



[Broome-Tioga Counties]

LOCAL PLAN

JULY 1, 2017 - JUNE 30, 2021

Table of Contents

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

Strategic Planning Elements

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

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

8/30/2017

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

Information was distributed prior to WIB meeting and the In-Demand Occupation List was shared with the LWDB at our September 8, 2017 meeting.

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

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

The Broome County Workforce Taskforce has examined occupational projections provided by the regional NYSDOL Economist and information gathered from regional employers, and the Broome County Workforce Taskforce to conclude that there are 6 priority in-demand sector categories including healthcare, manufacturing, construction and the skilled trades, transportation and material moving, education, and IT.

Examples of occupations for which there remains a consistent need in the local area include: RNs, LPNs, Nursing Aides, Home Health Aides, Medical Assistants, Family and General Practitioners, welders, construction laborers, CDL-A drivers, warehouse laborers, forklift drivers, and clerical.

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

The Broome County IDA commissioned a study in the Spring of 2017 to study the most pressing employment needs of local employers within the Broome County region. Through surveys, focus groups, and strategic planning sessions the Workforce Taskforce report identifies the following certification programs that would better meet employer needs: Work readiness skills, Basic math literacy skills, CNA/LPN and RN Certification, Advanced Manufacturing Certification, basic Warehouse Skills Certification, and CDL-A.

In agreement with the above findings, the current occupational categories feature the most job openings in the Binghamton Metro region in November 2017:

Transportation & Materials Moving- 569 openings

Office, clerical- 468 openings

Healthcare- 448 openings

Sales- 223 openings

Healthcare Support- 132 openings
Computer- 117 openings
Architecture & Engineering- 117 openings
Management- 83 openings
Construction- 83 openings

- b. Describe the knowledge, skills, and abilities needed to meet the employment needs of businesses, including those in in-demand sectors and employing individuals in demand occupations.

The results of the Workforce Taskforce focus groups and surveys indicate that employers in all local sectors need to recruit employees who are trained in work readiness soft skills and basic computer literacy and math. Additionally employers are specifically interested in recruiting employees with the following technical skills or certifications: CNA, Phlebotomy, related medical technical occupational certs, CDL-A, LPN, Welding certifications, soldering, teaching assistant, Advanced manufacturing localized credential

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

- i. Current labor force employment and unemployment numbers;

Over the past decade, Broome County has experienced a labor force decline from 122,300 in 2006 to 107,770 in 2015; and it now stands at 96,246 as of the first Quarter of 2017. The unemployment rate in Broome County in September 2017 total 5.1%. Broome County also has a workforce participation rate of just 58.7% compared to 63.3% at both the national and state levels.

In Tioga County, the labor force decline in the past decade was from 26,500 in 2006 to 23,500 in 2015. Currently it stands at 23,100 in the first Quarter of 2017. Tioga County unemployment rate for September 2017 was 4.6%

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

Several sources were used to identify employment trends in Broome and Tioga Counties, including the Workforce Taskforce study commissioned by the Broome County IDA, statistics from the 2015 US Census, and NYDOL Labor analyst statistics for the Broome-Tioga workforce region. Additionally, anecdotal data from local employers concerning training gaps and labor shortages was evaluated. It is noted that a significant percentage of current employees in industries such as manufacturing, construction, material moving, and healthcare will retire within the next 5-10 years.

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

According to the 2015 US Census, 89.9% of the Broome County workforce, ages 25 or more, are high school graduates and 27.2% have earned a Bachelor's degree or higher. In Tioga County 90.9% of the workforce ages 25 or more have earned a high school diploma or higher and 24.4% have earned a Bachelor's degree or higher. Still, private employers in the region report a lack of work readiness skills and technical skills among applicants. The identified training gaps are reflected in the Broome-Tioga Eligible Training Provider course list. Historically, individuals in Broome and Tioga Counties with barriers to employment such as individuals with a prior history of convictions, low levels of literacy, individuals who identify as having a disability, etc. fall within the lower tiers of education making employment or advancement in career pathways particularly challenging. Employers have reported a lack of work readiness skills such as computer literacy, interpersonal communication skills, time management, teamwork skills, etc. to be especially challenging when attempting to address skills gaps.

- d. Provide an analysis of workforce development activities, including education and training, in the region.
 - i. Identify strengths and weaknesses of these workforce development activities.

The Broome-Tioga Workforce LWDB offers workforce development services to the region's jobseekers targeting core programs: Adult, Dislocated Worker, Youth, Adult Basic Education and Literacy, Wagner-Peyser Programs, and Vocational Rehabilitation. The LWDB offers career and training services through the assistance of well-trained professional staff. The region's two career centers are located in Binghamton, NY and Owego, NY. Each center is customer focused with goals for preparing the workforce with education and skill advancement in meeting employer needs to encourage economic growth. The LWDB partners with local organizations and has strong relationships with schools and training providers throughout our region including community colleges, state universities, technical schools, local school districts, and numerous other training providers.

