



# **Cattaraugus Allegany Workforce Investment Area 2005 - 2008 Strategic Plan**

**Cattaraugus Allegany  
Workforce Investment  
Board, Inc.**



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## I. Local Workforce Investment Area Profile

### Local Workforce Investment Area Profile

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

#	<u>133,882</u>	Population (Total, all ages)
#	<u>86,962</u>	Population of labor force age (15-64)
#	<u>22,028</u>	Population age 15-24 (Emerging labor force)
#	<u>27,643</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.*

**The Cattaraugus Allegany Workforce Investment area has begun to experience the much-discussed demographic shift; specifically, the aging out of the Baby Boom generation from the workforce, the reduced number of Generation X and the mini-boom of Generation Y. It has been well documented that Western New York is losing population, particularly in the younger age demographic.**

**Locally, the effect of these two trends is beginning to impact businesses. Large area manufacturing employers have contacted the LWIB to begin the discussion of how a sufficient workforce will be made available when the bulk of the Baby Boom generation retires. The concern of these manufacturers is in the skilled trades such as welding, machine operators and specific vocational and trade technicians. The discussion has led area training providers to re-establish training programs that had been dormant for a number of years as the number of jobs within the manufacturing sector had leveled off or declined. Yet other local businesses have contacted the LWIB to discuss the high turnover rates and apparent apathy that they are experiencing with the emerging workforce. Generational work profiles have been discussed and local corporations are beginning to examine internal systems. Issues such as flexible scheduling and attractive benefit packages are being designed to meet the needs of the modern workforce. The Health Care sector is experiencing a national problem and our local workforce area (LWIA) is no different. In addition to the fact that our area is faced with an overall declining population, our aging population is located in a rural area with all of the associated challenges that designation entails. Finally, the area is experiencing a rapid shift in its labor market demands toward service sector jobs; specifically, within the travel and tourism sectors with the opening of the Seneca Allegany Casino and its associated development.**

**These examples of emerging workforce trends demonstrate the dynamics of our local economy. As our workforce ages, the challenge we face is retaining or attracting enough skilled labor to meet the needs of local industry.**

In response to these trends our LWIB is taking the initiative in the following areas.

First, the Cattaraugus Allegany Workforce Investment Board (CAWIB) is building stronger connections with the local K-12 educational institutions. The area has sponsored the creation of the local Certificate of Employability credential with four school districts. The first class of graduates has completed this regimen. The results are encouraging. The goal is to help prepare the emerging workforce and to meet the needs of local industry.

The second initiative is building off one of the strengths of our region; the large number of post-Secondary educational institutions in the region. Within the boundaries of our two-county area are five colleges and universities. It is imperative that we build a pipeline from these emerging talent pools directly into the local workforce. The CAWIB is working to build these connections as a way of helping retain and maintain the quality of our workforce in all business sectors.

Lastly, the CAWIB is working with a variety of partners including the Seneca Nation of Indians, Southern Tier West Regional Planning Commission, Salamanca Area Planning Initiative, and others to acquire specific industry recognized credentialing programs to meet the needs of the emerging Travel and Tourism business sector.

**Note:** The population data requested is Census 2000 data. It may be found on the following website: <http://www.census.gov>.

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

	<b>CY 2001</b>	<b>CY2002</b>	<b>CY 2003</b>	<b>CY 2004</b>
Average Unemployment rate (%)	6.4%	6.7%	7.5%	7.5%
Labor Force (Average)	69,254	69,735	70,520	72,094
Employment (Average)	64,830	65,075	65,218	66,652
Unemployment (Average)	4,424	4,658	5,301	5,441

**Note:** United States Department of Labor: <http://www.bls.gov/lau/home.htm#data>.

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

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>Planned PY 05</b>
WIA Adults	403	442	569	408	451
WIA Dislocated Workers	222	203	315	183	216
WIA Older Youth	35	31	23	42	177*
WIA Younger Youth	154	213	185	146	123**
Wagner-Peyser Funded Customers*	N/A	6363	4791	4750	4703

**Note:**

\*Taken from Out Of School youth on the Proposed Participant Service Plan for PY05.

\*\* Taken from In School youth in the Proposed Participant Service Plan for PY05.

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
- # 1 Affiliate Sites (as defined by your local area)
- # 1 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.*

**Affiliate sites are determined as part of the One Stop Center certification process. Geography is a consideration when creating an affiliate site. The current affiliate site is located at the geographic center of Cattaraugus County and supplements the Full-Service Center which is located in the largest population center. Further considerations include the interest on the part of other agencies to co-locate, and the location where a significant number of individuals are already accessing other related services, specifically co-location with the Department of Social Services**

*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.*

**The System evolved over the past five years in ways that were not envisioned when the Workforce Investment Act (WIA) was enacted. The most radical system evolution has occurred over the past two years; particularly in PY04.**

**New programs have been integrated, new services provided and system infrastructure altered. These developments combined with the overall drop in available funding has forced the local system to look for new and innovative ways to keep providing programs and services for the local workers while ensuring continued success on the WIA Negotiated Performance Levels.**

**During 2003, the Cattaraugus One Stop Career Center expanded its hours of operation in an attempt to provide service during non-traditional hours. To meet the on-going transportation barrier, the Cattaraugus One Stop Career Center integrated the Wheels-to-Work program, brought partner organizations on-site to provide Adult and Continuing Education opportunities and implemented the Gas Card and Bus Token system – two programs that have been hugely successful.**

**The WIA system has seen, as of July 2004, the integration of the TRA program into the range of services offered/managed through the One Stop Centers. While our area had a well-established history of co-enrolling the Trade Act eligible Dislocated Worker into the traditional WIA Dislocated Worker programming, the formal integration of this program was not without angst and anxiety. The TRA program itself is cumbersome and demanding, and this places an extra burden upon the One Stop Staff. The raw number of workers from our area that were affected and qualified under the TRA has been fairly low, but the amount of staff time and system resources dedicated to ensuring their rapid reattachment to the workforce has been high.**

**The LWIA has also seen the integration during PY04 of a Displaced Homemakers program into the local WIA system as well as being one of the few areas with a Chamber of Commerce On-the-Job Training (OJT) recipient. Participants from both programs are rolled into the area's WIA Performance Standards and thus synchronization of these programs' goals and objectives with the One Stop System has been a priority. Every Woman's Opportunity Center spearheads the Displaced Homemaker program and the Greater Olean Chamber of Commerce manages the Chamber OJT program. To date, the successful coordination of these three programs could be used as a model for others in the State.**

**The area has been a recipient of Disability Program Navigator funding since August of 2004. This project has led to greatly increased numbers of customers who identify themselves as having some form of disability. Which has in turn led to larger numbers of referrals to partner agencies and greater integration of these programs into the local One Stop Centers. Continued funding is anticipated to lead to even greater numbers and integration.**

**The steady erosion of System funds has led the area to make changes in how it conducts business. The System now relies heavily on its Partner network to provide services. To build a seamless system of interconnected programs**

requires regular partner meetings and group case management to review procedures as well as share information across programs. The System is shifting its focus from long term, high cost worker training to shorter term, vocational training in the highest demand areas. Additionally, funds are leveraged from non-WIA sources, including private business, whenever possible. WIA funds are often used as a supplement to other sources and fill gaps in service that might otherwise prevent an individual from completing a training regimen. As noted above, the System will utilize the Chamber OJT program for some OJT experiences, or leverage TANF funds to offset some costs. This blending of funding streams allows for maximum usage of all funding sources.

The early years of WIA saw the greatest public awareness campaigning, however, the Centers in particular make attempts to attend community events such as County Fairs, Home Shows and Job Fairs whenever feasible.

During Program Year 2004, the LWIA has altered its infrastructure by reworking some of its framework documents –specifically the Inter-Local Agreement, the Grantee-WIB agreement and the Operator Contract. This was prompted both by internal and external necessity.

Externally, the shift in monitoring focus on the part of NYSDOL required that these documents be revisited to ensure compliance with the new monitoring duties that the local area was assuming. After much consultation with the CLEO and the Executive Committee of the CAWIB, it was determined that the CAWIB would assume those monitoring duties. This decision was formalized in the Inter-Local and Grantee-WIB agreements.

