.

An initiative designed to prepare adults who lack basic educational skills is the Education for Gainful Employment Program (EDGE), a cooperative effort involving the Orange County Employment and Training Administration (ETA), Orange/Ulster BOCES, and the Newburgh Enlarged School District. As of December, 149 customers participated in EDGE in 2004. Community-based organizations were enlisted to help in areas with the greatest need, such as Newburgh and Kiryas Joel. Experience has taught us these organizations are better suited to work with community residents for intensive services such as these. They also are able to provide these educational services at times/locations most convenient for their participants.

Diversity is a key characteristic of our Cities in Orange County- a quality that has great value in our changing global economy. The Orange County One Stop system, along with local businesses, are realizing the benefits diversity bring to the marketplace in terms of customer relations, team building, and creativity, and are looking to capitalize on it to gain a competitive edge.

Orange County has many trends working in its favor in regards to workforce issues: its labor supply is growing and bringing more diversity to the area. The economy is also on the rise as more businesses are relocating here to take advantage of the county's strategic location and workforce. Other indicators have positive and negative connotations: property values and incomes are rising, and an increasing amount of those moving to the County are illegal aliens or do not speak English well. Finally, public resources are dwindling and human service agencies are having a difficult time performing the services so essential to giving those without a chance to participate opportunities for upward mobility. Orange County has recognized the need to re-evaluate how we operate, and continue to form new alliances to gain leverage and combine resources to proactively address these challenges and enjoy continued success. The following is a brief account of the steps we are taking to organize and apply a vision for workforce development:

1. **Strategic Planning:** The Orange County Workforce Investment Board has retooled its operation with the help of the Human Capital Strategic Plan formulated in cooperation with the New York State Department of Labor. The WIB's role is now focused on convening and facilitating activities that bring together businesses, agencies and institutions to meet the workforce challenges we all face. Increasing the levels of participation in dialogue will encourage partnerships, shared responsibilities, economies of scale, and access to available resources.
2. **Regional Initiatives:** This principle is also being applied on a broader platform. The Mid-Hudson Valley Region has many commonalities. It is a logical next step

to apply the same processes on this level that we began within the Orange WIB: forming alliances. We have done just that and created a regional team- the Mid-Hudson Valley Regional WIB to strengthen our base and take advantage of the multitude of resources within the region. Another regional initiative is the Hudson Valley Healthcare Consortium, comprised of the seven counties in the Lower- and Mid-Hudson Valley, who developed a unified approach to increase the capacity of healthcare training providers to train more nurses in partnership with healthcare providers.

3. **Education and Training:** Life long Learning is a concept that encompasses our region's vision for our workforce. The Mid-Hudson WIB has adopted this concept as central to its mission, and has undertaken an initiative that involves businesses and educators, aligning both to focus on the needs of our workforce to increase their skills according to the dictates of the market. We are committed to building a workforce that is flexible and responsive to the new economy. The Orange County One Stop Career Centers put 198 customers into vocational training in 2003, and 261 in 2004.
4. **Emerging Workforce:** Although this term is usually meant to describe school-age youth, we recognize that there is a "hidden pool" of talent yet untapped- the disenfranchised. This group includes those laid off due to outsourcing or technological advances, on public assistance, lacking a high school diploma/GED, individuals with disabilities, and the many dealing with other barriers that limit their ability to compete for good jobs.

Many in these categories are concentrated in our cities, and need guidance, direction, and support. Even though jobs do exist, many do not have access to them due to the absence of education, transportation, soft skills/prior work experience, and English speaking capability. The One Stops and its partners have integrated a wide range of services to address these needs with the goal of bringing this segment of our population fully into the labor pool as capable employees.

Another challenge is to get the word out to customers- job seekers, employers, and local human services/economic development agencies. Our community must know that our One Stop Centers exist, where they are located, and what they do. Orange County is in the midst of two campaigns to promote our system. The first is a multi-layered approach using printed materials such as pamphlets, more conspicuous signage on the entrances of our Centers, and professionally designed CD's touting the services the One Stops provide, especially the services to businesses.

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."

Workforce Investment Board:

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

	CY 2001	CY2002	CY 2003	CY 2004
<i>Unemployment rate (%)</i>	3.7%	4.4%	4.7%	4.6%
<i>Labor Force</i>	306268	312860	316314	321040
<i>Employment</i>	295340	299422	302304	306835
<i>Unemployment</i>	10928	13418	13990	14205

Note: After April 15, 2005, annual average unemployment rates and labor force, employment and unemployment levels may be found on the NYS Department of Labor's website: <http://www.labor.state.ny.us> Click on Labor Market Information. Click Data, and then click Unemployment Rates and Labor Force (LAUS). Estimates are provided for counties, cities and towns of 25,000 population or larger.

Workforce Investment Board:

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.

Total Number Served	PY 01	PY 02	PY 03	PY 04	Planned PY 05
<i>WIA Adults</i>	658	724	915	727	426
<i>WIA Dislocated Workers</i>	369	284	424	621	714
<i>WIA Older Youth</i>	34	50	42	34	80
<i>WIA Younger Youth</i>	114	228	162	72	46
<i>Wagner-Peyser Funded Customers*</i>	N/A	12082	9415	9313	9220

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:*

- # 2 Certified Full-Service One Stop Centers
- # 0 Affiliate Sites (as defined by your local area)
- # 0 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.

N/A

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.

Locally, WIB/ One Stop partnerships have developed significantly in order to access additional workforce contributions and services. The WIB has also drastically improved regional relationships with the other Hudson Valley WIBs, regional employers and educational institutions.

Workforce Investment Board:

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

One Stop partners (mandated and non-mandated) have agreed to contribute more staff and resources to the service delivery of our One Stops. The WIB will look to widen and expand workforce delivery resources in the next three years and beyond.

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) **Orange County Employment and Training Administration**
- 2) **New York State Department of Labor**
- 3) **SUNY Orange**
- 4) **Orange/Ulster BOCES**
- 5) **Orange County Chamber of Commerce, Newburgh Community Action Committee (NCAC), Regional Economic Community Action Program (RECAP).**

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) **Newburgh Enlarged School District**
- 2) **Middletown School District**
- 3) **Port Jervis School District**
- 4) **VESID**
- 5)

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) **Council of Industry**
- 2) **Black Ministerial Fellowship**
- 3) **Best Resource Center**

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4) **Empire State Development**

5) **Mid-Hudson Patterns for Progress, Orange County Partnership**

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.*

- President's Initiative for High Growth Occupations in Health Care
\$1,100,000, awarded Spring '05: Federal Department of Labor
- Job Access/Reverse Commute Program
\$100,000, awarded Winter '05: New York State Department of Transportation
- Independent Living/One Stop Partnership for Youth Transition
\$55,000, awarded Winter '05: New York State Disabilities Planning Council
- Increasing Physical and Programmatic Access to the One Stop System for Individuals with Disabilities
\$10,000, awarded Winter '04: New York State Department of Labor
- Securing Prosperity for New York's Workforce
\$323,225.00, awarded Fall '04: New York State Department of Labor
- Bridge Job Readiness/Retention Program
\$422,150, awarded Winter '05 and '04: State University of New York
- Promising Practices: Career Center Service Integration
\$75,000, awarded Spring '04: NYS Department of Labor
- Workforce Investment Board Strategic Plan Initiative
\$100,000, awarded Fall '03: New York State Department of Labor
- Disability Program Navigator
\$75,000, awarded Fall '03: New York State Department of Labor
- Education for Gainful Employment (EDGE)
\$354,960, awarded Fall '03: NYS Department of Labor

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.*

- Limitations on space for co-location and provision of a greater spectrum of services.
- Security issues and property rights in regards to items such as signage, maintenance and parking.
- Difficulty in getting full cooperation from some mandated partners in terms of resources/contributions to One Stop services.
- Recruiting new members and greater participation from the WIB beyond the standard core group of members who are very active.

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.*

The Industry Clusters of the Orange WIB (distribution, healthcare, and manufacturing) are well established within the Orange County WIB. The distribution cluster, recognizing lack of transportation for workers as a major barrier, has worked with the County and local bus companies to increase bus service to these locations from Newburgh and Middletown, and is hiring a transportation coordinator to assist workers to connect with public and private means to commute. A fourth Industry Cluster was also formed: Technology, to facilitate alliances between businesses that share common needs/goals surrounding this growing field.

Each cluster has worked closely with local educators to provide training driven by employer input. Representatives from each cluster have received Building Skills in New York State awards to train incumbent workers, increasing their skills and value as employees. Dialogue between employers, educators, and workforce professionals as a result of ongoing cluster meetings help insure coordination between labor supply and the needs of local employers, closing the skill gap.

Our WIB is actively promoting the need to expand the options for high school students beyond the short-list of paths they are typically guided towards (college, the armed forces, or work). This type of paradigm shift is comprehensive in nature, taking into account the stigma associated with alternative paths such as vocational training and apprenticeship.

We are also encourage the private sector to invest in developing the "hidden" labor

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market in Orange County's cities, utilizing strategies that offer incentives and encouragement for potential employees to improve basic skills. The healthcare field will be an area focused on in this regard because of its rapid growth and relative ease for new workers to step into entry-level positions.

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.)*

Company recruitments in and outside of the Career Centers, job fairs (including industry-specific endeavors), pre-screening for employers, OSOS training/utilization by all One Stop staff, OJT, and providing assistance for businesses to fund incumbent worker training. The Mid-Hudson Regional WIB has completed a limited survey of area businesses to help identify business needs and have responded by creating business services teams to avoid duplication of services and offer a broader scope of expertise to our employers.

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

- a. The formation of the Mid-Hudson Regional WIB referred to above,
- b. the Hudson Valley Consortium Healthcare Initiative, which built upon this partnership to include the three additional Hudson Valley WIBs to the south,
- c. The re-organization of One Stop staffing patterns to fill the void regarding placement by using Job Developers to connect qualified job seekers with employers.