Education and training service provided by Broome-Tioga Workforce include a range of choices offered by approved regional eligible training providers to upgrade or to learn new skills. Occupational training most requested includes: CNA, Home Healthcare Aide training, Welding, Regionally recognized advanced manufacturing training credential, CDLA, CDLB, and computer literacy training. Broome-Tioga Workforce also offers clients a database of over 4,000 online courses leading to locally recognized badges and industry certifications for job seekers. Additionally, another highly effective training opportunity is the "On The Job Training Program," which provides a share of a new full-time permanent hire's wages throughout a pre-determined training period. The OJT Program has been a very successful tool to encourage local employers to hire, train, and retain local talent.

While Broome-Tioga Workforce is particularly strong in responding to employer needs for technical and customized training to meet skills gaps, employers who have participated in the Broome County IDA's commissioned workforce development strategic plan indicate that there is an immediate need for soft skills and work readiness training across the Southern Tier. The LWDB is developing a training model to address this issue in collaboration with local employers to be implemented in 2018.

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

The local workforce development system does have the capacity to address the education and skills needs of the local workforce. The Broome-Tioga Workforce Career Centers offer comprehensive services to job seekers, including assessment, career counseling, training, job placement, and more. The LWDB is committed to working with all job seekers, including those who have identified as experiencing barriers to employment (such as limited English proficiency or literacy, disability, skills gaps, etc.) to plan the services best suited to their individual needs and to provide access to career system partner resources. These services are provided directly at the Career Centers by our trained Career Counselors. Additionally, program partners will work together to implement and monitor services for individuals with barriers to employment, public assistance recipients, other low-income individuals, veterans and eligible spouses of veterans, and individuals who are basic skills deficient. While the LWDB has the capacity to meet the direct educational and training needs of the local workforce population, securing funding to assist individuals experiencing barriers to employment such as a lack of transportation or a lack of childcare has been challenging. Over 50% of Broome-Tioga Workforce job seekers have reported a lack of reliable transportation as a barrier to employment. The Community Foundation of South Central New York has awarded Broome-Tioga Workforce with a \$10,000 grant to implement a pilot program to provide job seekers with stipends to overcome barriers to employment such as a lack of transportation while attending training.

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

The economic future of Broome and Tioga Counties is dependent on a Workforce that is regionally and globally competitive. A skilled workforce united with initiatives that directly support current industry needs translates to economic growth. The LWDB is committed to building a workforce system that is accountable, market driven, and aligned with economic development and education priorities. The goal of our LWDB is to ensure that the current and future Broome & Tioga County workforce, including youth and individuals with barriers to employment, is prepared with the skills necessary to be successful in the jobs available within our local & regional in-demand occupations. Our LWDB has chosen to focus on career pathways for skill, credential, and degree attainment targeting out-of-school youth and individuals experiencing barriers to employment. The LWDB supports

work-based experiential learning through out-of-school youth employment programs, apprenticeship initiatives, and initiatives that encourage activities leading to recognized post-secondary credentials. The LWDB's out-of-school Youth Employment Program provides improved access to activities leading to a recognized post-secondary credential by providing program participants with supportive services such as bus passes to attend TASC and accredited professional skills classes, and other incentives according to the LWDB approved Supportive Services & Incentive Policy.

All approved classroom training will have offerings listed by training providers on the Eligible Training Provider List. All training submissions for the Broome-Tioga Workforce LWDB are approved by the Broome-Tioga Workforce Director. Training approvals on the list will coincide with the Demand Occupation list developed by BT Workforce.

The Broome-Tioga Workforce LWDB will improve access to activities leading to a recognized post-secondary credential and access to literacy/numeracy services through clear referrals to agency partners, and will pursue follow-up once referrals are made. This will be coordinated through the newly designed, and mutually agreed upon, referral process outlined in the NYS Local Workforce Development Area Memorandum of Understanding. Partners in coordination with education, training providers, employers, and social service providers will collaborate to promote career pathways through a streamlined and seamless referral process.

The LWDB collaborates with the six core programs: WIOA Adult, WIOA Dislocated Worker, WIOA Youth, Adult Education & Literacy, Wagner-Peyser, and Vocational Rehabilitation, and leverages resources and services to serve jobseekers and employers in the region. The majority of the partners are co-located in our career centers or offer services in collaboration with the career center, as needed or as referred. Co-enrollment in programs is encouraged to best meet a customer's needs in order to be successful in their careers.

The WIOA Adult and Youth program is supplemented by employment and education programs from various community based agencies that have a presence in the Centers, such as BEAM, Catholic Charities and Tioga Opportunities.

Youth services are provided to youth ages 16-24 that support educational and career guidance, and opportunity for work experience, internship, job shadowing, skills training focused on a career pathway based on in-demand occupations and industries. Supportive services are also offered to eligible youth program participants in accordance with the Broome-Tioga Supportive Services & Incentives Policy to encourage attendance and successful completion of the program. Goals for youth in this program are to advance to postsecondary training or employment with a self-sustaining wage.