In addition to the monitoring shift, NYSDOL began enforcing a First In, First Out (FIFO) policy in regards to fund expenditure by local areas. Our multi-County area was one of the areas in the State that was impacted by this decision. In response, the CAWIB initiated the shift from a Draw-Down/Agreement structure with its Operators to that of a Voucher/Contract relationship. As this represented a radical shift from past practice, the process was long, slow and full of challenges. The end result however is that the area is poised to be able to meet both the FIFO and the increased monitoring responsibilities placed upon it by NYSDOL.

Internally, the system that had been in place since 2000, was not able to keep up with the demands placed upon it both by NYSDOL and the CAWIB Board. In particular, the Youth RFP/Contracts process was cumbersome. The process, including vouchering, reporting and underlying system (including the Youth Council,) needed to be re-evaluated. During PY04, the Youth Council was re-established and a new RFP was issued resulting in separate fiscal contracts and simplified reporting structures. The CAWIB is now in a better position to identify potential problems - fiscal, programmatic or administrative - before they intensify.

**Additionally, the WIB Office has been reduced from 3.5 FTEs to 3 FTEs, reassigned staff to meet the new monitoring duties, and established better, more accurate data collection and analysis tools. The resulting data structures have given the CAWIB a clearer, more comprehensive and consistent picture of what is happening within the system.**

**During the past five years, the CAWIB has leveraged some additional resources to the area. The amount of resources it has been able to secure has been hamstrung by the amount of system redesign and the accompanying internal dissent. It is the belief of the Board that now that those issues are behind us, we can begin to focus our efforts on acquiring and leveraging additional financial resources for the area.**

**This could not come at a better time as WIA funds have become increasingly scarce. The reduction WIA Title 1 money has hampered to a certain degree our area's ability to meet its mission of creating a world-class workforce. Specifically, as the funds have dropped, the amount of money left after covering the staff necessary for universal access and core services, has been gradually declining. This is an area of particular concern to the Board and one that we intend to address during the new three-year planning process. There will undoubtedly be hard choices made but it must be done in order to meet the needs of the customers of the One Stop System.**

**In summary, the past five years have seen the local area evolve from the old JTPA system into the new WIA system. Some of the original thoughts about system design proved not to be workable and others have grown in their stead. Other decisions have proven to be sound and have stood the test of time. The Cattaraugus Allegany Workforce Investment Area has positioned itself to grow over the next three years.**

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

**It is recognized and projected that the steady decline in WIA money will continue into the foreseeable future. It is also recognized that the United States Department of Labor (USDOL), under the direction of the current Administration, will simultaneously seek to realize additional numbers of persons trained in the System. The combination of decreasing funds and increasing demands will force the system to evolve in coming years. The local System will need to focus its energies on closely monitoring expenditures (to ensure continued services) while continuing to seek new ways to maximize WIA enrollments (and thus individuals served.)**

**The CAWIB is currently working on establishing expenditure guidelines for the area. In anticipation of WIA Reauthorization, the CAWIB is looking at establishing a set percentage of funds to be expended on training. The CAWIB has identified how much we are currently spending and is working with its Operators to move that number**

higher. The objective will be to work with the Operators to maximize the amount of money for training. It is the intention of the CAWIB to identify as much of the available funds each program year as possible to dedicate to training programs while maintaining the highest quality core and universal services.

The CAWIB has been working to identify an objective measure by which the System can measure its success in meeting the needs of the local population. The objective is to identify what is an appropriate percentage of the population to realistically provide services for. By combining this factor with the percentage of funds to both expend and dedicate to training, an efficiency measure will be realized.

As stated above, it is also the intent of the CAWIB to seek out and secure new resource streams to supplement WIA funds whenever possible. Part of this initiative will include examining various entrepreneurial programs at the One Stops as a way of generating fee-for-service, unrestricted income.

The CAWIB has set the following goals to be attained within the time-frame of this Plan:

1. Establish annual expenditure goals for the various funding streams;
2. Set a projected percentage of funds (annual basis) to be spent on WIA defined Training for individuals;
3. Establish an objective measure to be used as the goal for service and enrollments;
4. Seek to establish an efficiency measure for the various programs – Adult, Dislocated Worker and Youth;
5. Seek additional System funds equal to or greater than the annual WIB Office budget.

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) *New York State Department of Labor, including Veterans, and with notable mention to the Department of Employment Services*
- 2) *Both County governments including their component Departments such as the Department of Social Services and Youth Bureau*
- 3) *The Community Action agencies including ACCORD Corporation and Cattaraugus Community Action*
- 4) *Title 2 Providers as a whole including, but not limited to, Olean Community Schools, Cattaraugus Allegany BOCES, Erie 2 BOCES, Literacy Volunteers of both Allegany and Cattaraugus Counties, Southern Tier Traveling Teacher, Alfred State College,*

***Jamestown Community College***

- 5) ***Targeted program providers such as VESID, Experience Works, Every Woman's Opportunity Center and the Greater Olean Chamber of Commerce***

*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) **Seneca Nation of Indians including its component and auxiliary divisions**  
**Post-Secondary Institutions such as Alfred University, Alfred State College,**
- 2) **Houghton College, St. Bonaventure University, Jamestown Community College, Olean Business Institute**
- 3) **All Area Chambers of Commerce and similar business groups**
- 4) **The local K-12 Educational System**
- 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) **Both County Economic Development Departments**
- 2) **Empire State Development**
- 3) **Score**
- 4) \_\_\_\_\_
- 5) \_\_\_\_\_

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.*

**PY01**

**Statewide Activities Funds – Local Skills Shortage \$25,000**

**Statewide Activities Funds – Promising Practices Initiative \$37,500**

**Statewide Activities – Youth Challenge Grant \$102,454.50**

**PY02**

**Marketing Grant - \$11,237**

**PY03**

**Statewide Activity Funds – TAA/Rapid Response \$50,000**

**Work Incentive Grant - Disability Program Navigator \$67,150**  
**Statewide Activities Funds – Local Skills Shortage \$25,000**

**PY04**

**Statewide Activity Funds – TAA/Rapid Response \$56,206**  
**Verizon Grant Funds - \$9,900**

**PY05 (To date)**

**Work Incentive Grant - Disability Program Navigator \$68,217**

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.*

**It is widely recognized at the Federal, State and Local levels that the WIA Title 1 programs – and funds – have paid a disproportionate share of One Stop System infrastructure costs historically. Attempts have been made at the Federal and State level to rectify this situation, however to date little has happened at either level. Locally, the WIA Title 1 programs have carried a large portion of the infrastructure burden but there has been noteworthy assistance from the local Department of Labor Office. Additionally, Allegany County government has provided significant infrastructure, specifically facility, assistance to the system. Other Partners have contributed monetarily (VESID in particular) and/or with co-located Center staff. Co-location, a staple of the Allegany County One Stop Center, has been the long-term trend in the area. Initially, co-location was used to help make customers aware of the various services available to them, however, the System is increasingly looking to co-location as a method for sharing the infrastructure burden more equitably. It is recognized by the CAWIB that in order to make the maximum amount of funds available for training, infrastructure costs must be contained at a minimum, and lowered if possible.**

**To date, the CAWIB has altered its meeting times and reduced its meeting expenses, the WIB Office has taken measures to secure additional resources as they become available, reduced its staff levels and renegotiated lease costs to lower the infrastructure burden. The One Stop Operators have reduced staffing levels, closed affiliate sites and consolidated the amount of square footage they occupy in an effort to lower infrastructure costs.**

**It is apparent however, that there is a finite amount of WIA Title 1 staff and One Stop facility reductions that can occur before service begins to suffer. Therefore additional ways of lowering or spreading the infrastructure costs across more Partners must be looked at. As part of its previously declared intention to increase the amount of money available from training, all avenues will be explored.**

Some avenues of exploration the CAWIB intends to explore during the timeframe of this Plan are:

1. **Additional co-location of System Partners;**
2. **Aligning lease arrangements of current co-located Partners to create a more aggressive bargaining position;**
3. **Creation of more virtual Core and Universal services.**