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? **Yes**
2. Have you achieved the third benchmark of that project and received the third payment under the grant? **Yes**

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-A - Local Area Strategic Planning Process

This section of the plan is to be completed by those local workforce investment areas that have not participated in the Strategic Planning for a Human Capital Advantage project or who have participated, but have not achieved benchmark number three (receipt of a third payment from the State) in their strategic planning process.

It is anticipated that some local areas will not be able to fully complete Section II-A prior to the deadline for submitting the local plan. At a minimum, each local area must complete and submit Section II-A (1), *Economic Environment and Key Workforce Issues*, with your local plan. If the local area is unable to complete Section II-A (2), *Engaging Community Partners in Workforce Solutions*, Section II-A (3), *Aligning Service Delivery*, or Section II-A (4), *Measuring Achievement*, by the submission deadline, a detailed timeline (See Attachment B, Timeline for Submitting Complete Local Plan) must be included indicating when these sections will be completed and submitted to NYSDOL. In no event may the timeline extend beyond December 31, 2005. Any local area that fails to fully complete this section and submits a timeline for completion will only be eligible for a contingent approval of their local plan. Full approval may only be granted following receipt and approval of a completed Section II-A.

1. Economic Environment and Key Workforce Issues

Local Board strategic planning focuses on the alignment of demand driven economic and workforce development needs with the policy, governance and operational effectiveness of the local workforce system. As a starting point, available economic and workforce data should be examined allowing for the identification of trends and emerging issues. This provides the foundation upon which to build a consensus as to the major workforce related issues facing the local area.

Describe the current and projected future economic outlook for your local area and the larger region. Within your response, address the following points:

- *What are the key existing and emerging industries; what industries are in decline?*
- *Where is the main focus of local economic development occurring in your local area? In your region?*
- *What are the current and projected future employment opportunities in the local area, and in which occupational fields will they occur?*
- *Where is significant new job growth expected to occur?*
- *Identify data resources that were utilized and which substantiate these projections and outlooks.*

Identify key workforce issues impacting on the above-described economic outlook and the steps taken by the Local Board and other key stakeholders in the community to arrive at these issues. Within your response, address the following points:

- *Discuss the research and analysis being done by the Local Board to identify trends, emerging issues and available assets. What data resources are being utilized by the Local*

Workforce Investment Board:

Board to analyze the needs of its businesses and workers and the capacity of the education community?

- *Summarize the current state of the workforce. Describe the current business demand for workers and skills, current worker skills and characteristics, current capacity of training and education entities to meet demands and resources and programs currently available to meet workforce needs.*
- *What are the key workforce issues that have emerged thus far and how have they been prioritized? Where are there gaps in information, gaps between labor supply and demand, skill gaps, and training capacity and resource gaps?*

2. Engaging Community Partners in Workforce Solutions

Local Boards consistently work with additional community partners who contribute to the local area's workforce and economic development; these efforts include such groups as chambers of commerce, business alliances, trade associations, economic development agencies, social service agencies, labor unions, apprenticeship associations, community colleges, universities, training providers, transportation providers, housing assistance agencies, literacy groups, federal initiative programs, providers of services to special populations and others who play a key role in the success of the community.

Discuss the role of the Local Board in engaging community partners and promoting the benefits of new partnerships and alliances for workforce issues. Within your response, address the following points:

- *Having identified the key workforce issues, how is the Local Board determining its need to engage additional partners and who those specific partners should be? What contributions can those partners make toward resolving the key workforce issues?*
- *How is the Board ensuring the business community's needs are fully represented in these discussions?*
- *How is the Local Board engaging additional partners and bringing them to the table?*
- *What short and long-term goals are being jointly established to address workforce issues and close identified gaps? Discuss how the Local Board is identifying the shared benefits to the partners and communicating the impact their activities will have on the key workforce issues?*
- *What is the role of the Local Board (either leading or supporting another entity) in achieving the stated goals? Which organizations will be given primary responsibility for each of these goals?*
- *What is the process for collecting and evaluating information on the progress toward these goals? How will this progress be monitored and reported?*

3. 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 others to successfully align programs and services.

Workforce Investment Board:

Comment on how your local area planning process is enabling this alignment of service delivery around the issues and goals previously set forth in this plan. Within your response, address the following points:

- *Comment on how your planning process is enabling the local One Stop system to go beyond compliance and address the economic development needs and key workforce issues of the local workforce area and region.*
- *Describe the One Stop system and how its structure facilitates achieving the stated goals while addressing gaps.*
- *Describe how your local area's service delivery to businesses has been aligned to respond to local market demand and the stated goals set forth from your strategic planning efforts.*
- *Provide a brief explanation on how Core, Intensive and Training services are delivered. Describe how you assure that the delivery of these services is aligned around identified workforce issues and stated goals.*

4. 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, and 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?*

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?*

The State of the Workforce Report will be utilized to help identify trends relating to population, demographics, workforce demand, educational capacity, business service, economic development, and workforce challenges.

What key workforce issues and gaps have emerged and how have they been prioritized?

The key workforce issues are prioritized as follows:

Strategic planning
Regional initiative
Education & training
Emerging workforce
Aligning labor supply with labor demand
Marketing

- *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?*

Issue	1 st year goal	2 nd /third year goal
1. Strategic Planning	Increase convening & facilitating activities with workforce partners by 10%. Orange WIB and Orange Works.	Increase convening & facilitating activities with workforce partners by 20% Orange WIB and Orange Works.
2. Regional Initiatives	Increase regional initiatives with WIBS, employers, and educational entities by 20%. Orange WIB and Regional Workforce Partners.	Increase regional initiatives with WIBS, employers, and educational entities by 30%. Orange WIB and Regional Workforce Partners.
3. Education & Training	Develop local and regional life long learning initiative with workforce partners by 10%. Orange WIB and Regional Workforce Partners.	Develop local and regional life long learning initiative with workforce partners by 20%. Orange WIB and Regional Workforce Partners.

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4. Emerging Workforce	Increase access to emerging workforce population by 20%. Orange WIB & Orange Works.	Increase access to emerging Workforce population by 30%. Orange WIB & Orange Works.
5. Aligning labor supply with labor demand.	Increase appropriate labor supply match-up with labor demand by 20%. Orange WIB, Orange Works & NYSDOL.	Increase appropriate labor supply match-up with labor demand by 20%. Orange WIB, Orange Works & NYSDOL.
6. Marketing	Improve website, media products, speakers bureau, presentations by 20%. Orange WIB & Marketing Committee.	Improve website, media products, speakers bureau, presentations by 30%. Orange WIB & Marketing Committee.

- *What is the role of the Local Board (either leading or supporting another entity) for each of these goals?*

The role of the Local Board for these goals is as follows:

Issue	Role
Strategic Planning	The WIB’s Planner and Director will increase the Scanning, facilitating, and convening role for the WIB. The WIB will be the Lead Broker.
Regional Initiative	The WIB Director and Grant Writer will lead this effort in conjunction with Regional Workforce Partners.
Education & Training	The WIB Planning Committee and OrangeWorks partner with educational providers, CBO, FBO, and other Workforce Partners.
Emerging Workforce	The Emerging Workforce Committee will lead the initiative and partner with Human Service Agencies.
Labor Supply-Labor Demand	Orange Works Consortia will develop the initiative with appropriate workforce partners.
Marketing	The WIB Marketing Committee in conjunction with the Chamber of Commerce will lead activities on the marketing effort.

- *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?*

Issue	Entity	Progress
Strategic Planning	WIB Planner	The WIB has sponsored two regional conferences Ed Barlow-Steve Gunderson-also lead a Life Long Long Learning Initiative.

Workforce Investment Board:

Regional Initiative	WIB Director Planning Committee	Hudson Valley Health Care Initiatives Grant. Life Long Learning Regional Project.
Education & Training	One Stop Consortia Business Service Team	Improved and developed training offerings through educational providers that respond closer to employer demand. Increased funding for GED, ESL, ABE programs through EPE and FTE initiatives.
Emerging Workforce	Youth Council Emerging Workforce Committee	Increased utilization of community based/faith based agencies, Disability Advocate Agencies, Office for Aging to improve access of emerging workforce.
Labor Supply-Labor Demand	Orange Works NYSDOL Business Service Team	Developed access and communication with employers to better respond to employer demand. Improved evaluations, assessment and support services to assist with labor supply.
Marketing	WIB Marketing Committee	Improved and expanded website, increased utilization of media, more frequent presentations, public meetings, brochures.

The WIB Planning Committee is responsible for monitoring progress against each goal and report back to the Stakeholders and full WIB.

- *What contributions have been made by the Local Board and by the partners to support this effort?*

Local WIB members and partners have volunteered their time to attend regional conferences (Gunderson-Barlow), regional planning sessions (Life-Long Learning), local planning sessions, seminars, (County Economic Development Presentation, Retreats, Job Fairs, Chamber Expos), and work on reviewing policy and planning documents.

- *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?*

The WIB will sustain the momentum of these partnerships and alliances through continued convening and facilitating sessions focused on the goals and objectives of the strategic plan. Regional WIB meetings, conferences, facilitated sessions, and planning task forces will support these initiatives. The WIB plans to broaden this effort by increased communication with the employer community, business purpose groups, economic development, and faith based/community based initiatives. The WIB will devote more time and effort to obtain input from these groups and to build a framework that will support their active participation. Community forums will be held to assist with this initiative.

Workforce Investment Board:

- *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?*

State Agencies can assist local system efforts attain goals through:

NY State Empire State Development-by brokering economic development partnerships with business and industry, education, and the WIB's.

NYSDOL R&D Labor Market Analysis- By supplying essential data and information on labor market trends and demographics.