Adult Basic Education partners under Title II develop pathways to careers for adults whom are basic skills deficient. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language

learners and workforce and workplace preparation activities. The LWDB is currently exploring additional funding sources to support providing supportive services to Adult individuals experiencing barriers to employment such as lack of transportation, childcare, etc.

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

The Broome-Tioga Workforce Partners are committed to serving the needs of every customer, especially individuals with barriers to employment, through the Workforce System. In the Career Centers, staff will provide direct linkage (i.e., direct connection within a reasonable time by phone or real-time web-based technology) to partner staff who can provide appropriate program information to the customer. The LWDB will expand access to employment, training, education, and supportive services provided through the NYS One-Stop Career Centers by encouraging co-enrollment in relevant programs and by encouraging center staff to facilitate warm seamless referrals to relevant agency programs. Co-enrollment allows partners to leverage resources while providing a more comprehensive service delivery strategy that meets the needs of customers with multiple barriers to employment. Additionally, the LWDB and Title II partners are currently exploring offering virtual educational services to program participants utilizing the SkillUP Metrix program offering online classes in a variety of topics in accordance with identified regional priority industries.

The LWDB is committed to creating career centers that are welcoming and supportive of the needs of individuals experiencing barriers to employment such as the English language learner through cultural sensitivity, multilingual staffing, translation services, and outreach to trusted community-based organizations. Revision and expansion of services could include expanded hours to meet the scheduling needs of adult education learners, review of technology needs for individuals with low computer literacy skills, and better promotion of services targeted to English language learners. Implementation oversight is conducted through the WIB Director and Center Managers, and tracked through customer feedback surveys. Broome-Tioga Workforce NY and the local Title II programs will also work together to connect workforce development activities for adult learning customers, such as integrated learning. Finally, planning is underway to implement staff training modules around cultural sensitivity and additional barriers to employment that individuals may face. The first training will be conducted in October 2017 and will include cultural competency and language access considerations.

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

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

- Broome-Tioga Workforce New York – Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Youth and Dislocated Worker Programs;
- New York State Department of Labor (NYSDOL) Division of Workforce Solutions (DEWS)– Wagner-Peyser program under Title III of WIOA; Trade Adjustment Assistance (TAA) under Title II of Trade Act; Jobs for Veterans State Grants under Title 38, U.S.C.; State Unemployment Insurance (UI) programs;
- SUNY Broome, Broome-Tioga BOCES, GST BOCES
- Vocational Rehabilitation (ACCES -VR) – Rehabilitation Act. Leveraged Funding – the Title I and Title II partners will explore braided funding options and consultation around industry-led occupational trainings, transitioning to credentialing from Title II services, internships and work experiences, and other experiential learning opportunities.

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

The LWDB plans to exceed goals that were negotiated with NYSDOL related to program performance outcomes. These measures support regional economic development, increased meaningful employment, employment retention, and the attainment of skill development and credential attainment.

Local Workforce Development System

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

The LWDB collaborates with the six core programs: WIOA Adult, WIOA Dislocated Worker, WIOA Youth, Adult Education & Literacy, Wagner-Peyser, and Vocational Rehabilitation, and leverages resources and services to serve jobseekers and employers in the region. The majority of the partners are co-located in our career centers or offer services in collaboration with the career centers, as needed or as referred. Co-enrollment in programs is encouraged to best meet a customer's needs in order to be successful in their careers.

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

SUNY Broome administers the Carl D. Perkins Career and Technical Education Act Program in the Broome-Tioga local area.

- iii. Other workforce development programs, if applicable.

The LWDB partners with BEAM, A4TD (formerly "Experience Works" Senior Employment program), SUNY ATTAIN Lab, TANF, CHOW Warehouse Program, Catholic Charities, Literacy Volunteers, Tioga Opportunities, and GST BOCES

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

The local area will ensure continuous improvement of services and service providers through the oversight of the LWDB. The Broome-Tioga LWDB conducts monthly fiscal and participant desk reviews of eligible training providers currently receiving WIOA funds to provide training services. Broome-Tioga Workforce staff also conduct program monitoring visits to meet with training providers, and also meet with trainees to collect feedback from participants concerning the quality of the training received. Additionally, The Agency (The Broome County IDA) was chosen through a competitive process as the local One Stop Operator, effective 7/1/2017. Additionally, the Memorandum of Understanding recently implemented between the LWDB and partners of the Local Workforce Development System in Broome and Tioga Counties will foster the coordinated improvement and services and system level collaboration between partner organizations.

Training services are also assessed according to performance measures such as the number of participants employed in occupations trained for, average wages, and retention. Employer feedback is critical to assess that trainings meet industry requirements. Employer feedback is collected through surveys, monitoring visits, testimonials, and verbal accounts.

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

Eligible training providers are required to offer trainings meeting the needs of local employers in the in-demand industries as are listed in the LWDB approved In-Demand

Occupation List. Training providers are encouraged to seek employer guidance in the development and implementation of curriculum. In the event that an employer or jobseeker should report dissatisfaction with a training, the matter is reviewed with the service provider and appropriate steps are taken to maintain quality of service. Such strategies aim to prepare job seekers for occupations that are in high growth industries. The selection of training providers is informed by input from local employers, jobseekers, and performance outcomes.