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 key business sectors that will impact our workforce, and thus policies directed towards workforce development, are Hospitality, Tourism, Construction, Medical and Manufacturing Trades such as Machine Operators and Welders. Hospitality, Tourism and Construction represent new growth areas for our area and workforce. Medical and Manufacturing Trades such as Machine Operators and Welders are needed to support and sustain our existing employer base.**

**In order to support, sustain and retain our manufacturing base, the CAWIB intends to continue its current tack towards revitalizing and expanding dormant training programs in the manufacturing and machine trades. Area training programs had withered due to a lack of hiring in these fields. With the ageing of the Baby Boom generation and the pending retirement of large numbers of people with these critical skill sets, a ready pool of trained applicants must be prepared.**

**Medical and Health care jobs are experiencing a national crisis. The CAWIB is working with hospitals and other medical professions to create a direct link to the secondary education system as a way to encourage the emerging workforce to consider the medical field as a career. The CAWIB further intends to work with employers interested in exploring the H1B Visa Program as appropriate.**

**Hospitality, Tourism and Construction represent new growth areas for our area and workforce. Few opportunities in these fields have existed until recently and as a result, there is a shallow pool of qualified applicants for these types of jobs. All employer surveys and skill assessment surveys conducted within the area have determined that basic soft skills and interpersonal skills are lacking in the local labor pool. The CAWIB is working directly with existing local training consortiums to address these needs in addition to collaborating with the Seneca Nation to bring in specific workplace credentialing programs to meet immediate need.**

**The CAWIB recognizes that these sectors are critical to our economic success in the future. Towards that end, the CAWIB has established the following goals within the timeframe of this Plan:**

1. **Revitalize the training programs needed to maintain the manufacturing skills existing within our current labor force and required in the future by our existing**

employers;

2. **Work to create a more direct link between the One Stop System and the Secondary School system to keep more of our emerging workforce from migrating away in search of career opportunities;**
3. **Create a support system to encourage immigration into our region as a way of growing the available workforce;**
4. **Seek out and implement industry recognized workforce credentialing for targeted careers in the Hospitality, Tourism and Construction trades.**

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

**The CAWIB recognizes that there are two levels of business services that have been or need to be developed in order to attract new and/or support existing businesses. These two types can be generally termed Employer Services and Business Services.**

**Employer Services are services such as basic labor market statistics, employee pre-screening, employment skill assessment and development, facilities to support employer hiring/recruiting, job fairs, internships, OJT programs, and incumbent worker (customized) training. These are generally areas where our System is functioning well. Our system features a behind-the-scenes seamless blending of OJT programs from a variety of program and funding sources, a full range of assessment and screening services, and facilities and activities to support recruitment and hiring.**

**Business Services are services such as detailed labor market analysis, strategic labor market planning, long-term workforce development and growth, regional industry collaboration and planning, and full integration with the local economic development initiatives. These are areas where our system has not yet developed fully. While some of these activities have occurred with limited numbers, and generally with the larger employers, the entire economic community needs to work together to create dynamic growth opportunities.**

**The CAWIB realizes that these activities can not be accomplished in a vacuum, alone or within a short time frame. In order to create a better, more thorough business service strategy, the CAWIB commits to the following goals within the timeframe of this Plan:**

1. **Creation of a comprehensive Employer Service Plan, and a thorough, continuous marketing of these services to the broad array of business in the two-County area;**
2. **Creation of a comprehensive Business Service Plan, and a thorough, continuous marketing of these services to the broad array of business in the two-County area;**
3. **Establish a mechanism for business leaders to come together to network, share information and seek establish collaborative ventures.**

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

**The local One Stop System has had success on a few different fields in recent years. Specifically, supporting a sizeable local manufacturer during a difficult transition, support local basic skills needs, beginning to address transportation barriers, linking youth to local career opportunities and establishing a partnership with the Seneca Nation of Indians.**

**As has much of Western New York, our local area has seen manufacturing employers and jobs leave. In one instance, our system was able to help a sizeable local manufacturer stay in the region by assisting a new owner with retraining the local workers to be more productive, thus lowering manufacturing costs and maintaining the jobs. In more instances however, the local system was able to respond to the needs of the workers losing their jobs. Our region has developed a thorough rapid response team and process for addressing those needs.**

**As noted earlier, our area is in need of additional adult education and continuing education opportunities. The One Stop System has been integral in bringing additional on-site GED classes to Cattaraugus County. Olean Community Schools was a key partner in that initiative. The WIB Office was also involved in the expansion of GED and Work-Readiness training in Cattaraugus County by encouraging and supporting the Southern Tier Traveling Teachers program to expand.**

**Transportation in a poor, rural area is often a barrier to job search and placement. The One Stop System, particularly in Cattaraugus County, has been integral in helping alleviate this barrier. The Wheels-to-Work program was integrated into the One Stop Centers as well as the formerly mentioned Gas Card Program and Bus Token campaign. Together these three programs have helped low-income, unemployed and under-employed individuals overcome the transportation barrier. While admittedly not a complete remedy, it is a positive move.**

**A partnership with the Seneca Nation of Indians and its component departments is gradually developing. Together with the Nation, the One Stop System has collaborated on a significant summer Youth program, cross populated training programs to make them economically feasible, and worked together to coordinate workforce development on the rapidly expanding casino operations. This relationship continues to grow in size and importance. The Nation is one of the targeted partners for increased growth in the future.**

## II. Strategic Planning

### Section II-A - Local Area Strategic Planning Process

#### 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. Describe the current and projected future economic outlook for your local area and the larger region.

**The Cattaraugus Allegany Workforce Area is located in Western New York State. As such, it is subject to the macro trends of the increasingly globalized economy. The Manufacturing sector in particular has been impacted by shifts in production out of the northeastern United States towards cheaper labor pools in the south of the Country (if production stays within the boarders) or abroad. While the overall number of local manufacturing jobs has steadily declined, the LWIA has been fortunate enough to only lose a few of its manufacturing operations. To date, local manufacturers have largely been able to increase productivity within their local operations and remain competitive. There are signs that this trend may not hold for the long term however.**

**Major emerging industry sectors, as identified above, include Health Care, Tourism/Hospitality and Construction. The Health Care sector is symptomatic of the national trends and demographic shifts to which our LWIA is not immune. The growth within the Tourism/Hospitality sector is driven in large part by the continued development of the Cattaraugus County Tourism economy largely around the Ellicottville area, and two recent developments at the Seneca Nation owned Seneca Allegany Casino and the emerging Allegany County Water Park development. These two new Tourism/Hospitality developments are driving the Construction industry as new structures are built and old ones remodeled to meet new needs/uses. Smaller, but vibrant emerging industry sectors include Dairy and Food Processing, Ceramics, Glass and Advance Materials, and Trucking/Distribution.**

**Significant job growth is anticipated in the emerging industries noted above as well as the ancillary support industries. The Ellicottville area of Cattaraugus County continues to see further development with the addition of more condominiums and retail establishments. The construction of the Route 219 corridor further south is anticipated to accelerate development. Proximity to Salamanca and its blossoming casino traffic has developers thinking in terms of a Route 219 entertainment corridor.**

**When the Seneca Allegany Casino opened in its temporary location in Salamanca, it brought on line approximately 900 new service sector jobs. The casino is now finalizing construction of its parking garage. Together these construction projects led to the creation of nearly 100 construction trade jobs. As the Seneca Nation looks forward to the construction of its Hotel (rumored to have 400 rooms) additional construction jobs**

are anticipated as well as potentially 1,000 new hospitality related jobs. Over the upcoming decade, additional resort elements such as golf courses and sports venues are to be added to the supplement the casino. This development will strengthen the need for construction jobs and service sector jobs.

As the expansion of the Ellicottville and Salamanca economies continues, it is expected that auxiliary ancillary jobs will be created as well in sub-sectors such as Food and Beverage supplies, and Paper Products and related supplies.

Health Care is also emerging as a powerful driver of local economic development. Cuba Memorial Hospital is seeking to create a supported living campus, potentially housing hundreds of elder clients. This will create an even greater demand for local physicians, specialists, nurses and other health care staff. These jobs will be in addition to the demand created by the national demographic trends. Further, as the Ellicottville and Salamanca economies mature, additional health care capacity will be required.