NYSDOL Workforce Development- By relying on this entity to help lead the WIB's efforts re: strategic planning, discretionary grants, new initiatives, best practice, and technical assistance.

NYATED- By brokering facilitated training sessions to develop local and regional capacity.

NYSTATE Office of Temporary Disability Assistance-By providing guidance on TANF/TANF 200 % programs and by leveraging TANF funding into the workforce systems.

NY State Education Dept.- By providing guidance on educational programs and by leveraging educational and literacy funding into the local workforce system.

This information is communicated through website information, e-mail, bulletins, technical advisories, press releases, newsletters, and formal reports.

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?*

The strategic planning process is a template that directs our attention to workforce issues specific to our LWIA, such as the content of our State of the Workforce Report. This format makes it impossible to ignore pertinent details and scans that provide a clear picture of our workforce needs and issues in Orange County. The focus that the HCA template regarding how the WIB and One Stops actually operate is essential in directing our day to day and long-term applications in relation to the community, county, region, and New York State.

Workforce Investment Board:

- *How is your One Stop system structure helping to facilitate the achievement of the stated goals?*
Our One Stop system is where the rubber meets the road- where we meet with local businesses, job seekers, dislocated workers, TANF customers, and our partnering agencies. It is here that our services must be perceived as relevant and useful, providing pathways for our customers to accomplish their personal, career, and business goals. Excellent customer service is the key to operating a successful One Stop system, this goal standing out as the overarching theme.
- *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.*

The Industry Clusters of the Orange WIB (distribution, healthcare, and manufacturing) have been a great way to connect and align with local market demand. The distribution cluster, recognizing lack of transportation for workers as a major barrier, has worked with the County and local bus companies to increase bus service to these locations from Newburgh and Middletown, and is hiring a transportation coordinator to assist workers to connect with public and private means to commute. A fourth Industry Cluster was also formed: Technology, to facilitate alliances between businesses that share common needs/goals surrounding this growing field.

Each cluster has worked closely with local educators to provide training driven by employer input. Representatives from each cluster have received Building Skills in New York State awards to train incumbent workers, increasing their skills and value as employees. Dialogue between employers, educators, and workforce professionals as a result of ongoing cluster meetings help insure coordination between labor supply and the needs of local employers, closing the skill gap.

- *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?*

The delivery of core, intensive, and training services is aligned around workforce issues through the oversight of the Orange Works One Stop Consortia Management Team (ETA, NYSDOL, BOCES, OCCC).

The WIB also ensures the alignment through the oversight of its committee structures.

The integration of these services is integrated into the overall workforce plan by:

1. One Stop Operating Consortia Management Team
2. Leveraging funding and resource in an integrated manner
3. WIB subcommittee oversight and management
4. One Stop system staff capacity building

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.*

The data considered includes the performance measures of the system partner programs. The entities involved included the One Stop Partners, NYSDOL & Regional, and Business Partners. The measures include: number of customers utilizing the One Stop- frequency of visits; swipe-card utilization activity, performance data relating to WIA Adult, Dislocated Workers, and Youth. Data is also reported for total number of TANF cases served, TANF placed in jobs, and county cost savings related to TANF case closing.

- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*

The WIB will be working to develop measures regarding:

- Employer satisfaction
- Managing employer services
- Satisfying job seekers
- Managing job seeker services
- Continuous quality improvement
- Market penetration rate for business and job seekers
- Customer report usage

The WIB will refer to NYSDOL Workforce Development, NYATEP, and other WIB best practices to develop these standards. The WIB is currently working on these standards, and expects to be fully developed by 3rd quarter PY'05.

- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*

The WIB will utilize standardized quality assurance methodology to benchmark desired outcomes. The WIB will compare Orange Works statistics with other WIB benchmark measures throughout New York State to ensure a high level of quality standard that is being set.

Workforce Investment Board:

- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

The WIB will work closely with the One Stop Partners and other Workforce Partners to identify and communicate these measures, both on a policy and operational level. Measures will be discussed at full Board Meetings., WIB subcommittee meetings, CQI meetings, One Stop Consortia-MOU Partner Meetings, Facilitated Board Meetings, and general staff meetings. Written correspondence regarding both policy directives as well as operational procedures for these measures will be communicated on a regular basis to all appropriate parties. Technical assistance training will be provided whenever necessary.

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?*

The Orange County Workforce Investment Board's staff are located at 30 Matthews St. Goshen, NY 10924. Local WIB policies and definitions are disseminated from that office.

- *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?*

WIB staff issue written policy directives to One Stop staff at Orange Works through e-mail and formal written policy guideline correspondence. WIB staff utilize legal notice through the local newspaper for WIA legal solicitations and requests for proposals. WIB staff communicate WIA policy to NYSDOL through e-mail and hard copy.

- *Is there a Local Board website? If yes, please provide the website address.*

Website www.orangeworks.biz

- *Does the Local Board make information such as Board membership, meetings, policies, definitions, and other workforce information available on the website?*

The WIB does not currently utilize the website to post board membership and meeting information. At this time the website is utilized for business and industry recruitment, job fairs, and employment listings. The WIB will be working to develop and enhance the website to incorporate additional WIB information.

- *How is the website maintained to assure up-to-date information is available?*

A staff person has been assigned to monitor and maintain the website.

Workforce Investment Board:

- *By what means does the Board assure that the accessible copies are current?*

WIB staff review and monitor all copies to ensure statements are current, accurate and timely.

- *Where can hard copies of this information be obtained by the general public?*

Hard copies can be obtained through the WIB office at 30 Matthews ST., Goshen, NY 10924.

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.
See copy of Orange WIB 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?*

WIB by-laws are reviewed every two years. The by-laws are awarded by submitting the necessary changes to the WIB Executive Committee for review and comment. The WIB Executive Committee refers to the full WIB for vote and approval. In unusual circumstances when extensive changes are necessary, the WIB may designate a WIB by-laws subcommittee to review comprehensive changes.

- *Is the Board incorporated?*
The Board is not incorporated.

Workforce Investment Board:

- *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.)*

Executive
Planning
Business Services
Education
Marketing
Community service

WIB Committee Responsibilities:

EXECUTIVE- Responsible to meet two weeks prior to full WIB to review and schedule agenda for full WIB meeting. Will also receive reports from any WIB committee that have met the prior month to review issues/actions for full WIB. Will fully discuss any budget/contract issues as well as any WIB policy or planning issues.

PLANNING- Responsible to coordinate and oversee WIB strategy plan development and implementation, including regional strategy and regional grants. This committee reviews and develops WIB policy.

BUSINESS SERVICES- responsible to coordinate and oversee the WIB's efforts to closely respond to Orange County business and industry hiring and training needs.

Also, to provide guidance on the WIB Industry Clusters (manufacturing, distribution, health care, technology) to ensure that WIB programs and policies are demand driven and responsive to the cluster needs. The business service committee will also communicate on a regular basis with the Chamber of Commerce, Orange County Partnership, Mid-Hudson Pattern for Progress, NY State Empire Development, Council of Industries, and other business purpose organizations.

EDUCATION- Responsible to develop and review WIB educational activities and programs that involve educational providers ie: Orange Ulster BOCES, Orange County Community College, Mt. St. Mary College, PACE University, SUNY New Paltz, and WIB educational training vendors. The education committee will also evaluate WIB courses that are entered on to the eligible trainee provider website to ensure that they are customer responsive and cost effective. The education committee will also review and approve WIB credential activities for both adult and youth population.

MARKETING-Responsible to develop and review all WIB marketing efforts including the website, marketing brochure, annual report, signage, speakers bureau, regional conference and press release.

COMMUNITY SERVICE-Responsible to develop and support community service participation within the WIB One Stop Systems, with a special emphasis on building partnerships with community based and faith based entities. Will also review any potential funded grants that the WIB can partner with CBO's and/or FBO's.

- *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?*

The WIB works with the Chamber of Commerce, Orange County Partnership (economic Development) and the County Executive's office to identify new WIB members. The WIB utilizes a community leader scan to identify new members. The scan is a grid (adopted from the Ed Barlow Regional Conference) that outlines the various leadership skills that are appropriate to fill board vacancies. The Chamber and the partnership provide input on the emerging trends occurring locally and assist with the board appointment identification.

- *What is the process for providing staff to the Local Board?*

WIB staff are County Government Employees that report back to the WIB and County Executive. WIB staff are located at 30 Matthews St., Goshen. WIB staff are funded directly through the WIB operating budget.

- *Describe the Local Board's plan for Board staff retention and development efforts.*

The WIB chair and WIB director work closely with all WIB members to enlist their cooperation, support, and attendance at WIB meetings. There is regular, periodic contact with all WIB members to keep them fully informed and engaged in WIB activities. The WIB provide an orientation to all new WIB members. The WIB also holds retreats to review and develop policy and generate new initiatives.

3. Fiscal Agent and Grant Sub recipient

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.

See attachments sent by mail.

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
Newburgh	\$220,000	Included	Included	\$4,000	\$5,000		\$229,000
Middletown	\$200,000	Included	Included	\$5,000	\$5,000		\$210,000

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
Newburgh	\$229,000	2	4	2	1	2	2
Middletown	\$210,000	2	4	2	1	2	2

Workforce Investment Board:

Infrastructure Costs In Dollars (Planned over next three years)

One Stop Center and Affiliate Sites (Identify by Location)	Rent	Utilities	Maintenance	Technology	Marketing	Other	Total
Newburgh	\$660,000	Included	Included	\$22000	\$15000		\$697000
Middletown	\$600,000	Included	Included	\$25,000	\$15000		\$640000

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

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
Newburgh	\$697000	6	12	6	3	6	6
Middletown	\$645,600	6	12	6	3	6	6

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

	Total FTEs	Planned
Wagner-Peyser Management Staff For Delivery of Core and Intensive Services	3	9
Total WIA Title 1 Management & Administrative Staff	5	15
Total for the LWIA	8	24

Workforce Investment Board:

- *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.*

The WIB recently convened several One Stop consortia meetings (ETA, OCCC, DOL, BOCES) to review One Stop service delivery and coordination. The revised One Stop Operation Agreement (submitted to NYSDOL) improves the integration and service delivery of all four partners. ETA is the lead operator for the One Stop. OCCC, BOCES, AND DOL have all agreed to supply staffing to conduct additional activities at the One Stop i.e. workshops, assessment, resource room coverage, and WIA eligibility review.