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

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

Broome & Tioga County: WIOA Title I Adult, Dislocated Worker and Youth programs – Employment and Training

SUNY Broome: Perkins Act CTE programs – Education and Training

Broome & Tioga County Dept. of Social Services: TANF – Education and Training

(A4TD): SCSEP National Grantee and Tioga Opportunities Title V program– Employment Services

Oneonta Job Corps - Outreach and Training

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

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

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

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

Catholic Charities (Tioga)- Employment Services

Workforce Development and Career Pathways

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

The LWDB has established relationships with educational institutions, industry partnerships, and the NY Apprenticeship Program to support placement of individuals with barriers to employment into quality entry-level jobs that provide the work experience and non-technical skills necessary to lead to employment in In-demand occupation sectors. This collaborative effort identifies career pathways that provide specific on ramps for quality entry level jobs, and assists with identifying and overcoming skills gaps by utilizing ITAs to fund trainings in In Demand Occupations for eligible customers.

Career guidance and navigation services will be enhanced to guide individuals, particularly individuals experiencing barriers to employment, into programs and services that provide an effective pathway to their career goals through a seamless referral system. Co-enrollment, when possible, will be encouraged.

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

According to data provided in the Workforce Taskforce Strategic Plan, local employers have identified the following certification programs that would support immediate hiring needs: Work readiness & soft skills training, CNA/LPN & RN Certification, Advanced Manufacturing, Warehouse training, CDL-A, and skills trades technical trainings. The LWDA will support access to these types of training through referrals to programs that improve basic skills. The Broome-Tioga Workforce LWDB will improve access to activities leading to a recognized post-secondary credential and access to literacy/numeracy services through clear referrals to agency partners, and will pursue follow-up once referrals are made. This will be coordinated through the newly designed, and mutually agreed upon, referral process outlined in the NYS Local Workforce Development Area Memorandum of Understanding. Partners in coordination with education, training providers, employers, and social service providers will collaborate to promote career pathways through a streamlined and seamless referral process. Additionally, the Broome-Tioga LWDB coordinates locally recognized credentials through our Metrix online course catalog, providing job seekers with training designed to fill identified gaps for In-demand occupations.

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

Yes, safety, manufacturing and industrial certifications, such as warehouse training, are all portable as they provide transferrable skills that are marketable to a wide variety of industries and sectors, thus increasing opportunities for gainful employment with local employers.

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

Yes. The credentials noted above, as determined appropriate based on local employer demand, are considered “stackable” in that they can be considered a prerequisite to the achievement of a higher-level credential with additional training. For example, after gaining a certification and work experience as a CNA, an individual may decide to build on that experience to become a LPN or RN. The CNA certification acts as an entry point to occupational progression, which will lead to advancement and an increased earning potential for the individual.

Access to Employment and Services

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

The LWDB is committed to creating job centers that are welcoming and supportive of the needs of individuals experiencing barriers to employment such as the English language learner through cultural sensitivity, multilingual staffing, translation services, and outreach to trusted community-based organizations. Revision and expansion of services could include expanded hours to meet the scheduling needs of adult education learners, review of technology needs for individuals with low computer literacy skills, and better promotion of services targeted to English language learners. Implementation oversight is conducted through the WIB Director and Center Manager, and tracked through customer feedback surveys. Broome-Tioga Workforce NY and the local Title II programs will also work together to connect workforce development activities for adult learning customers, such as integrated learning. Finally, planning is underway to implement staff training modules around cultural sensitivity and additional barriers to employment that individuals may face. The first training will be conducted in October 2017 and will include cultural competency and language access considerations.

Additionally, the LWDB has allocated resources necessary to retain a full-time Disability Resource Coordinator as a member of staff using funding received through the Employment Network. The DRC reaches out to individuals with disabilities to promote the services available through the Career Centers and to assist them to access the resources of the Career Centers and partner programs.

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

The Broome-Tioga LWDB will facilitate access to services through the one-stop delivery system, including rural areas through the use of technology by using email and social media to communicate information on available services and by offering our database of over 4,000 Metrix online learning courses. Participants will be able to register to access the database starting in January 2018, which will be accessible from an individual's home, partner agency, public library in areas with access to high-speed internet access. Additionally, Workforce staff hold one satellite event each month in rural locations throughout the Broome and Tioga Counties to allow individuals experiencing barriers to employment to access Broome-Tioga Career Centers services such as resume review assistance, interview preparation, career pathways guidance, etc. These events are typically coupled with a few employer recruitments.

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

The LWDB is implementing and transitioning to an integrated technology enabled intake case management information system by using the New York State One Stop Operating System (OSOS) as the primary system to capture information acquired through the assessment process. In addition, the LWDB has established a standard format for all staff (County, NYSDOL) of the career centers to capture and record information obtained from the Assessment/Individual Employment Plan in a consistent format so current status and planned actions can easily be identified.