In Allegany County, Friendship Dairies is completing a multi-million dollar Plant expansion that has led to substantial new hires as well as solidified the commitment to maintaining the labor force over time. The Ceramics, Glass and Advance Materials sectors continue to see steady growth as the emerging fields of biotechnology, nanotechnology and glass science mature. Alfred University has been a world-renowned center for glass science technology for decades and the local Ceramics Incubator project is showing steady growth and expansion as commercial products are brought to market. As large trucking corporation has recently moved its operations to the Friendship Empire Zone and is working to build a multi-modal shipping operation to take advantage of the geographic proximity of Interstate Route 86 and the Western New York and Pennsylvania Railroad track that each run by the zone.

Occupational fields poised for, or currently experiencing, growth from these trends include:

- **Tourism/Hospitality – All levels**
- **Construction Trades – All levels**
- **Health Care – All levels particularly Dentistry, Nursing, Support Staff**
- **Manufacturing – Food Processing related**
- **Trucking/Distribution – Long Haul Drivers, Distribution Center**

In building this overview, the CAWIB relied upon the following data sources:

- **2004 Regional Development Strategy for the Southern Tier West Region**
- **1999 Allegany County HUD Consolidation Plan**
- **Allegany County Focus 2004 – A Strategic Planning Document**
- **Friendship Empire Zone Development Policy 2004-2005 Fiscal year**

Additionally, a joint meeting was held with the CAWIB Executive Committee and representatives from the following:

- **Cattaraugus County Economic Development**

- **Allegany County Economic Development**
- **ACCORD Corporation, Micro Enterprise program**
- **Friendship Empire Zone**
- **Cattaraugus County Industrial Development Agency**
- **Cattaraugus County Career Center**
- **Allegany County Employment & Training One Stop Center**

**It is recognized by the CAWIB that the continued and successful economic development of the area is dependant upon the presence and sustainability of an adequate workforce. In order to meet these needs, the CAWIB commits to the following goals within the timeframe of this Plan:**

- 1. Create a comprehensive business listing of local businesses to be used to identify the numbers of employees and needed skill sets;**
- 2. Use the business listing to create dynamic training opportunities on an area-wide basis to meet the needs of local business;**
- 3. Share these tools with local economic development agencies to recruit new businesses to the area.**

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 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**

*This Section to be completed by December 31, 2005*

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**

*This Section to be completed by December 31, 2005*

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.

*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**

*This Section to be completed by December 31, 2005*

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?*

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

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.

**The Cattaraugus Allegany Workforce Investment Board, Inc. (CAWIB) has its office located at One Bluebird Square, Lower Level, Olean, New York. This is the physical location where all records, policies and working definitions, including periodic updates are kept and hard copies may be obtained. As required by Law or Regulation, CAWIB makes these records, policies and working definitions, including periodic updates, readily accessible to the public during normal business hours. Regulatory and oversight entities such as the USDOL, the NYSDOL and others as outlined by Law or Regulation, may view the records, policies and working definitions, including periodic updates, upon request. One Stop Operators receive frequent updates of relevant records, policies and working definitions, including periodic updates as appropriate. The Board maintains a tracking mechanism to ensure that the latest version of a record, policy or working definition is published and presented.**

**The CAWIB Operates a website at [www.cawib.net](http://www.cawib.net) that contains some relevant information available to the public on an on-going basis. The CAWIB contracts for the update and monitoring of this website on an annual basis. The WIB Office regularly monitors the website for accuracy. The CAWIB has begun posting its newsletter to the website. The newsletter lists the known meeting dates and times. The website is an area of further development by the CAWIB as a means to transmit information to the broader public on an ongoing basis.**

**The CAWIB has set itself the following goals to be attained within the time-frame of this Plan:**

- 1. Increase public awareness of CAWIB meetings, projects, and activities by having them posted to the website;**
- 2. Increase individual customer awareness of area One Stop services, programs, definitions, eligibility and policies by having them posted to the website;**
- 3. Increase business customer awareness of area One Stop services, programs, definitions, eligibility and policies by having them posted to the website.**

## Subsection 1

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

### 1. Local Plan Submission

The Local Board is responsible for developing the three-year plan in partnership with the Chief Elected official.

- a. See the **Attachment C, Signature of Local Board Chair**.
- b. See 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. See **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.
- b. See attached copy of the Inter-Local 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 CAWIB.
- c. See attached copy of the CAWIB By-laws.
  - **The By-laws of the CAWIB are reviewed in January of each year or as specific situations dictate.**
  - **The CAWIB is an incorporated 501(c)(3) entity.**
  - **The CAWIB has the following standing Committees:**
    - i. **Executive. The Executive Committee represents the leadership of the CAWIB and has the authority to act on its behalf if required and as outlined in the By-laws.**
    - ii. **Finance. The Finance Committee is responsible for the oversight and monitoring of the fiscal integrity of all funds under the control of the Board.**
    - iii. **Personnel. The Personnel Committee is responsible for Board membership, CAWIB Office staffing and By-law review.**
    - iv. **Performance. The Performance Committee is responsible for development and oversight of all one-stop operations inclusive of One Stop Centers, One Stop Partners, satellites and franchises.**
    - v. **Training. The Training Committee is responsible for certification of training providers and oversight of training outcomes, and the development and monitoring of training policies.**

- ***The Personnel Committee, as noted above, is responsible for Board member recruitment and ensuring representative, balanced membership from the multi-County area as directed by the Chief Locally Elected Officials and as outlined in the Inter-Local Agreement.***
- ***The Personnel Committee, in conjunction with the Finance Committee, is responsible for ensuring adequate CAWIB Office staff to meet the needs of the Board and the System.***
- ***The CAWIB is dedicated to the creation of professional staffing of the CAWIB Office. Towards this end, the Board annually allocates funds specifically for staff training and education.***

### 3. Fiscal Agent and Grant Subrecipient

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

See **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.

See also **Attachment D, Signature of Chief Elected Official**, attesting to the grant recipient's capacity to fulfill all responsibilities regarding liabilities for funds received, as stipulated in **§667.705** of the rules and regulations.

### 4. Direct Services & Infrastructure Plan

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

#### Infrastructure Costs in Dollars (Current)

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
Allegany County Employment & Training One Stop Center, Belmont, NY	\$6,000	\$3,000	\$500	\$3,000	\$1,000	\$38,710	\$52,810
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site	\$125,798	\$47,759	\$26,983	\$20,648	\$9,150	\$80,875	\$311,213

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

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Total Cost</i>	<i>Dedicated to Core Services</i>			<i>Dedicated to Intensive Services</i>		
		<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>	<i>Wagner-Peyser Staff</i>	<i>WIA Title 1-B Staff</i>	<i>Other</i>
Allegany County Employment & Training One Stop Center, Belmont, NY	\$52,810	0	2.805	8.725	0	2.695	1.82
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site	\$311,213	1.5	6.0	5.17	0	4	6.2

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

<i>One Stop Center and Affiliate Sites (Identify by Location)</i>	<i>Rent</i>	<i>Utilities</i>	<i>Maintenance</i>	<i>Technology</i>	<i>Marketing</i>	<i>Other</i>	<i>Total</i>
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 1</b>	\$6000	\$3,600	\$500	\$3,000	\$1,000	\$38,710	\$52,810
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 2</b>	\$6000	\$3,600	\$500	\$3,000	\$1,000	\$38,710	\$52,810
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 3</b>	\$6000	\$3,600	\$500	\$3,000	\$1,000	\$38,710	\$52,810
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 1</b>	\$125,798	\$47,759	\$26,983	\$20,648	\$9,150	\$80,875	\$311,213
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 2</b>	\$127,193	\$49,759	\$27,483	\$23,148	\$10,000	\$81,500	\$319,083
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 3</b>	\$128,630	\$51,259	\$27,983	\$23,148	\$10,000	\$83,000	\$324,020

**Cattaraugus Allegany Workforce Investment Board, Inc.**

**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
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 1</b>	\$52,810	0	2.805	8.725	0	2.695	1.82
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 2</b>	\$52,810	0	2.805	8.725	0	2.695	1.82
Allegany County Employment & Training One Stop Center, Belmont, NY – <b>YEAR 3</b>	\$52,810	0	2.805	8.725	0	2.695	1.82
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 1</b>	\$311,213	1.5	6.0	5.17	0	4	6.2
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 2</b>	\$319,083	1.5	6.0	5.17	0	4	6.2
Cattaraugus County Career Center, Bluebird Square, Olean, NY & Affiliate Site – <b>YEAR 3</b>	\$324,020	1.5	6.0	5.17	0	4	6.2

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

	<i>Total FTEs</i>	<i>Planned</i>
<i>Wagner-Peyser Management Staff For Delivery of Core and Intensive Services</i>	0.5	This number is anticipated to remain stable during the Plan time-frame.
<i>Total WIA Title 1 Management &amp; Administrative Staff</i>	1.68	This number is anticipated to remain stable during the Plan time-frame.
<i>Total for the LWIA</i>	2.18	This number is anticipated to remain stable during the Plan time-frame.