The WIB continues to seek outside grant funding to supplement WIA formula funding. The WIB was awarded a regional 7 county 1.04 million dollar health care training grant to train more nurses for the entire region. The WIB also received a \$324,000 Securing Prosperity TANF Training Grant as well as a \$75,000 Disability Navigator Grant. The WIB has applied for a HUD Youth Build Grant. The WIB, through ETA operates all TANF employment programs including BRIDGE, EDGE, Wheels For Work II, Jobs, Community Solutions for Transportation, and Food Stamp employment. The WIB will also be receiving a \$100,000 JARC Transportation Grant to help transport inner city residents to distribution jobs in the suburbs. The WIB works actively with the Chamber of Commerce and Orange County Partnership to improve and enhance business service delivery through the WIB Business Service Team and Industry Cluster meetings . Job fairs and One Stop on-site recruitments are held on a regular basis. WIB employment brokers work directly with business to help them access and secure business training grants.

- *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.*

Wagner-Peyser services are currently delivered within the One Stop service delivery structure. ETA as the lead operator in the One Stop will meet on a monthly basis to ensure compliance with this issue.

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.*

See attachments sent by mail.

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 1 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.*

The WIB planning committee evaluates what WIA Title I services need to be contracted out. The planning committee evaluate what services can be offered directly by existing One Stop consortium partners (ETA, OCCC, BOCES, NYSDOL) and MOU Partners (DSS, NCAC, RECAP, VESID) without a need to contract out directly. The planning committee will rely on the community scan needs assessment, and strategic planning documents to analyze what elements of the WIA delivery system would be best served by contracting out. The planning committee will rely extensively on the One Stop operating consortium agreement to evaluate how One Stop system partner staff can contribute services for the workforce system.

Workforce Investment Board:

- *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?*

The WIB utilizes an RFP-legal solicitation process to implement contracts. All contracts are run through the county law dept. and signed by the County Executive. The planning committee in conjunction with the executive committee monitors this process. Contracts are reviewed and renewed on an annual basis.

- *For which services do you currently contract?*

The WIB contracts with Orange County Community College to operate the One Stop Career Center. The WIB contracts with various training providers (OCCC, BOCES, MT. ST. Mary's CDL Schools, Health care trainers etc.) for individual training account vendor contracts. The WIB contracts out with individual employers for WIA on-the-job training contracts. The WIB contracts out with selected providers for special discretionary service functions (NCAC, Wage Subsidy, OCCC, BOCES,) Best resources for Securing Prosperity; Occupations for Wheels for Work; etc. the WIB Youth Council contracts out with Title I B youth subcontractors to provide WIA youth services.

- *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 WIB will be moving ahead on a number of strategic workforce issues in the future. The type of services the WIB will be looking at contracting out will include:

1. Regional initiatives i.e. Hudson Valley Health Care Initiative- contracts with health care education providers throughout the region.
2. Faith based/community based initiative- WIB has applied for a WIA faith based grant and will continue to actively seek opportunities to integrate faith based/CBO's into the One Stop.
3. Marketing- The WIB will continue to invest in improving the marketing effort to enlist business and industry within the workforce system.
4. The WIB will invest in workforce development capacity building activities and will contract with facilitators/trainers to continue to build the system i.e. development of industry cluster.
5. The WIB will be looking to contract out with agencies that can improve and develop our credentialing capability. At an August 2005 WIA youth meeting, the WIB approved moving ahead on a contract with NY wired for WIA Youth credentialing.
6. The WIB will move ahead at looking to electronically integrate MOU Partners into the OSOS workforce system.

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.*

The WIB planning committee is responsible for establishing priorities 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?*

For the WIA adult population public assistance recipients that are WIA eligible and suitable receive highest priority. Second priority is the TANF 200% population and food stamp recipients. Third priority is economically disadvantaged with barriers. The balance will have to meet WIA adult self-sufficiency guidelines.

For dislocated workers, WIA customers that are low income are high priority. DW Veterans are high priority, as are displaced home workers. DW clients that have exhausted UI or are subject to a plant closing receive high priority. For WIA youth, TANF youth with barriers receive highest priority. Pregnant/parenting teens, PINS, homeless, low educational skill and drop out youth will receive high priority.

What is the Board's policy for determining priority of service and its relationship to residency requirements? How often is the policy revisited?

The WIB will serve residents of Orange County for WIA service. If all county residents have been served with WIA funding, and additional funding is available, the WIB will evaluate serving out-of-county residents. This policy is revisited on a quarterly basis.

- *How will the priority of service plan align with planned operating policies and procedures?*

The WIB priority of service plan is aligned with the One Stop operating policy. The One Stop Coordinator disseminates priority of service to all WIA One Stop staff.

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.*

The WIB planning committee sets policy relative to self-sufficiency.

- *Provide the current definition of self-sufficiency as established by the Local Board.*
The current definition of self-sufficiency as established by the WIB is as follows:
“Anyone earning \$15.00 an hour or less is eligible for WIA adult service.”

Workforce Investment 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 WIB self-sufficiency standard is at a local level that will enable the WIB to serve a broad cross –section of the population, and also continue to meet WIA performance standards.

The WIB has adopted a regional life-long learning approach that involves business, education, employers, and the emerging workforce. The emerging workforce includes those laid-off due to out sourcing or technological advances, on public assistance, lacking a high-school diploma/GED, individuals with disabilities, and individuals dealing with barriers to employment.

The Self-sufficiency standard is also aligned with the strategic plan in that it responds to the employment and training needs of a significant labor demand within the four primary industry clusters: (manufacturing, distribution, health care, technology). The self sufficiency standard will also allow the WIB to serve employed workers through upgrade wherever appropriate.

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.*

The WIB planning committee is responsible for setting policies for 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 coordinated among the counties?*

Supportive service policy is reviewed on an annual basis. The One Stop Coordinator will report back to the WIB directors on the effectiveness and responsiveness of the policy i.e. transportation, childcare, referral out, etc. If adjustments or amendments appear to be needed, the WIB director will inform the WIB planning committee to review the policy. The planning committee will recommend amendments to the Executive Committee for implementation.

Workforce Investment Board:

- *Does the local area make needs-related payments and if so, how and how often is the policy or payment level reviewed?*

Currently the WIB is not authorizing needs based payouts. However, based on changing trends and customer needs, needs based payment authorization may be considered. Previously, needs based payments were authorized for those participants whose UI benefits exhausted and were still in training. Limited WIA funding and short term training has curtailed needs based payment authorization.

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.*

The Executive Committee is responsible for policies related to grievances and complaints.

- *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.*

The One Stop has identified a WIA One Stop EEO compliance officer who processes all EEO related complaints and is the EEO liaison with the NYSDOL EEOD coordinator. The EEO compliance officer works closely with the WIB Deputy Director. The Deputy Director handles all program complaints and grievances. The One Stop coordinator reviews all customer complaints (EEO and program) to ensure that all One Stop services are fair, objective, customer responsive and compliant with EEO law.

The One Stop CQI Team (Continuous Quality Improvement) is informed if there is any trend in customer complaints that might indicate a problem with customer flow, procedure, or responsiveness.

The WIB Executive Committee is informed if any changes with the One Stop delivery system are required. Information is reviewed on a quarterly basis.

Workforce Investment Board:

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?

At the present time, the WIB/One Stop has not had to amend policy to respond to the analysis of customer complaints. If there is a temporary blockage with customer flow, or a staff coverage issue, the One Stop Coordinator will address it immediately.

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 workforce staff inform the One Stop Coordinator of any customer complaints or grievances.

Staff will interview the customer to address the problem. If the customer is not satisfied, the complaint is forwarded to either the Deputy Director or EEO compliance officer.

Non- grievable complaints are reviewed to determine if there may be any procedural, staffing or systemic issues that are related to those complaints. If non- grievable complaints are related to the above mentioned elements, the One Stop coordinator and the One Stop Consortium will implement appropriate change to support continuous quality improvement.

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.

	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
<i>Older Youth</i>	34	50	42	34	80
<i>Younger Youth</i>	114	228	162	72	46

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

Workforce Investment Board:

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, enter the standard, outcome and indicate Pass/Fail of the performance using "P" or "F" as indicators.

Workforce Investment Board:

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Entered Employment Rate	Older Youth	67	69.2	p	69	85.7	p	70	81.8	p
Retention Rate	Older Youth	72	100	p	72	83.3	p	74	76.9	p
	Younger Youth	41	60.5	p	42	83.3	p	47	76.7	p
Earnings Change	Older Youth	1448	4227	p	1419	1492	p	2300	3697	p
Credential Attainment Rate	Older Youth	32	26.7	p	34	57.1	p	42	33.3	f
Diploma/GED Rate	Younger Youth	26	44.2	p	29	62.2	p	42	62.1	p
Skill Attainment Rate	Younger Youth	67	98.8	p	69	80.9	p	72	91.0	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?

The WIB has advised the youth council to implement much closer monitoring and management controls. The WIA youth coordinator has implemented a monthly sub-contractor reporting summary for subcontractors. The report requires the youth subcontractor to indicate the status of monthly enrollments and specific activities for all youth. The report also requires outlining follow-up activities for retention purposes. Two letters from the WIB director to the WIA youth administrator and WIA youth subcontractor coordinators have been sent outlining all performance issues and requiring corrective action. Several follow-up operational meetings have been held since then to evaluate follow-up implementation.