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

A wide range of services are available through the Broome-Tioga Workforce one-stop Employment Centers. Adult and Dislocated workers, upon entering one of the centers for the first time, meet with an Employment Counselor and receive a full initial assessment to determine job readiness. Job seekers are informed of the range of services open to them and are scheduled for one or more of the daily workshops offered at the career centers.

Workshops offered include Resume Magic, Interview preparation, Introduction to Civil Service, a Career Club Job Seeker Support group, and more. Each new job seeker is assessed for computer literacy and educational attainment. If applicable, individuals may be referred to the SUNY ATTAIN Lab for Computer Literacy Classes in Broome County and The Tioga Adult Learning Lab in Tioga County. Individuals lacking a high school diploma or equivalent are referred to our on-site TASC programs in collaboration with Broome-Tioga BOCES in Broome and GST BOCES in Tioga. Two counselors on staff specialize in Veteran's employment Services.

Broome-Tioga Workforce also manages a "Ticket to Work" Program as part of the New York Employment System, and has a Disability Resource Specialist on staff to assist SSI/SSD recipients make wise choices concerning their benefits and returning to work.

Training services provided by Broome-Tioga Workforce reflect a wide range of opportunities offered by Approved Regional Training Providers to improve or obtain new skills. Broome-Tioga Workforce also offers over 4,000 online courses leading to locally recognized credentials through our partnership with Metrix Online learning system.

The Broome-Tioga LWDB has identified several in-demand occupations for which there is significant regional or local demand. Individuals seeking training in one of those occupations may apply for WIOA assistance, available through the individual training authorization voucher.

Another highly effective training tool is the "On the Job Training Program." The OJT positions authorized for funding in recent years range from entry-level positions to professional positions. The OJT Program has encouraged employers to hire, train, and retrain entry level talent.

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

The Broome County Career Centers are located in areas with access to public transportation, making access to services for those with access to public transportation more convenient. When possible, Broome-Tioga Workforce coordinates services with local providers who are able to supply vouchers for supportive services such as transportation, childcare, uniforms, etc. However, a major challenge lies in transportation needs as Broome and Tioga Counties are a majority rural area with little public transportation available, and many households lack a licensed driver or a reliable vehicle. The LWDB is working with a local transportation coalition put in place to explore options for expanding transportation systems throughout the Counties, and into neighboring counties where individuals may commute to work.

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

Broome-Tioga Workforce System partners are working together to the quality and accessibility of services to individuals who identify as having a disability. Coordination efforts will occur around the following opportunities:

- Cross-staff Training – A key first step in improved coordination is assuring that staff of all three entities understand each other’s programs and processes. This is scheduled as staff cross-training for all workforce development system partners, as identified in the Service Delivery Memorandum of Understanding, throughout 2018
- Stronger Referral Processes – As a partner of the American Job Center Network, Broome-Tioga Workforce, the Title I sub-contractors, and the Title II providers will devise better referral processes to ensure customers gain the best access to services. This includes presentations to each other’s client base, formal referral processes, and increased co-enrollment.
- English Skills for the Workplace – The partners are committed to ensuring English language learners gain the English skills that are necessary for the workplace and are connected to targeted industry needs. Broome-Tioga Workforce will work with the American Civic Association ESL Program to explore opportunities to continue our partnership. Broome-Tioga Workforce will also consider the use of incumbent worker training funds to support workplace adult education activities as part of industry strategies.

Additionally, Broome-Tioga Workforce will provide individuals with disabilities with physical and programmatic accessibility to facilities, programs, services, and technology and materials, including appropriate staff training and support as is detailed in the Broome-Tioga Workforce Development Partners Americans with Disabilities Act/ Limited English Proficiency Policy. Broome-Tioga Workforce and all workforce development system partners commit to annually reassessing program accessibility and adjusting strategies to improve access as needed. The local area has established a Memorandum of

Understanding (MOU) that includes ACCES-VR and the New York State Commission for the Blind as partners to the MOU.

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

The LWDB has developed a Priority of Service Policy outlining requirements to ensure priority for adult career and training service is provided to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. The Priority of Service policy has been shared with the One Stop Operator.

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

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

Broome-Tioga Workforce partners must provide reasonable accommodations to individuals with disabilities. A reasonable accommodation is any reasonable change in the way a BTWP does something for a person with a disability or allows a person to do something.

If a building or part of a building where Broome-Tioga Workforce partner services are provided is not physically accessible, BTWP must ensure that the individual is provided meaningful access to services in other ways, by holding appointments with clients in another office in the building or at a different location, holding an appointment at the client's home, conducting appointments over the phone, allowing an authorized representative to attend the appointment for the individual, or by other means.

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

The technology for individuals with disabilities includes:

Accessible computer station

Braille Writer

TTY Text Telephone System

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

All BTW partner staff will be trained on the ADA/LEP and on the Broome-Tioga Workforce NY System Access Policy. This training will be included in the orientation of new Career Center staff, Broome-Tioga Workforce Development system staff, as well as held annually.