**The CAWIB has recognized that with dwindling resources, continued and increased coordination between the partners, and the elimination of service duplication, is required to meet the ongoing training and business needs of the area. The CAWIB is working with its system Operators and Partners to identify those areas where there may be efficiencies realized by increased coordination.**

**One of the concerns currently being examined is the extent to which the local system has effectively integrated Wagner-Peyser services into the One Stop Centers. The Wagner-Peyser partner is currently co-located at the Center. Avenues for further integration and streamlining of service delivery are being reviewed and, as feasible and allowable, implemented. It is also recognized that with the continued cut-backs within the Wagner-Peyser system, it becomes increasingly difficult to have a physical presence of Wagner-Peyser staff. Staff rotation has become the norm and the impact of that reality is being examined. The results of this shift will not be known for some time.**

## Subsection 2

### 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. The CAWIB has submitted their recertification application in accordance with NYSDOL requirements.

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

### 2. Contracting for Service Providers

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

**The CAWIB, in conjunction with the CLEO establishes the WIA Title 1 service Operator. In accordance with the directives of the CLEO, the CAWIB does not competitively procure the WIA Title 1 service Operator, but rather chooses to utilize the existing County-based employment and training system as part of a Consortium of Partners that has a long history of success in delivering services to the populations of Allegany and Cattaraugus Counties. In addition to the performance success, utilizing the established system allows for leveraging of significant County resources such as facilities, Information Technology, infrastructure and seamless cross-referral among programs.**

**In line with the Federal Legislation, Adult, Dislocated and Youth Framework services are procured using this established system. In addition and in accordance with the legislation, Youth Providers are procured competitively. The latest round of procurement was finalized in June 2004 and could extend for additional terms if satisfactory performance is realized and extensions are granted.**

**Assuming continued success on the performance standards, acceptable monetary expenditures, continued good relations and abilities, the CAWIB does not foresee a change in the current Operator procurement 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].

**The Training Committee is responsible for the monitoring of training options available to the individuals and businesses of the area. In conjunction with the Finance Committee, the amount of funds available within the system is compared to the ongoing needs. This**

comparison of available funds to training demand is the method for determining priority of service and limited fund availability status. If a situation develops where the comparison dictates action, the Training Committee has, in the past, utilized all of the tools at its disposal to correct imbalances – such as Individual Training Account (ITA) caps, On The Job (OJT) caps, definition of Self-Sufficiency wage, and Supportive Service caps. By adjusting caps it has been possible to maintain the delicate balance between available funds and training demand.

It is recognized by the CAWIB that the continued, successful maintenance of this balance is dependant upon the on-going monitoring of the status, as well as well defined policies as to the range of acceptable percentages. In order to meet these needs the CAWIB commits to the following goals within the timeframe of this Plan:

1. Create a formal Priority of Service policy;
2. Establish a range of acceptable percentages balancing funds available with demand.

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

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

The Training Committee of the CAWIB is responsible for establishing a definition of Self-Sufficiency.

*“Self-Sufficiency” is the wage or income level of the individual served that is considered sufficient to the extent that the individual no longer needs governmental assistance to pursue further skill development. The Cattaraugus-Allegany Workforce Investment Board, Inc. has defined 'self-sufficiency' for adults, other than dislocated workers, as follows:*

*The individual being served does not have a wage (either part time or full time) that exceeds \$15.00 per hour, except that at least 70% of the training resources of the area will be expended on individuals with wages that do not exceed \$10.00 per hour.*

*For dislocated workers, the self-sufficiency level is universally set at 80% of the replacement wage of the worker.*

#### **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].

**The Training Committee of the CAWIB is charged with establishing policies relevant to Supportive Services and Needs-Related payments. Supportive Service policies are reviewed as part of the over-all funds availability versus training demand monitoring at the monthly meetings of the Committee. Once established, the Supportive Service Levels, like the ITA and OJT levels are effective for the entire area regardless of County of residency. Supportive Service payment caps are established after review of past practices, successes and anticipated future need and fund availability. To date, the CAWIB has not established a Need-Related payment policy for the area. Rather each Operator may balance the availability of all other Needs-based assistance and determine the individual cap.**

## **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].

**The Performance Committee of the CAWIB is responsible for the grievance and complaint policies. To date, there has been only two non-criminal complaints in our local system thus there was no need for developing formal collection and review procedures. All past complaints have been successfully resolved at the local level and have not resulted in any policy changes. The results of the complaints have been communicated to the individuals themselves and there has been no need for public or State notification.**

**Non-grievable complaints involve the participation of the Operator initially by policy directive, therefore, the Operator is well aware of the situation from the onset. The results are shared with the Operator in real-time. As noted earlier, to date, all instances have been resolved at the Operator level.**

## 7. Youth Services

### Service Levels

	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
Older Youth	35	31	23	42	177*
Younger Youth	154	213	185	146	123**

**Note:** \* Taken from OOS youth on Proposed Participant plan for PY05

\*\* Taken from In-School Youth on the Proposed Participant Plan for PY05

### Performance

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	70%	80.0%	P	72%	75.0%	P	72%	100%	P
Retention Rate	Older Youth	75%	80.0%	P	74%	75.0%	P	76%	76.9%	P
	Younger Youth	40%	81.8%	P	41%	65.8%	P	46%	61.4%	P
Earnings Change	Older Youth	\$2,109	\$4,137	P	\$2,068	\$2,566	P	\$2,708	\$3,398	P
Credential Attainment Rate	Older Youth	43%	50.0%	P	45%	52.9%	P	49%	66.7%	P
Diploma/GED Rate	Younger Youth	34%	43.3%	P	38%	61.5%	P	42%	51.3%	P
Skill Attainment Rate	Younger Youth	64%	85.6%	P	66%	87.4%	P	73%	80.4%	P

The LWIA has met and exceeded the established performance standards in the past. The area will continue to monitor progress against future standards and expects similar results.

The Performance Committee of the CAWIB is seeking to establish additional local standards around market penetration. The CAWIB has set the following goals to be attained within the time-frame of this Plan:

1. Establish annual market penetration goals for the Youth program.

#### *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. .

The CAWIB has created a two component Youth system framework for the area. They are referred to locally as Framework and the Ten Elements. The Framework component is not competitively procured while the Ten Elements component is. The Framework funds represent the basic infrastructure of the local system and the services are provided by the Operator Consortiums. The Ten Elements are competitively procured using a multi-year RFP format. The latest round of procurement began in July 2005 and is scheduled to run through June 2007.

The CAWIB relies heavily on the Youth Council for the formulation of service strategy recommendations. In allocating its annual formula funds, the CAWIB and the Youth Council examine the Youth system Framework for cost effectiveness and prioritizes service strategies. The Youth Council is charged with creating the RFP and overseeing the implementation of the contract with assistance from the CAWIB Office. In order to formulate policy recommendations, the Youth Council meets bi-monthly with a standing item on the agenda of reviewing new programs and initiatives from the area. Based upon these discussions, the Youth Council has made recommendations to the CAWIB concerning how the Youth Funds should be allocated. Membership on the Youth Council consists of representatives from all Counties which ensures effective communication across the area.