Workforce Investment Board:

- *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?*

The WIB has recommended to the youth subcontractors the utilization of NY WIRED as an activity to improve the credentialing standard. Orange BOCES will also be utilized. The WIB has also offered to assist with recruitment through TANF, human service agencies, and One Stop recruitment. TANF youth recruitment will help address the older youth earnings income gain standard. One Stop staff will assist with job placement and retention activities. Subcontractors have been advised to be selective on enrolling youth within certain age groups for the younger youth diploma route (age 17 and up and seniors to achieve the standard).

Two new WIA providers have been added to the youth subcontractors for PY'05. These providers should help improve performance since they will be serving younger youth. The WIB has historically focused on serving dropout older youth almost exclusively. Although this population certainly requires service intervention, the WIB is interested in balancing the service mix more equitably (younger youth vs older youth). The WIB has added membership to the youth council that will improve policy expertise.

- *How have those changes been incorporated or aligned with key workforce challenges and planning strategies?*

The WIB has incorporated the above changes and aligned them within the overall workforce planning strategies.

The WIB's four key industry cluster (manufacturing, health, distribution, and technology) have all developed initiatives to incorporate youth initiatives within their framework. The manufacturing cluster developed a curriculum in conjunction with Orange-Ulster BOCES for all Orange County youth. This curriculum will be presented to school superintendents for their review and approval. Similar initiatives are being developed with the other clusters. Orange Works One Stop will be offering the "Team Connect" program to youth to connect up One Stop services for in and out of school youth. The WIB sponsored a youth career mapping project in PY'04 and PY'05. The results from these surveys will be incorporated into the One Stop resources.

The WIB sponsored a youth internship initiative this summer, providing 40 fully paid internships in public sector agencies throughout the county.

The WIB has also formed an "Emerging Worker" workforce committee to identify, recruit, and provide service to a "hidden pool" of untapped talent. This committee has a number of concerned employees that will help shape policy for this population.

Workforce Investment Board:

- *What strategies are being devised to exceed standards, improve services and increase market penetration?*

The WIB plan to gear-up its marketing outreach to youth through the media. The WIB will be contacting faith –based, community based human service agencies and educational institutions for outreach purposes. The WIB will continue to leverage GED, ESL and workplace literacy services for the population.

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.*

The WIB emerging workforce committee is the committee responsible to review the design framework and ensure that it supports emerging strategies. The committee will meet on a quarterly basis with WIB youth staff, WIB director, WIB members, WIB subcontractors, WIB planner, employers and other human service providers. The committee will refer back to the strategic plan goals and objectives to ensure that policy is aligned with operational activity. The Chamber of Commerce and Orange County Partnership will also be engaged within this effort. Committee feedback and input will be essential to the overall evaluation on the responsiveness and effectiveness of the design framework.

- *If a multi-county area, describe how youth program design is coordinated among the counties.*

N/A

- *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.*

Youth activities in our area include:

- Assessment
- Pre-post testing
- Service strategy
- GED-ESL
- Career counseling
- Tutoring
- Remediation
- Educational instruction
- Workshops
- Occupational skill training leading to credential

Workforce Investment Board:

Basic skills
Mentoring
Work experience
Internship
Summer youth employment
Leadership development
Citizenship
Job placement & retention
Literacy & numeracy gain
Support service
Child care
Transportation

The majority of WIA eligible youth live in the urban-poverty impacted areas of Newburgh, Middletown and Port Jervis. These areas have high evidence of crime, youth gangs, substance abuse, drop-out, teen pregnancy, homeless, low educational functioning and lack of transportation. The severity and intensity of these conditions contribute to the difficulty WIA youth subcontractors have in retaining this population, and meeting performance.

- *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?*

The Orange Works One Stop offers the Teen-Connect Program to “connect” up WIA and non WIA youth to the One Stop services. Teen Connect provides career awareness, and work readiness workshops for the youth population.

- *Describe how the Youth Council will incorporate literacy and numeracy elements into the design framework in accordance with USDOL Common Measures Policy.*

The WIB will comply with the USDOL requirements for literacy and numeracy elements within the local WIA youth framework. The WIB require the WIA youth subcontractors to utilize one of the standardized assessment tests that are allowable based on the NYSDOL Technical Advisory. An individual service strategy is also required. Educational instruction will be centered on periodically evaluating basic skills gain (literacy and numeracy) for WIA youth. Whenever possible contextualized instruction will be provided, especially for older youth.

Workforce Investment Board:

- *Describe how the Youth Council will incorporate certificates into the design framework in accordance with USDOL Common Measures Policy.*

The WIB plans to increase the utilization of certificates for the WIA youth programs. The WIB industry cluster will continue to work on developing educational programs that can lead to WIB approved certificates. The WIB will be requesting WIA youth subcontractors to increase their level of integration with educational evaluations (BOCES, OCCO, computer school). Youth programs will also be requested to partner with unions (apprenticeship programs) employer associations, state agencies, and other entities that can provide certificate-bearing training.

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.*

The goals of the youth council will be to continue to implement the major goals of the Workforce Investment Act legislation for youth. These goals include:

Strong linkages to employers, increased emphasis on academic learning as it relates to workplace skills, an increased focus on youth development activities, an increased emphasis on serving out of school youth, and longer term service with post-employment interventions.

Locally these goods translate into strategies that incorporate increased credentialing and certificate obtainment, improved linkages between employers and educational institutions, development of contextualized learning opportunities, improved coordination with faith based and committee based organizations, follow-up-on the “emerging workforce” committee recommendations, teen connect activities with the One Stop, mentoring, more extensive marketing with youth including youth recognition days and job fairs, incorporation of life-long learning and career ladder, improved support service assistance (child care and transportation), and directly responding to employer/occupational demand, especially within industry clusters

Workforce Investment Board:

- *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 plans to improve collaboration with BOCES and OCCC (to obtain certificate and credentials) and proprietary schools. The council will also continue to work closely with area high schools to better develop workforce-school –to-work curriculum. The WIA youth coordinator sits on the Orange County Youth Advisory Board, and the Orange County Youth Bureau Director serves on the WIB youth council. The ETA Deputy Director attends all youth council meetings and subcontractor meetings. The youth council will be working to increase collaboration with youth service agencies such as TASA, Boys and Girls Clubs, Big Brothers-Big Sisters, Municipal Youth bureaus, Court Diversion Programs, Probation, housing shelters, and local employers. The council will plan an increasing number of focus groups, seminars, and facilitated meetings with recognized state and national leader’s, conferences, and joint strategy sessions to move ahead on these collaborative ventures.

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.*

The PY’05 WIA youth providers include:

Newburgh Community Action committee
Regional Economic community Action Program
SUNY Orange Liberty Partnership
Orange BOCES
Best Resources
United Talmudical Academy of Kiryas Joel

BEST RESOURCES-out of school youth: assessments, ISS, basic skills, occupational skills, GED, ESL, work readiness, tutoring, remediation, life skills, career exploration technology training, work experience, employment search prep, pre-employment work shops, counseling, job placement, retention, support services.

NCAC-out of school youth: assessments, ISS, basic skills, GED, ESL, life skills, leadership, occupational skills training, workshops, field trips, work maturity, job readiness, computer training, work experience, career exploration, job placement, retention, support service.

RECAP-out of school youth: assessments, ISS, basic skills, GED, ESL ABC, pre-employment, work readiness, work maturity workshops, job coaching, life skills, internships,

leadership development, vocational training –tuition based at BOCES CTEC, work experience, support services (transportation), counseling, job placement and retention

UTA-KIRYAS JOEL-Out of school youth: assessments, ISS, basic skills, GED, ESL, tutoring, study skills training, remediation, reading & math instruction, occupational skill training, work experience, internships, counseling, case management, career exploration, job placement retention, support service.

SUNY ORANGE LIBERTY PARTNERSHIP- In school youth: assessment, ISS, basic skills, tutoring, study skills, leadership development, occupational skills training, work experience, remediation, career exploration, stipends, workshops, job shadowing, career zone, entrepreneurship, citizenship, counseling, job development placement, support service.

ORANGE BOCES-In and out of school: CTEC Career and Technical Education Center assessment, ISS, basic skills, technical skills training, academic and guidance counseling, youth development, work readiness preparations, mentoring, GED, employability skills, high school diploma, work experience, career exploration, job placement & retention, support services.

As stated previously, our WIA youth provider will be leveraging additional resources that include NY WIRED, BOCES occupational skills training, OCCC occupational skills training, Orange Works-career zone, Chamber of Commerce employer job fairs, Teen Connect at Orange Works, literacy volunteers, WIB Industry Clusters for demand occupational careers, and a variety of human service agency services including faith based and community based organizations.

The primary thrust will be to improve educational services for the WIA youth programs, make the programs more dynamic, and customer responsive; improve linkages to employer and employer advocate organizations (Chamber of Commerce), develop more curriculum that is coordinated with employer occupational demand; more integration with the One Stop, and better follow-up with faith based and community based agencies for support services.

- *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.*

The WIB has added two new contractors; Suny Orange Liberty Partnership and UTA of Kiryas Joel. These subcontractors will be serving a younger youth (14-18) population. This change will broaden our service mix and help us meet performance standards. The WIB had been serving out-of-school youth exclusively up till PY 2005.

Both Liberty Partnership and Kiryas Joel have operated successful youth programs for a long period of time, and will expand and enhance WIA youth service. Their program models combine a unique blend of education, counseling, occupational training, career exploration, workshops, remediation, tutoring, work experience, and field events that are particularly captivating for this population.