Additionally, the Broome-Tioga Career Centers employ a full-time Disability Resource Coordinator who delivers specialized services to individuals with disabilities. The DRC regularly conducts training with Career Centers and partner agency staff to share this information.

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

The Broome-Tioga Workforce NY System Access Policy and ADA/LEP applies to all BTWP programs, staff, and partner agencies. The policy also applies to BTWP programs provided by contractors. The role of the One-Stop partners related to the nondiscrimination requirements of WIOA and applicable provisions of the Americans with Disabilities Act is to ensure that all partner staff receive proper training on these requirements and to ensure compliance in the delivery of program services. In addition, these requirements extend to any contract agencies working with One Stop partners.

Business Engagement

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

As previously mentioned, a key strategy used to facilitate the engagement of businesses was the implementation of employer feedback via surveys, focus groups, and individual feedback exploring local business needs including soft skill development, technical and training needs and credentialing requirements. The results from the survey are being used to inform the vision for the Broome-Tioga workforce system, and to engage local employers by encouraging participation in sector based initiatives and training programs.

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

Not Applicable

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

Strategies used to support a local workforce development system that meets the needs of businesses in the local area include:

- Assisting businesses with finding qualified workers

- Job Posting/Referral services
- Recruitment, Pre-screening Interviewing assistance, and HR consultation
- Use of career center for on-site recruitments & assistance planning off-site recruitments
- Customized Training to upgrade the skills of new hires and incumbent workers
- On-the-Job Training subsidies to offset the cost of training workers
- Tax Credit Information
- Labor Market Information
- Testing site for certifications
- Assistance accessing grant funding for employee training initiatives
- Rapid Response Services
- In Tioga County- the Tioga Co Business Services Team which is comprised of Tioga Workforce Manager, Dept of Labor Business Services Rep, Economic Development Director, Tioga Co Chamber of Commerce President & CEO, Tioga Co Legislative Chair, and IT Dept provide a wide range business services to potential, new and existing businesses

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

Broome-Tioga Workforce LWDB members and the Executive Director participate in the Workforce Taskforce Strategic Planning Project as chaired by the Broome County IDA to ensure that Workforce Development priorities are in alignment with regional economic development goals. Additionally, the Broome-Tioga WIB Director has participated in the REDC and the Broome-Tioga LWDB has aligned strategic goals with those identified in the Southern Tier REDC Regional Priorities for 2017 Report. The Broome-Tioga in-demand occupation list reflects data from not only the NYSDOL Regional Labor Market Analyst, but also the priority sectors as identified by the Southern Tier REDC plans. Additionally, information is shared on economic development activities, new business development/expansion and the background and skills needed by the local workforce during LWDB meetings in both Broome and Tioga Counties.

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

Career center staff promote the idea of starting a business with individuals accessing career center services. Individuals expressing an interest in starting a business are referred to the Small Business Development Center (SBDC) at the Southern Tier Incubator, or the Broome and Tioga County Economic Development agencies. The SBDC works closely with Economic Development and the IDA to assist candidates to access the resources available

through Economic Development to make their dream of starting their own business a reality. Broome-Tioga Workforce partners with SUNY Broome to provide the Entrepreneurial Assistance Program, a 60- hour course designed to give students a foundation to start a business in the Southern Tier. Additionally, the Director of the LWDB participates in a quarterly new business advisory committee to provide advice and guidance to new business owners in the local area.

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

Rapid Response activities are coordinated by a Regional Rapid Response Coordinator at the New York State Department of Labor. The Coordinator takes the lead in reaching out to impacted companies, and disseminating relevant information to the LWDB and partner agencies. General announcements of anticipated plant closures or lay-offs are shared with career center staff. The Regional Coordinator involves career center staff in the actual delivery of program services. The LWDB partners closely with Statewide Rapid Response activities, providing Career Center support to individuals who are soon to be laid off, by providing access to Career Counselors, workshops, job matching, and relevant trainings.

Program Coordination

- a. How do the local area's programs and strategies strengthen the linkages between the One-Stop delivery system and unemployment insurance programs?

Reemployment services are delivered to unemployment insurance recipients at the Career Centers. Staff include both Broome County, Tioga County, and NYSDOL staff who have worked together and established common processes to deliver services in a coordinated and seamless manner.

- b. Describe how education and workforce investment activities will be coordinated in the local area. This must include:

- i. Coordination of relevant secondary and postsecondary education programs;

Postsecondary education programs used in the Local Area must be approved providers/programs on the NYSETPL. Providers wishing to offer postsecondary training opportunities can apply to the NYSETPL. Secondary education programs, including literacy and basic skills training, are provided through SUNY Broome, Broome-Tioga BOCES, and GST BOCES. The LWDB has established procedures for SUNY Broome and BOCES to provide the LWDA with information on available program services and a process to refer candidates for these services

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

Broome-Tioga Workforce participates in the Broome County Workforce Taskforce education & workforce Development subcommittee, and the LWDB Director is a Chair of

the Broome County ESPRI Education & Workforce Development Committee. These committees are used as a mechanism to bring together partner agencies to coordinate strategies to enhance service delivery, eliminate duplication, and to improve program services.