The local system incorporates an array of services available to youth. Some programs are supported through WIA dollars while most are not. Integration of the WIA funded programs with the non-WIA funded programs represents an ongoing challenge. For the most recent RFP for the Ten Elements, the CAWIB required that three of the Ten Elements be provided solely with non-WIA dollars and be fully integrated in the system through MOU's. While controversial at first, the Youth Council determined that in the face of ever decreasing WIA funds, certain elements would need to be prioritized. Certain elements that did not lead directly into the negotiated performance standards and that were available to the system through non-WIA funded programs, were not eligible for WIA funding. This strategy was recommended by the Youth Council and is being monitored for impact. To date, the plan is working.

The Youth Council is regularly scanning the other available non-WIA funded programs and services. The programs and services, once identified, are invited to participate in the One Stop Centers. A very intricate system of cross referrals is used by both Centers

to coordinate the needed services for youth. This coordination is part of the Framework component and is vital to the success of the local system.

Over the past two years, a shift has occurred in the local system towards attracting and providing services to greater numbers of older and out of school youth as target populations. Initially, the shift was to maintain the WIA mandated spending requirements, however it has remained in response to the emerging reauthorization trends. It appears as though a greater percentage of funds will be mandated when WIA is finally reauthorized. The CAWIB has decided to proactively adjust our services in anticipation of this development. The shift has translated into a different mix of Providers as well as a greater emphasis on the linkages with post-secondary institutions in the area.

Challenges remain with these initiatives. Securing the non-WIA funded services continues to be a concern as well as coordinating these services in a timely fashion to meet the immediate needs of the individual youth. Additionally, the shift to older youth has led to changes in the system towards stronger employment related services, as the younger youth performance standard and the older youth standards demand very different service options.

In order to expose more youth to more work readiness and career awareness options, the One Stops have integrated new program offerings from the local Community College (BRIDGE program) and BOCES (Career Steps and Career Foundation programs), and have been working hard to get the local school systems to offer tours of the Centers a way of introducing the system to the youth at an earlier stage of their career search.

Another force impacting the local system design is the advent of the USDOL Common Measures standards. The Common measures standards have been superimposed upon the WIA negotiated performance standards. In particular, the Literacy & Numeracy standards will force system change as every youth must be assessed and these results built in (in many cases to a much higher degree than in the past) to the Individual Service Plan (ISP) for each WIA enrolled youth. This requirement is too new to determine exactly how it will impact the system, and therefore we expect changes will emerge. To a lesser degree, the much more stringent certification standards outlined on the Common Measures will impact service offerings in the short term. As the CAWIB, through its Youth Council and Training Committee, seeks out and adds additional certification courses that meet the new standards, the range of available training will grow.

### *Youth Council*

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

The CAWIB has established a Youth Council to assist it in meeting its obligations under WIA and to address the needs of the emerging workforce. The Youth Council is

charged with developing and recommending policy considerations to the CAWIB. This advisory role is extremely important as the Youth Council is the only dedicated group of the CAWIB addressing these issues on a regular basis.

After a lull in activity the Youth Council is rejuvenating and reinvigorating its membership. For calendar year 2005, the Youth Council is focused on analyzing the WIA funded programs and systems. For 2006, the council intends to apply the same level of analysis of the non-WIA funded programs and services. The goal is to attain better integration, eliminate duplicity and fill any gaps in service.

The council regularly reaches out to the other existing providers and consortiums in the region. Each of the Counties in our area has its own network of youth programs and services. In order not to duplicate services, communication channels have been established with the secondary school districts, County Youth Bureaus, Parent groups for the home-school population, and the two DFY facilities in Cattaraugus County.

### *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].

As noted above, the latest round of procurement has just been completed. The current procurement is slated to run through June 2007. The Youth Council issued the RFP notice, reviewed the applicants, and scored them on a common scale. The CAWIB, after reviewing the recommendations of the Youth Council, has entered into contracts for providers of youth services.

For PY05, the service providers include Allegany County Employment and Training One Stop Center, Literacy Volunteers of Allegany County, Cattaraugus County Department of Social Services and the Cattaraugus County Youth Bureau. The RFP sought to procure the following Ten Elements:

1. Tutoring, study skills, and instruction leading to completion of secondary school.
2. Alternative secondary school services.
3. Summer employment opportunities that are directly linked to academic and occupational learning.
4. Paid and unpaid work experience, including internships and job shadowing.
5. Occupational skill training.
6. Leadership development opportunities.
7. Supportive services.
8. Adult mentoring.
9. Follow-up services for not less than 12 months after participation.
10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral.

The CAWIB, in conjunction with its Youth Council, determined that local WIA funds could be utilized to secure elements number 1-5, 7 (partially) and 9. Non-funded WIA elements are available within the system through a MOU.

The Provider mix has become much narrower over the past two years as the area shifted its resources toward older, out of school youth and as available funds have decreased. For some Providers, their programs were geared towards a younger youth population and the shift precluded them from applying. For others, the reduction in WIA funds made participation in the WIA system, with its stringent regulations, not a cost effective choice.

### **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].

The Operators have chosen to utilize the portions of the WIA Legislation that state a youth is “deficient in basic literacy skills”, as defined by WIA, as well as “requires additional assistance to complete an educational program, or to hold and secure employment” also from the legislation regulations when determining if a youth is eligible for WIA enrollment. Additionally, the CAWIB has adopted local barriers enabling additional youth access to system enrollment, including:

- *Has past or present substance abuse problem.*
- *Is part of a family that receives Temporary Assistance (TANF/Safety Net Assistance, and all other non-cash assistance, i.e., Medicaid, Food Stamps, HEAP, etc.).*
- *Has poor school performance either academically or socially.*
- *Has a poor work history; for those 18 or older, has not maintained unsubsidized employment with the same employer for 6 months or more.*
- *Has no unsubsidized work history (14-17 year olds).*
- *Is living in public housing or receives a rent subsidy.*
- *Is in an alternative education program.*
- *Has inadequate time for study due to family needs.*
- *Is adjudged abused.*
- *Lacks family support.*

The local barriers were created to broaden the definitions and allow for greater numbers of local youth to participate fully in the range of services they need to successfully enter the workforce.

**Cattaraugus Allegany Workforce Investment Board, Inc.**

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

**Service Levels**

<b>Total Number Served</b>	<b>PY 01</b>	<b>PY 02</b>	<b>PY 03</b>	<b>PY 04</b>	<b>PY 05 Planned</b>
<i>WIA Adults</i>	<b>403</b>	<b>442</b>	<b>569</b>	<b>408</b>	<b>451</b>
<i>WIA Dislocated Workers</i>	<b>222</b>	<b>203</b>	<b>315</b>	<b>183</b>	<b>216</b>
<i>Wagner-Peyser Funded Customers*</i>	<b>N/A</b>	<b>6363</b>	<b>4790</b>	<b>4750</b>	<b>4703</b>

**Performance**

<b>Performance Measure</b>	<b>Funding</b>	<b>PY 2001</b>			<b>PY 2002</b>			<b>PY 2003</b>		
		<b>Standard</b>	<b>Outcome</b>	<b>Pass/Fail 80% of Standard</b>	<b>Standard</b>	<b>Outcome</b>	<b>Pass/Fail 80% of Standard</b>	<b>Standard</b>	<b>Outcome</b>	<b>Pass/Fail 80% of Standard</b>
<i>Customer Satisfaction</i>	<i>Participants</i>	66%	65.0%	P	68%	N/A	N/A	71%	83.3%	P
	<i>Employers</i>	63%	71.0%	P	65%	N/A	N/A	68%	69.3%	P
<i>Entered Employment Rate</i>	<i>Adults</i>	69%	82.8%	P	71%	96.7%	P	71%	90.8%	P
	<i>Dislocated Workers</i>	80%	93.3%	P	81%	97.0%	P	81%	95.4%	P
<i>Retention Rate</i>	<i>Adults</i>	71%	93.5%	P	73%	86.7%	P	79%	89.8%	P
	<i>Dislocated Workers</i>	78%	96.4%	P	76%	92.2%	P	87%	93.7%	P
<i>Earnings Change</i>	<i>Adults</i>	\$2,000	\$4,390	P	\$1,961	\$3,735	P	\$3,000	\$3,660	P
<i>Earnings Replacement Rate</i>	<i>Dislocated Workers</i>	97%	91.7	P	97%	99.3%	P	92%	122.7%	P
<i>Credential Attainment Rate</i>	<i>Adults</i>	50%	80.9%	P	61%	89.4%	P	63%	83.2%	P
	<i>Dislocated Workers</i>	45%	82.8%	P	55%	90.7%	P	56%	92.1%	P
<i>Job Seeker Entered Employment Rate</i>	<i>Wagner-Peyser</i>	N/A			N/A			58%	64%	p
<i>Job Seeker Employment Retention Rate</i>	<i>Wagner-Peyser</i>	N/A			N/A			72%	83%	p

The LWIA has met and exceeded the established performance standards in the past. The area will continue to monitor progress against future standards and expects similar results.