Workforce Investment Board:

- *Describe your Youth RFP process including the frequency of release, review criteria and who reviews the proposals*

Youth RFP's are run every year, usually in April. The WIB publishes legal notice prior to the RFP being released. The RFP is amended every year to incorporate new policy or legislative changes. The RFP consists of:

1. goals and objectives
2. eligible agencies
3. funds available
4. definitions
5. performance standards
6. eligibility
7. assessment
8. selection criteria
9. review and award process
10. period
11. proposal format
12. results and benefits
13. management and administration
14. supplemental information

Selection criteria consists of:

1. program design
2. service plan
3. innovativeness
4. barrier elimination
5. non duplication
6. experience
7. cost
8. linkages
9. references
10. fiscal capability

proposals are reviewed by a committee of youth council members

- *For which services has the Board entered into a contract? Are the local Employment and Training offices providing any services to youth?*

The WIB has separate individual youth contracts with each of the six providers listed. ETA manages the One Stop Center. The One Stop offers Teen Connect and various workshops for youth.

Workforce Investment Board:

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*

Basic skills deficient-

The individual completes or solves problems, reads, write or speaks English at or below the 8th grade level or is unable to complete or solve problems, read, write or speak English at a level necessary to function on the job or in society.

Requires additional assistance to complete an educational program, or to hold and secure employment. Those individuals that met the local definition of Basic Skills Deficient will be determined to require additional assistance to complete an educational program or to hold and secure employment.

The above locally defined definitions are aligned with and support the WIB’s strategic plan focus for an emerging workforce, and life long learning. Emerging workforce population includes youth that are disenfranchised, disadvantaged, low educational functioning, lacking a high school diploma/GED, unemployed, on public assistance, individuals with disabilities, limited English speaking, and lacking support services to obtain or retain employment. The WIB/youth council will make a concerted effort to outreach to this population to provide both WIA and non WIA services.

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.

Total Number Served	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
<i>WIA Adults</i>	658	724	915	727	426
<i>WIA Dislocated Workers</i>	369	284	424	621	714
<i>Wagner-Peyser Funded Customers*</i>	N/A	12,082	9,415	9,313	9,220

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.

Workforce Investment Board:

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, enter the standard, outcome and indicate Pass/Fail of the performance using "P" or "F" as indicators.

Workforce Investment Board:

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Customer Satisfaction	Participants	70	70	P	72	0	F	71	70.8	P
	Employers	68	96	P	70	0	F	68	69.7	P
Entered Employment Rate	Adults	74	93.6	P	75	95.5	P	75	96.9	P
	Dislocated Workers	76	91.9	P	78	93.7	P	79	85.3	P
Retention Rate	Adults	72	89.7	P	74	92.5	P	79	92.5	P
	Dislocated Workers	86	92.5	P	84	89.6	P	87	93.4	P
Earnings Change	Adults	3187	1358	F	3124	1509	F	2812	1007	F
Earnings Replacement Rate	Dislocated Workers	97	94.7	P	97	89.8	P	92	82.3	P
Credential Attainment Rate	Adults	37	30.7	P	44	89.3	P	60	82.3	P
	Dislocated Workers	37	41.2	P	45	83.8	P	52	77.8	P
Job Seeker Entered Employment Rate	Wagner-Peyser	N/A			N/A					
Job Seeker Employment Retention Rate	Wagner-Peyser	N/A			N/A					

Workforce Investment Board:

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?*

On June 11, 2005 ETA as the lead One Stop operator submitted a detailed and comprehensive corrective action plan to NYSDOL. The following is a summary:

1. Restructuring the program flow for dislocated workers from entry point at front desk to resource room and career specialists. Most of the dislocated worker eligibility will now be completed at initial point of contact with the customer, reducing reliance on the OSOS query method. All resource room staff will be cross-trained to create a total comprehensive delivery of service.
2. ETA has formed an Internal Management Review Team that consists of Deputy Director, Fiscal Manager, MIS Coordinator and One-Stop Coordinator to meet on a monthly basis to review program enrollment, program expenditure, performance outcomes, trends and forecasts. The findings of this management team will be disseminated to all ETA staff to ensure that there is effective follow up and action. The management team will now also utilize the DOL External Monitoring Guide, as well as other DOL reporting sources to assist with managing outcomes. The management team will also hold monthly operational meetings to train all staff on new procedures and policies.

The Management Team, as described above, will report to the Executive Director and the WIB on all findings and corrective actions. In addition, Monthly Operational Meetings will be held with the Resource Room Staff to review all issues that were addressed in Item #1. Those individuals will report their findings and progress directly to the one stop coordinator.

3. The MIS Coordinator will now not only generate and distribute reports but will also be responsible for the entry of supplemental data. This will prevent any further gaps in communication.

To ensure that all OSOS enrollments and data entry is completed on a timely and accurate basis, the One Stop Coordinator will track all Follow-up Reports and progress. This will be accomplished during the Monthly Operational Meetings along with on-going dialogue with the Resource Room "Point Person".

Follow-up will also be conducted in the evening to increase customer contact availability. This will be a supplemental procedure to our current quarterly follow-up mailer. Responsibility for follow-up will be equally distributed to all Resource Room Staff.

4. We would like to shift Career Specialist staff time to spend a large portion within the Resource Room to assist with Dislocated Worker eligibility screening. All Resource Room staff will now utilize an eligibility pre-screening tool to help obtain Dislocated Worker information and enrollments.

Career Specialist Staff will now not only be responsible for WIA ITA training Authorization, but also will be spending significant time in the Resource Room providing direct Core and Intensive Services to customers. A restructuring of staff to maximize customer service strengths in the resource Room will be completed.

5. ETA staff will conduct dislocated Worker screenings at all Rapid response events, both on and Offsite.

Additionally, on the front end, our staff will now check for OSOS profile status for dislocated worker eligibility. We will be discussing with current DOL UI Orientation Staff the opportunity for ETA to recruit for Dislocated workers from this activity.

Also, all future Job Fairs and Employer recruitments will incorporate an ETA staff person to identify potential Dislocated Workers.

ETA will be using the MOU partners more extensively to recruit Dislocated Workers.

- *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?*

As stated above ETA has implemented significant changes in policy and procedure to achieve performance standards. ETA has enhanced and developed the One Stop Operating consoria agreement (ETA, NYSDOL, OCCC, BOCES) requiring much more involvement with the actual operation of the One Stop. OCCC and BOCES will be contributing staff to conduct workshops, assessment, basic computer training, and off site eligibility review. NYSDOL staff will be trained on WIA eligibility and suitability to improve WIA customer selection. The One Stop will also be working more closely with MOU partners to integrate their services within the total workforce system. At a point in the near future, MOU partners will be linked OSOS for improved coordination and communication. Training provider enrollments will be more closely evaluated to ensure WIA suitability and to meet performance standards.

- *What strategies are being devised to exceed met standards, improve services and increase market penetration?*

As stated previously, the WIB is requiring the One Stop to scrutinize all prospective WIA customers re: pre-program wage and suitability to exceed the WIA Adult Earnings Income Gain. All WIA resource Room Staff have received comprehensive training on the standard and all other standards. Staff have been issued customer calculation and screening forms to assist them with their making these determinations.

Additional staff are reassigned to the Resource Room. A supervisor has been assigned to help monitor and manage the customer flow. One Stop partners will also be contributing staff. Staff have also been informed about meeting monthly enrollment/service goals for core, intensive and training. The One Stop coordinator will be holding weekly meetings with all

Workforce Investment Board:

Resource Room Staff to review customer performance and service. Monthly meetings will be held with One Stop partners to review One Stop service delivery.

Market penetration will be increased by extending outreach and service through a more comprehensive marketing effort i.e. newspaper, radio, cable tv, brochures, speakers bureau, and seminars. The WIB will also collaborate marketing efforts with the Chamber of Commerce and Orange County Partnership. The WIB will increase outreach to the business sector through industry cluster meetings, job fairs, economic development recruitment, and on-site employee recruitment at the One Stop.

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.*

The WIB Planning Committee is responsible for WIA Adult and Dislocated Worker policy on 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)?*

All One Stop staff receive an informational e-mail regarding a general announcement of a plant closing. The e-mail identifies the employer, location, # of jobs affected, type of occupation, wage/salary level, time frame, union/non-union issues, and any other related factors.

Staff meetings are held to communicate the framework of service delivery and incorporating partner staff to assist eligibility activities. A dialogue is initiated with the employer to immediately begin service delivery.

- *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.*

Self-employed individuals that become unemployed as a result of natural disasters can be determined eligible for WIA dislocated worker status. Those individuals may be eligible for UI benefit status and/or retraining if suitable. The One Stop has a number of partner organizations that can provide service for self-employed individuals. Orange-Ulster BOCES offers entrepreneurship training, Small Business Development centers offers assistance on the

Workforce Investment Board:

development of business plans and start-up capital loans, the Chamber of Commerce assist with market research, and OCCC offers training related to the operation of a business.

- *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.*

UI customers receive a DOL/WIA orientation (REO) at the One Stop. UI customers receive a comprehensive explanation on UI benefits, job search requirements, WIA One Stop services, job placement, re-training, and given a tour of the One Stop. The UI customers that return are issued a swipe card and evaluated for WIA enrollment. One Stop staff have access to UI profiled customers. Profiled workers received inquiry cards from One Stop Staff and are evaluated for WIA Dislocated Worker Enrollment.

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.*

The planning committee is responsible for rapid Response Policy.

- *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?*

In Orange County, One Stop Staff are part of a collaborative team effort with NYSDOL, OCCC, and BOCES for all Rapid Response activities. These four agencies represent the One Stop consortium.

The WIB makes a concerted effort to ensure that all rapid response interaction is as early as can be initiated. The WIB also requires a comprehensive and coordinated workforce approach that integrates UI information, explanation about One Stop services, career exploration, job placement, literacy, retraining (classroom and OJT) entrepreneurship, and other related services (i.e. TAA or union services if applicable). The One Stop Rapid Response effort also works to identify appropriate employers as quickly as possible to enhance the job placement effort.