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

The LWDB avoids duplication of services by forming memorandum of understanding agreements with workforce development system partners to ensure a collaborative workforce development system. The Broome-Tioga LWDB has created an asset map of relevant workforce development and supportive services in the region to ensure that Career Center staff make appropriate referrals and that The Broome-Tioga Career Centers do not duplicate programs and services already in existence in the community. Examples of streamlined service delivery include a workshop calendar outlining all workshops available at the Career Centers, including relevant partner agency workshops.

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

The New York State Department of Labor recently issued an agreement with the LWDB to ensure collaboration under the RESEA grant. This agreement outlines how services will be coordinated to improve service delivery and reduce duplication at the local career center.

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

The Broome-Tioga LWDB holds a Memorandum of Understanding document with the six core programs: WIOA Adult, WIOA Dislocated Worker, WIOA Youth, Adult Education & Literacy, Wagner-Peyser, and Vocational Rehabilitation. Parties to the MOU include: Broome-Tioga LWDB, Job Corps, NYSED, NYSDOL, NYSCB, ACCESS VR, Tioga Opportunities, Associates for Training and Development, Inc., SUNY Broome, and DSS. All parties have agreed to sign and implement the Broome-Tioga Workforce Development System Referral Form as well as the Broome-Tioga Workforce System Access Policy.

Youth Activities

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

i. Name of Youth Point of Contact

| | |
|-------------------------|-----------------------------|
| Holly Tracy - Broome Co | Lisa Weston-Bialy- Tioga Co |
|-------------------------|-----------------------------|

ii. Email addresses

hsb48@cornell.edu

Lw345@cornell.edu

iii. Name of Organizations

Cornell Cooperative Extension of Broome County

Cornell Cooperative Extension of Tioga County

iv. Title

Youth Program Lead

Youth Employment Educator

v. Phone

607-760-2568

607-687-4020 ext 317 or 607-687-8501

vi. Address

840 Upper Front Street,
Binghamton, NY 13905

56 Main Street
Owego, NY 13827

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

i. Out-of-School Youth

100 Broome/ 25 Tioga

iii. Carry-Over In-School Youth

0

ii. New In-School Youth

0

iv. Work Experience

25 Broome/ 15 Tioga

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

c. Who provides the WIOA Youth Program Design Framework, which includes Intake and Eligibility, Objective Assessment, and the Individual Service Strategy (ISS)?

Local WIOA Staff & Respective Youth Program Leads in Broome & Tioga Counties

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

Staff meet with youth to conduct an assessment and complete the ISS. Included in this process is identification of an individual career goal, the steps necessary to achieve that goal, and any barriers faced by the participant with a plan to overcome those barriers,

Discussion ensues on how the career goal fits into a larger career pathway, including training needs and opportunities for advancement that exist in that career ladder. The LWDB also makes information on career pathways available to youth using NYS DOL Career Zone, and through the Metrix On-Line Learning System - Career Pathways Portal.

- d. In Attachment G, Youth Services, located on the NYSDOL website at <https://labor.ny.gov/workforcenypartners/wioa/workforce-planning.shtm> under the Local Planning section, identify the organization providing the 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.
- e. Explain how providers and LWDB staff ensure the WIOA elements:
 - i. Connect back to the WIOA Youth Program Design Framework, particularly Individual Service

Providers and Broome-Tioga Workforce staff ensure the WIOA elements connect back to the Youth Program Design Framework and ISS by designating Broome County Cornell Cooperative Extension and Tioga County Cornell Cooperative Extension as the Providers of Framework Service. A written agreement is in place between the LWDB and Broome County Cornell Cooperative Extension and between the LWDB and Tioga County Cornell Cooperative Extension, clearly identifying roles and responsibilities of CCE in the provision of youth program services. In this capacity, CCE is responsible for determining program eligibility, completing the employment assessment and completing the Individual Service Strategy outlining the plan of service for each customer. Included in the ISS are service needs related to each program element. CCE is responsible for ongoing case management and carrying out the plan of service as outlined in the ISS.

Strategies; and

- ii. Are made available to youth with disabilities.

Providers and LWDB staff ensure the WIOA elements are made available to youth with disabilities by establishing a common process for all youth, including those with disabilities, to access youth program services. In addition, the LWDA employs a full-time Disability Resource Coordinator (DRC) who conducts outreach and coordinates with our partner agencies to share information on the availability of program services.

- f. Identify successful models for youth services.

A successful model for youth services used in the local area during the last year was the Broome-Tioga BOCES ELITE Youth Program. The LWDB partnered with BOCES to address educational (math and reading levels) barriers that prevented youth from enrolling into professional programs such as the CNA and Teacher's Aide programs. The model incorporated Academic learning and TASC classes when relevant with occupational skills training. Youth enrolled in program were able to improve basic literacy and math skills, work toward the attainment of a high school equivalency and earn an occupational skills credential.