The Performance Committee of the CAWIB is seeking to establish additional local standards around market penetration. The CAWIB has set itself the following goals to be attained within the time-frame of this Plan:

1. Establish annual market penetration goals for the Adult program;
2. Establish annual market penetration goals for the Dislocated Worker program.

### *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].

The Training Committee of the CAWIB is responsible for matters that relate to adult and dislocated worker eligibility. The "self employed" sub-group has been identified as a group of special interest during this Plan period. Specifically the Board is working to solidify relationships with local micro-enterprise agencies to coordinate services, and to identify and fill service gaps.

The standard operating procedure for a plant-closing announcement, should it happen is as follows:

1. WARN notice is sent to the CLEO by NYSDOL.
2. CLEO notifies CAWIB.
3. CAWIB notifies One Stop Center management.
4. CAWIB and Operator(s) contact the business and arrange for services in conjunction/coordination with the business if possible.
5. Local Rapid Response team establishes dates/times/locations for group sessions with effected workers.
  - a. Team includes representation from WIA One Stop Center, local Department of Social Services, Wagner-Peyser, Unemployment Insurance (UI) and Veterans staff as needed.

Re-employment services for all workers, including but not limited to those covered under a WARN Notice/Rapid Response, are available on-site at all full service One Stop Centers in the area. The UI staff works with the system staff to coordinate co-enrollments across funding streams as needed and desired by the individual.

The CAWIB has set the following goals to be attained within the time-frame of this Plan:

1. Establish a policy outlining procedures in the event of a natural disaster or terrorist incident that directly effects the local workforce;
2. Identify systemic barriers to full integration of UI and other re-employment services into the WIA system in a seamless delivery system.

### *Rapid Response*

The Rapid Response protocols are outlined above. To reiterate, the standard operating procedure for a plant-closing announcement, should it happen is as follows:

1. WARN notice is sent to the CLEO by NYSDOL.
2. CLEO notifies CAWIB.
3. CAWIB notifies One Stop Center management.
4. CAWIB and Operator(s) contact the business and arrange for services in conjunction/coordination with the business if possible.
5. Local Rapid Response team establishes dates/times/locations for group sessions with effected workers.
  - a. Team includes representation from WIA One Stop Center, local Department of Social Services, Wagner-Peyser, Unemployment Insurance (UI) and Veterans staff as needed.

A full range of re-employment assistance and career transition services are available to both the individual customer and the business customer. The One Stop System can assist the individual with his/her transition as well as help the business plan for and ease the transition of its workforce to new employment. Services also include Trade Act assistance and education.

### *Business Services*

There is currently no formal committee or sub-group of the CAWIB dedicated to the further development or integration of business services. However, as a result of the Strategic Planning process, the CAWIB has initiated a process to create such an entity.

The CAWIB has set itself the following goals to be attained within the time-frame of this Plan:

1. Create a Business Services Team whose mission will be the continuous development and improvement of our business services. The team will function within the following parameters:
  - a. Utilize the existing private sector membership of the CAWIB to spearhead this initiative;
  - b. Determine the needs of the local employers;
  - c. Identify the providers of the business services for our area;
  - d. Educate and expand awareness of the range of services possible through the system;
  - e. Measure success and incorporate continuous improvement suggestions.

*Coordination and Integration of Services & Service to Special Populations*

The CAWIB does not currently have a committee or sub-group solely dedicated to reviewing the coordination and integration of available services or targeting special populations. However, the Training Committee of the CAWIB does have jurisdiction in most areas and the Youth Council does provide this type of direction for the Youth. It is felt that the system in operation currently is integrated to a large degree. In both full service One Stop centers there is a large number of co-located Partner programs including Social Services, Department of Labor, Veterans, Unemployment Insurance, Wagner-Peyser, Community Colleges, BOCES, Bridge programs, Welfare To Work, TANF, Adult Literacy and Education, Youth Bureaus, VESID and others.

WIA legislation requires the provision of Core, Intensive and Training Services. In our area, the broad array of Partners working alongside the WIA funded staff, provide Core Services to the universal population. There exists a high degree of integration at this level with cross referrals happening automatically. Specifically, Wagner-Peyser is co-located at the Center and provide a fully integrated Core service experience to the customer.

At this stage, the CAWIB Office works directly with the Operator Consortiums to assist with the coordination of services. The Operator and the CAWIB Office meet monthly to discuss trends, issues and new ideas. The area is working on adjusting internal protocols to enable us to fully utilize the One Stop Operating System (OSOS) as a case management tool, which will reduce paperwork, increase communication, standardize system data and provide a practical demonstration of the current system integration. It is also anticipated that these standardization and integration projects will help eliminate redundancy and free up valuable training resources. The CAWIB Office and Operators are mutually agreed to move this ahead with all possible speed.

*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].

**The Training Committee of the CAWIB is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers and Individual Training Accounts. The policies and lists are effective area-wide. The local Demand Occupation list is reviewed at least twice per year, with recommendations going to the full Board for approval. New Eligible Training Providers are reviewed as they apply and are required to complete a questionnaire as part of the Training Committee's due diligence review process to ensure that the Providers meet relevant legislative and regulatory requirements. Requests by existing providers wishing to update their offerings are reviewed by the Training Committee as received. In both cases, Eligible Training provider recommendations are approved by the full Board. In all cases, an effort is made to ensure that the Provider is a legitimate business that meets all relevant legislative and regulatory requirements. Provider costs and past performance, to the extent the information is available, is part of the consideration.**

**The changing nature of our local economy as discussed in detail above, is requiring new additions to both our Demand Occupation list and the Eligible Training Provider lists. The growth in the Tourism and Hospitality trades has caused the Training Committee to seek out Providers for the new credential and certification programs. The Training Committee has been working collaboratively with the Seneca Nation of Indians to integrate our program offerings to compliment each others' systems. Both parties have recognized the interdependence of our systems and are working to identify ways to reduce duplicity and increase the availability of training options to prepare our workforce for the this transition.**

**The CAWIB has set itself the following goals to be attained within the time-frame of this Plan:**

- 1. Continue to work with the Seneca Nation to integrate systems where possible;**
- 2. Create a local system for tracking the effectiveness of existing training providers and issuing report cards;**
- 3. Increase communication of these important lists and policies by publishing them on the website for easier and broader review;**
- 4. Continue to adjust the various lists to meet the changing needs of our workforce.**

*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.

**The Training Committee of the CAWIB is responsible for determining, evaluating and updating of policies related to On-the-Job (OJT) training and other customized training.**

**These policies are reviewed at least annually and recommendations are sent to the full Board for approval. The Committee reviews the policies and the available historical data and determines if the policies are still meeting the need of the workforce. If there are suggestions for changes due to factors such as cost considerations, effectiveness or broad policy shifts at the Federal, State or Local level, then available data is collected, analyzed and recommendations are sent to the full Board where the implications are discussed and policies are formally changed. Day to day contact on these policies by individuals of businesses lies at the Operator level, with input from the CAWIB Office as appropriate.**

***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].

**The CAWIB has recognized that our area has a history, prior to the requirement by NYSDOL, of co-enrollment and mutual assistance between the Trade Act (TRA) program and WIA. The CAWIB currently has policies outlining the mandatory co-enrollment of the TRA customer as a sub-group of dislocated workers. As such, every TRA customer is offered the full array of dislocated worker services – Core, Intensive and Training – until such time as their TRA status is determined. At that time, additional services may come to bear as a result of that determination. The TRA customer is provided a seamless delivery of these two program services. Should the Trade Act or NYSDOL require changes, or through experience it is determined that adjustments need to be made to this system, then the Training Committee of the CAWIB will spearhead the revisions to be recommended to the full Board for approval.**

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

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

<b>Measure</b>		<b>Performance Standard PY 05</b>
<i>Customer Satisfaction</i>	<i>Program Participants</i>	75%
	<i>Employers</i>	73%
<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%

The Performance Committee of the CAWIB is responsible for determining, evaluating and updating policies related to System, Operator and Provider performance.