- *Who is responsible for coordinating Rapid Response services in the local One Stop system?*

The One Stop coordinator works with the WIA Employment Brokers and a designated staff person from the job service. Warn notices are initially disseminated from NYSDOL to the Job Service Rapid Response staff person. She communicates the warn information to the One Stop staff.

Workforce Investment Board:

- *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?*

Rapid response activities promote the full array of workforce services for both affected workers and employers. In certain situations where an employer retains a portion of the workforce, service can include a review of business plans, productivity assessments, occupation skill evaluations, market studies, and other related workforce services. Educational entities can provide workforce service (GED, ESL, ABE, workplace literacy, classroom training). The One Stop will work closely with business purpose organizations to utilize their services. The Chamber of Commerce and Orange County Partnership provide a multitude of employer services that are integrated with the One Stop Rapid Response activities.

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.*

There is a WIB Business Service Committee

- *What is the plan to:*
 - *determine the needs of employers in your local area?*
 - The WIB has completed a comprehensive scanning of local employer needs, labor market supply and demand and incorporated those findings into the WIB strategic plan and State of the Workforce Report. The WIB compiled this study in conjunction with several other workforce agencies including Orange County Planning Dept, Chamber of Commerce, Orange County Partnership, Mid Hudson Pattern, Orange County Economic Development, Unions, Community base. faith based organizations, educational institutions, and the business sector. There will be on-going meetings with members from these agencies to constantly evaluate, review, and update employer needs.
 - *integrate business services, including Wagner-Peyser Act services, to employers through the One Stop system?*

The WIB Business Service Committee will meet with the One Stop Consortia (ETA, OCCO, BOCES, NYSDOL) to advise them of any current trends, hiring or skills training needs. NYSDOL administers Wagner Peyser. Industry recruitment, job fairs, industry cluster meetings, group facilitations, the One Stop Orange works website, and meetings with business and industry representatives will all be activities that can integrate services into the One Stop.

Workforce Investment Board:

- *maximize awareness and employer use of available Federal tax credit programs through the system?*

Designated staff at the One Stop have been trained on Federal Tax credit Programs. The program will be marketed through brochures, business meetings, employer seminars, speakers groups, the Orange Works website, and job fairs.

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.*

The Executive Committee is responsible for Coordination and Integration of Service.

- *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.*

Core, Intensive, and Training Service are delivered through a collaboration of the One Stop Consortia Agencies (ETA, NYSDOL, OCCC, BOCES). ETA is the lead operator of the consortia. ETA One Stop Staff are stationed at the front desk and pre-screen customers. Customers are diverted back to the Resource Room for either self-help or staff assisted core. NYSDOL conducts UI orientations, and One Stop staff interview those customers. TANF customers are also referred into the Resource Room (ETA operate all TANF employment programs). One Stop Career Specialists provide WIA core service including initial assessment, LMI, intro to Resource Room, Resume assistance, WIA eligibility and suitability, job referral and job placement. One Stop staff in conjunction with consortia staff perform core service work shops. OCCC, BOCES, and NYSDOL also conduct WIA eligibility.

One Stop staff provide WIA Intensive Case Management services including assessment, ISS, short term pre-vocational training and counseling. OCCC provides basic computer training for employment search assistance. BOCES provides comprehensive career assessments. NYSDOL provides intensive counseling. Training services (OJT, ITA-classroom, customized) are authorized following core and intensive by the One Stop Career Specialists and Employment Broker.

NYSDOL is one of the four One Stop Consortia Agencies. The revised One Stop Consortia Agreement outlines how Wagner Peyser core services are coordinated through the One Stop. NYSDOL provides on-site UI-WIA recruitment, match and refer, WIA eligibility, workshops, job placement, universal service, job counseling, and employer services (i.e. rapid response, job fairs, industry recruitment, etc.) The One Stop Consortia hold monthly meetings to evaluate alignment. The Executive Committee will be responsible for ensuring the effectiveness of this effort.

Workforce Investment Board:

- *How will coordination of services provided by each of the required and optional One Stop partners through the One Stop system be improved?*

The revised One Stop Consortia Agreement will be requiring expanded junctions on the part of all consortia members as well as more frequent meetings. More in depth cross training will occur on WIA policy, procedure, and performance outcomes. Facilitated partner training will also be implemented more frequently.

- *How will freed-up resources resulting from this improved coordination and integration of services be utilized to provide expanded training opportunities?*

Both OCCC and BOCES will be conducting off-site (at OCCC and BOCES sites) WIA eligibility reviews for the One Stop. WIA eligibility will be conducted as part of the OCCC and BOCES general educational outreach. Additional WIA candidates for training will be identified as a result of this expanded service.

- *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.*

NYSDOL Wagner Peyser services are fully integrated within the One Stop delivery system. NYSDOL is a One Stop Consortia partner. NYSDOL performs WIA core service including WIA eligibility, match and refer, workshops, job placement, counseling, job fair assistance, WOTC, veterans placement assistance, and LMI. Full integration with Wagner Peyser will continue over the next three years. WIA cross training, both individual and group, will continue to occur. More cohesive collaboration will be initiated for rapid response activities, business service functions (industry recruitment, job fairs, tax credits) and related One Stop activities. Regional collaboration will be enhanced through the Mid-Hudson Regional Partnerships (i.e. life-long learning; regional health care initiative); joint marketing efforts (brochures, website, county wide job fair); and economic development initiatives.

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.*

The Planning committee is responsible for policy relating to service to special populations.

Workforce Investment Board:

- *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.*

NYSDOL staff devotes special attention to UI claimants through initial orientation and follow-up meetings. UI claimants receive a tour of the One Stop and are interviewed for WIA eligibility and service. If appropriate for WIA enrollment, UI claimants can receive intensive and training services.

The NYSDOL have staff designated to provide service to veterans. All vets receive one-on-one specialized attention, and receive priority on job referral. One Stop staff also work with the County Veterans Bureau to deliver enhanced services.

Displaced Homemakers are identified through One Stop staff screening. Displaced Homemakers can be determined eligible for WIA Dislocated Worker Services. One Stop staff also can refer Displaced Homemaker clients out for additional services (social services, housing, mental health, domestic violence, etc.).

The One Stop has operated a Disability Project Navigator Grant for the last three years. The DPN works at both One Stops and provide service to a significant population with disabilities. The DPN also coordinates these services with several disability advocate agencies including VESID, Action for Independence, and Independent Living. The One Stop works with Orange BOCES for LEP programs. ETA has operated an EDGE grant for the last four years. ETA also coordinates LEP programs with Best Resources, OCCC, NCAC, and the Newburgh School District.

The WIB submitted a joint regional LEP application with the Westchester WIB. The One Stop has an AARP staff person located at the Newburgh One Stop. The One Stop also coordinates older worker services with Orange County Office of the Agings' Title V programs, and Green Thumb.

The One Stop coordinates service to migrant workers through the NYSDOL designated staff. Rural Opportunity sits on the WIB, and helps provide service to this population. One Stop staff will also work to assist those workers with immigration related issues by referral to advocate organizations (i.e. Legal Service, Catholic Charities). LEP services will be provided for this population.

Workforce Investment Board:

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.*

The Planning Committee is responsible for policy regarding Demand Occupations, ETP, and ITA's

- *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.*

WIB staff contact the appropriate state or federal oversight entity to validate that the various schools are in fact licensed and registered and currently in compliance.

- *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?*

WIB staff require ETP providers to submit cost and performance data back to the WIB on a quarterly basis. Validation checks are conducted on all information submitted. Negative performance outcomes by ETP providers result in their being terminated as a provider. Customers are asked to respond to CQI surveys to obtain input. Follow-up calls are also conducted. This information is utilized consistently to evaluate providers. One Stop customers are informed regarding this information through the One Stop staff.

- *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?*

The WIB will continue to develop regional demand occupational training through the Hudson Valley WIBS. The Regional Life-Long Learning initiative will also be developed in conjunction with the regional WIBS. The regional health care consortium is a prime example of this effort. The WIB will be working to identify training that is geared toward competing in a global economy, to help employers remain competitive within the market place. The WIB Business Services Committee will be utilized to obtain input on employers demand training. The WIB will also continue collaboration with business and industry sections of the community college and BOCES to develop workforce training.

As employers demand more highly specialized type training the WIB will conduct outreach to identify training providers that can respond to these employer request. WIB Employment Brokers will continue work within the Industry Clusters to improve training opportunities. WIB staff will monitor and manage the utilization of the individual training account to insure

Workforce Investment Board:

that training providers are in compliance with ETA requirements, that ITA costs are accurate and reasonable, and that ITA's are authorized only after assessments and individual service strategies are completed.

- *If a multi-county area, how is the review process for demand occupations, eligible training providers and individual training accounts coordinated among the counties?*
N/A
- *Describe how contiguous areas' policies affect your process and any coordination efforts at the regional level.*

As regional labor market develop, respective counties in our region collaborate more closely. Workforce programs and services are expanded beyond county geographic lines. WIA customers can identify training offering and providers that are more regionally based. Consequently, One Stop staff are increasingly becoming more familiar with out-of-county training offerings for ITA authorization. A prime example of this is the Hudson Valley Health Care Initiative that connects up health care employers, educational providers, and the WIB's on a regional basis.

- *How are demand occupations, eligible training providers and individual training account policy decisions and changes communicated to staff? How are they shared with customers?*

WIB administrators e-mail information on demand occupations, ITA caps and limits, training deviation, eligible training providers, and related information to One Stop staff. One Stop Staff meetings are held frequently to review this policy.

One Stop staff provide orientation packets to customers regarding the above information.