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

Administration

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

Broome-Tioga LWDB

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

Broome Tioga Workforce NY follows the Broome County Procurement policies and procedures for all goods and services. Competitive grants and contracts are awarded through a RFP process to solicit viable training and service providers to provide services under the terms of the Request for Proposal and/or a Request for Qualifications. Prospective organizations, drawn from a list of past and current contacts, as well as contacts drawn from a Directory of Youth -serving organizations, are notified via email of the RFP. A Notice of the RFP is also posted to the Broome-Tioga Workforce website and print media stating the date of issue, submission date, RFP type, award date and scope of project. The RFP and RFQ details the purpose of the solicitations, contract specifications, applicant and performance criteria, goals and objectives and other program elements to be incorporated within the proposal, reporting requirements, monitoring oversight of the project if awarded, evaluation process, federal and state certifications and the timeline for the contract award and start.

The Proposal responses are date stamped upon receipt and are reviewed, evaluated and scored by a panel of WIB, One-Stop staff and Youth Advisory Committee members to the measures established in the RFP. The panel's recommendations are presented to the WIB for award. The Proposals awarded are prepared in contract format and signed by the organization and grant recipient/s. All reporting forms, timelines and performance measures are discussed with the proposing agency to ensure the maximum program outcomes.

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

The local levels of performance negotiated with the Governor and Chief Elected Officials to be used to measure the performance of the local area and to be used by the local board for measuring the performance of the local fiscal agent, eligible providers and the One Stop delivery system are outlined in Technical Advisory 17-5, Primary Indicators of Performance. Actual goals have not yet been determined as we are awaiting data from NYS DOL to finalize performance goals for program year 2017.

- d. Describe the actions taken toward becoming or remaining a high-performing board, consistent with factors developed by the SWIB. A board will be defined as high performing if it meets the following criteria:
 - i. The board is certified and in membership compliance;
 - ii. All necessary governance actions and items have been accomplished, including executing a local MOU, selecting a One-Stop System Operator, and implementing all required local policies, etc.;
 - iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
 - iv. The LWDA meets or exceeds all performance goals.

The LWDB is certified and in membership compliance; has executed a local MOU; has selected a One Stop System Operator, The Agency or Broome County IDA, and has implemented required local policies. As NYS has not yet finalized the career center Certification process, this step has not yet been completed. The LWDB has a history of meeting/exceeding all performance goals. Staff have been provided with training on the Primary Indicators of Performance and are awaiting data from NYS on current performance outcomes.

Training Services

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

Training services will be delivered through the Broome-Tioga Workforce Career Centers in the local area. Training services will include classroom/occupational skills training, and customized and On-the-Job Training. Training services will be provided in the local area in the following manner: Classroom/occupational skills training programs will be provided by issuing Individual Training Accounts (ITA's) to providers on the NYS ETPL for occupational skills training programs that lead to a certificate, degree or license. The training program must address the skills needed for jobs in demand in the local or regional labor market.

The ITA cap is set at \$3,000.

ITA funded training must be linked to employment opportunities in demand in the local labor market, or in a neighboring labor market within a reasonable commuting distance.

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

Providers used for training will be those on the NYS ETPL. An Individual Training Account (ITA) will be authorized to providers on behalf of an individual approved for training. The ITA will include the individual's name, the program name, start and end dates, and the total amount authorized for that individual. There are no plans for contracts for training services outside the ITA process at this time other than On-the-Job training contracts.

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

The LWDB will ensure informed customer choice by using the NYS ETPL in the selection of training providers, providing a single resource where customers can go to access the available training options. In addition, the LWDB will make available program and performance data and feedback from customers who previously attended training with each training provider.

Public Comment

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

The Broome-Tioga LWDB, in accordance with the 30-day opportunity for public comment requirement, provides the general public, our NYSDOL representative, representatives of private business, labor organizations, and education an opportunity to provide input to Broome-Tioga's 2017-2020 Local Plan as follows:

- Local Plan document is uploaded to Broome-Tioga Workforce website (Broometiogaworks.com) and forwarding of draft to all LWDB members.
- Notification advising of the Local Plan document posting and request for public comment is published in local daily newspapers from December 10, 2017- January 10, 2018.
- The plan is an amalgam of input from a variety of sources including members of the workforce development board who represent business, labor organizations, social services and education, front-line One Stop Center staff and labor market data. It is the result of open discussion during board meetings and workforce taskforce meetings about the needs of the local workforce and employers. Local board members have been sent the plan and have an opportunity to review and comment.

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

Yes

List of Attachments:

Please complete all attachments.

Attachment A – Units of Local Government

Attachment B – Fiscal Agent

Attachment C – Signature of Local Board Chair

Attachment D – Signature of Chief Elected Official(s)

Attachment E – Federal and State Certifications

Attachment F – Youth Services Chart

Attachment G – Local Plan Budget 2017

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

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

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

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

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