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.*

The Business Services Committee sets policy 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 Service Committee meets on a regular basis (no less than quarterly) to review skills upgrading and/or customized training. The committee reviews other potential funding sources. (i.e. BUSINYS, SUNY Grants, USDOL Grants, etc.), employer budget, skill content, occupational demand, career ladder, ability of the employer to backfill the upgraded vacancies with WIA customers, and employer matching contributions.

Workforce Investment Board:

The Business Service Committee also reviews WIA OJT contracts for starting wage level, training duration, skill content, occupational demand, and employer OJT history. OJT pre-site reviews are completed for all OJT's.

WIB Employment Brokers receive requests for OJT, skills upgrading and customized training. OJT contracts are completed by the Employment Brokers and forwarded to the ETA Deputy Director for review. The Deputy Director routes all OJT contracts to the County Law Dept. for final review and signature. Customized training requests are also reviewed by the Deputy Director in conjunction with the WIB Business Service Committee.

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.*

The Planning Committee is responsible for policy on 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.*

Trade Act customers are now handled by WIA One Stop Staff. WIA Career Specialists have absorbed this function. TAA customers can receive a higher level of workforce services (extended benefits through TRA, longer training period, etc.) and require more extensive tracking and follow-up. All TAA customers are directly enrolled as Dislocated Workers to expedite One Stop service delivery. TAA customers receive the full range of WIA One Stop services (core, intensive training) and can receive enhanced services through TAA (extended training, TRA benefits, relocation if appropriate). WIA One Stop will serve both TAA and WIA customers. This contributes to an integrated service model.

- *Describe the process and frequency by which your Trade Act policies are reviewed and the circumstances that would require changes to be made.*

Trade Act policies are reviewed on a quarterly basis by the planning committee. In the event there are significantly more TAA customer certified, TAA policy can be revised to accommodate increased service levels. Service to TAA customers can be very staff intensive. The One Stop coordinator will provide input to the WIB Director regarding TAA flow and volume. The WIB Director will inform the Planning Committee.

Workforce Investment Board:

9. WIA IB & Title II

I 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.

Measure		Performance Standard PY 05
<i>Customer Satisfaction</i>	<i>Program Participants</i>	73
	<i>Employers</i>	75
<i>Entered Employment Rate</i>	<i>Adults</i>	73
	<i>Dislocated Workers</i>	81
	<i>Older Youth</i>	65
<i>Retention Rate</i>	<i>Adults</i>	81
	<i>Dislocated Workers</i>	88
	<i>Older Youth</i>	77
	<i>Younger Youth</i>	52
<i>Earnings Change/Earnings Replacement in Six Months</i>	<i>Adults</i>	2.850
	<i>Dislocated Workers</i>	-1.950
	<i>Older Youth</i>	2.900
<i>Credential/Diploma Rate</i>	<i>Adults</i>	70
	<i>Dislocated Workers</i>	63
	<i>Older Youth</i>	51
	<i>Younger Youth</i>	52
<i>Skill Attainment Rate</i>	<i>Younger Youth</i>	73

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.*

The Planning Committee is responsible for policies related to WIA IB and Title III performance.

Workforce Investment Board:

- *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?*

The One Stop coordinator holds a series of meetings to communicate performance levels, definitions, and operational procedures to enlist the cooperation and assistance of stakeholders.

- *How do newly negotiated performance levels affect current policies, procedures and/or local One Stop system initiatives?*

The WIB and One Stop realign One Stop policy, and procedures to ensure meeting performance standards. This realignment includes staff restructuring to increase time with customers, increased and more frequent tracking and follow-up, expanded outreach to improve customer selection, more analysis on pre-program wages, more utilization of credentials and certificates, more frequent meetings with staff and partners to review performance, more reliance on partners to identify quality WIA customers and service, and improved job placement and retention activities.

- *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 WIB has formed a management team to ensure that the One Stop exceeds performance. Members of this team include Deputy Director, Fiscal Director, Technical Coordinator and One Stop Coordinator. The Technical Coordinator monitors and manages the WIA tracking system. He responds to staff on an individual and group basis. Reports are disseminated to staff on a monthly basis. The Technical Coordinator meets regularly (weekly) with the Fiscal Director to integrate programmatic and fiscal data for performance purposes.

The management team meets on a monthly basis to identify and correct performance issues. One Stop Staff meet on a weekly basis to review performance. The management team meets with all One Stop and partner staff on a quarterly basis. If necessary, the management team can meet on a monthly basis with 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:

Workforce Investment Board:

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

The WIB has placed a much greater emphasis on performance outcomes and issues. WIA enrollment levels (Adult, Dislocated Worker, Youth) are monitored on a monthly basis. Performance data is also monitored monthly. One Stop staff meetings are held on a regular basis to review performance. WIB Partner Staff will also receive training and follow-up on performance issues. The One Stop Consortia Agreement has been revised to accommodate the increased emphasis on performance issues and improved partner contributions to the One Stop.

The WIB will also be looking to continue to utilize the business purpose organizations (Chamber, Partnership, Econ. Development) to improve the work with the private sector.

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.*

The Planning Committee is responsible for policies relating to System Indicator.

- *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)?*

The WIB has instructed the One Stop to adapt the system indicators including market penetration, repeat customer usage, and total system investment. The One Stop is working with its partners to generate the information necessary to calculate the above system indicators. The WIB technical Coordinator and Fiscal Director work together to calculate those system indicators.

- *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.*

The WIB will be working at becoming the lead workforce development partner for the entire county. The WIB will be continuing efforts at improving access with the employer community and related workforce partners to reach more employers. There will be a special emphasis on developing workforce services and training responding to employer demand. Services include new and discretionary grant programs assigned to provide additional service for the employer community.

Workforce Investment Board:

- *Identify the partners responsible for providing data to measure attainment of System Indicators.*

The partners that will be involved to help measure attainment of system indicators include the One Stop MOU Partners (ETA, NYSDOL, OCCO, BOCES, NCAC, RECAP, DSS, VESID) and Chamber of Commerce, Orange County Partnership, Orange County Economic Development, and Empire State Development.

- *Are partner performance measures known and how does the system's design support their achievement and any over all standards for the system?*

Partners performance measures are known and communicated through regular attended meetings. All of the above agencies listed are involved in contributing toward system measure achievement. All of the above agencies attend the WIB meetings on a regular basis. Information on workforce employer and job seeker flow is utilized for the performance indicators.

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.*

The Executive Committee is responsible for policy on oversight and 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.*

Financial program, and performance monitoring will occur no less than a quarterly basis. Program and performance monitoring will be conducted for WIA Adult, Dislocated Workers, and Youth funded programs on a monthly basis. The WIB will make a concerted effort to ensure meeting and exceeding required service levels and performance standards.

- *How does the Board ensure consistency and quality in how monitoring is conducted and results reported?*

The WIB has a performance management team consisting of Deputy Director, Fiscal Director, Technical Coordinator and One Stop Coordinator. Enrollment/service levels and performance reports have been standardized to ensure consistency and quality.

Workforce Investment Board:

- *How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?*

Every month the management team reviews the reports and conducts an analysis (performance and service level) on a monthly basis. The results of that analysis are reviewed with One Stop Staff to plan adjustments in service delivery wherever necessary. Corrective action plans are implemented with One Stop staff. There are One Stop team meetings held on a weekly basis. If necessary, results are shared with One Stop partners to implement systemic changes.

- *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?*

Performance issues are communicated to the WIB Board. The Board requires a full and detailed explanation on the issues and a corrective action. The Board appoints a task force (small committee) to review the problems, and act as a conduit back to the Board to ensure follow-up. The Board is very interested in spending time and effort on monitoring results and will continue to do so.

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.*

WIB meetings schedule are communicated to all workforce partners through hard copy and e-mail. Any changes to that schedule are e-mailed with a follow-up phone call. The WIB director and WIB Secretary to the Director are responsible for WIB information on meetings and other significant WIB activity.

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?*

WIB outreach and integration into the community has increased since the initial 5- year plan submission. Working relationships with community based/faith based organizations, labor unions, business purpose organizations and workforce partner agencies have improved considerably.

Workforce Investment Board:

Describe where/how the current Local Plan was made available for public comment?

Legal notices are published in local newspapers to notify the public re: WIB local Plan. Local meetings can also be scheduled to receive input. Interested partners can receive a copy of the plan by contacting the WIB office in Goshen

- *Attach a copy of the public comments received in disagreement with the Local Plan and how those disagreements were addressed.*

See attachments sent by mail.

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 _____ LWIA requests an extension to submit its Comprehensive Three Year Local Plan from June 30, 2005 to _____ for the following reasons:

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:

Typed Name:

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

Date:

Typed Name:

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"/>		Jim Smith	
Other <input type="checkbox"/>			
Name of Board:	Orange County Workforce Investment Board		
Address 1:	30 Matthews Street, Suite 106		
Address 2:	,		
City:	Goshen		
State:	NY	Zip:	10924
Phone:	(845) 291-2450	E-mail:	cbruno@co.orange.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

Workforce Investment Board:

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: Ed Diana	
Ms. <input type="checkbox"/>			
Other <input type="checkbox"/>			
Title of Local CEO:	Orange County Executive		
Address 1:			
Address 2:			
City:	Goshen		
State:	NY	Zip:	10924
Phone:		E-mail:	

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

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

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

OPERATOR:	
Method of Selection	Type of Operator
<input type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System <input type="checkbox"/> Center(s)
Operator Address:	
Operator Phone:	
E-Mail:	

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)

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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;

Workforce Investment Board:

(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:

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

1. Has business operations in Northern Ireland:

_____ Yes _____ No

If Yes:

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

_____ Yes _____ No

G. NON-COLLUSIVE BIDDING CERTIFICATION

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

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

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

Signature of Authorized Representative

Title

Date

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.