Currently the Committee reviews a wide range of data on the system. The data is sorted by time-period and by County, and long-term trends are analyzed for patterns. As the System has been meeting its established WIA Performance Standards, the focus has been on gathering the important data, determining how it should be presented to the public, and looking for patterns and opportunities for improvement. The data sets are presented to the Committee at its monthly meetings, with copies provided to the Operators. Currently, the Committee is working to establish a standardized format for presenting the data to the broader public. The Committee is also working to establish a local system indicator over and above the required Federal and State requirements to gauge the level of market penetration on both the individual and business customer level. Further, the Performance Committee will be assisting both the Finance Committee and the Training Committee in their respective performance improvement efforts.

The CAWIB has set itself the following goals to be attained within the time-frame of this Plan:

1. Establish a useful and meaningful tool for presenting System data to the public;
2. Establish acceptable market penetration rates to measure success in serving the individual customer;
3. Establish acceptable market penetration rates to measure success in serving the business customer;
4. Post all available System data on the website for broader public discussion.

It is anticipated that these efforts will help the area continue to meet it WIA Performance Standards into the future while simultaneously educating the public of the value of the work that the System does.

### *System Indicators*

Describe any system indicators and standards that have been put in place and how they will be used toward continuous improvement.

**As noted above, the Performance Committee of the CAWIB is responsible for determining, evaluating and updating policies related to System, Operator and Provider performance.**

**Currently the CAWIB utilizes the established State and Federal performance benchmarks. As noted above, the Committee is working to establish additional local benchmarks for measuring progress and has outlined goals and objectives to be obtained during the time-frame covered by this Plan.**

**It is recognized by the CAWIB that many of the data sets necessary for establishing these benchmarks have not been available and it will take time to gather the data, analyze it and determine what the benchmarks should be and the time-frame in which to attain them. Data will be gathered through the OSOS system, the financial reports, the Swipe Card System and any other useful tools. It is anticipated that the CAWIB Office in conjunction with the Operator, Wagner-Peyser, the Title 2 Providers and VESID will provide relevant data sets going forward. Once gathered, these data sets will seek to establish objective, meaningful benchmarks for System improvement.**

### **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.

**The Performance Committee of the CAWIB is responsible for determining, evaluating and updating policies related to System, Operator and Provider performance and monitoring thereof. The CAWIB has designed a monitoring regimen within the established, evolving guidelines of NYSDOL that includes the following:**

- 1. A written process for consistent review of sub-recipient fiscal and program operations including the One-Stop management and youth activities.**
- 2. A formal schedule for the conducting of reviews to ensure onsite monitoring of sub-recipients will occur at least once each program year.**
- 3. The assurance that the procurement, receipt, and payment for goods and services received from sub-recipients complies with laws, regulations, and the provisions of contracts and agreements.**
- 4. A timely process for notifying the sub-recipients of any findings resulting from the review.**
- 5. A written administrative process for the resolution of findings resulting from the reviews.**
- 6. The assurance that the LWIA and its sub-recipients comply with federal and State requirements regarding nondiscrimination and equal opportunity.**
- 7. A timely process for notifying NYSDOL of any significant findings resulting from the reviews which may have a material impact on the financial and participant reporting of the LWIA to NYSDOL.**

**CAWIB's goal in conducting these reviews is to assist the Operators and Service Providers in improving their programmatic and administrative operations while ensuring compliance with WIA rules and regulations. Programmatic, performance and administrative reviews will be conducted to ensure that resources are efficiently and effectively used for authorized purposes and that internal controls and accounting procedures are in place to protect from waste, fraud and abuse.**

**CAWIB will notify NYSDOL of any major findings that may arise as a result of the monitoring visits. The NYSDOL Representatives assigned to our area will receive copies of the appropriate findings reports. Additionally, any findings that require corrective action plans will be discussed thoroughly with the appropriate NYSDOL Representative to ensure that the CAWIB is following all appropriate and legal protocols.**

## **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]**.

**The CAWIB conducts all of its business in an open manner, compliant with relevant laws and regulations. The full Board meetings are regularly scheduled for the first Friday of each month. Announcements of these meetings are made in the monthly print newsletter as well as announced by electronic means. Committee meetings are also open and the same process is utilized for public announcement. It is the responsibility of CAWIB Office Staff to ensure that these announcements are made. Full Board meeting dates and times are announced one month in advance at the full Board meetings and via the WIB-BITS newsletter of the CAWIB. Committee meetings are announced in the WIB-BITS newsletter if they have been scheduled at the time of printing. If they have not been**

scheduled, then electronic notifications are made at least one week prior to the meeting. Standing distribution lists are always used to notify individuals who are interested in receiving the information on a regular basis.

In order to increase public awareness of the system, its services and the various Partners, the CAWIB is committing to increasing the public visibility of the entire system. In order to meet these needs the CAWIB commits to the following goals within the timeframe of this Plan:

1. Make a calendar of upcoming Board and Committee meetings available on the official website, [www.cawib.net](http://www.cawib.net);
2. Post Board and Committee meeting agendas in advance of the meetings;
3. Post approved, past minutes of the Board and Committee meetings;
4. Post all current policies of the CAWIB on the website;
5. Maintain the information in a timely and accurate basis.

## **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]**.

**This Plan will be made available to the public for review and comment through publication and advertisement in the CAWIB's newspapers of record, posting the document on the website, electronic notification to the complete contact list of the CAWIB Office. This has been the norm used for documents subject to public comment including RFP announcements.**

**The plan was announced for review using all of the above mentioned processes. Additionally, two open meetings will be established for public comment and interaction. It is anticipated that the public review period will result in modifications to the plan.**

**It is the intention of the CAWIB to hold the initial 30-day comment period and consider all feedback. The plan will be submitted to the NYSDOL by the September 30, 2005 timeframe. The feedback from the initial comment period will be considered and the plan potentially modified during the second stage of this process, which commences October 1, 2005. From October through approximately November 15, the final revisions and remaining portions of the document will be completed. A second 30-day comment period will begin approximately November 15, 2005. The final document incorporating feedback from both public comment periods, the completion of the remaining portions and revisions will be submitted by December 31, 2005 as directed by NYSDOL.**

#### 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 Cattaraugus Allegany LWIA requests an extension to submit its Comprehensive Three Year Local Plan from June 30, 2005 to September 30, 2005 for the following reasons: **The Board feels that in order to make this more than simply a compliance document, it will require more time to complete. This is particularly important for our area as we were on of only three areas in the State to not receive the Strategic Planning Grant funds.**

**Section II-A Extension:** The Cattaraugus Allegany LWIA requests an extension to submit its completed Section II-A from June 30, 2005 to December 31, 2005 for the following reasons: **The Board feels that in order to make this more than simply a compliance document, it will require more time to complete. This is particularly important for our area as we were on of only three areas in the State to not receive the Strategic Planning Grant funds.**

Date: March 15, 2005

Typed Name: Steven Foster, Board Chair

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

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

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

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

<i>Area of Plan</i>	<i>NYSDOL Required Completion Dates</i>	<i>LWIA Projected Completion Date</i>
<b><i>LWIA Profile</i></b>		
Profile	September 30	September 30
<b><i>Section IIA – Local Area Strategic Planning Process</i></b>		
<i>Economic Environment &amp; Key Workforce Issues</i>	September 30	September 30
<i>Engaging Community Partners in Workforce Solutions</i>	September 30 or December 31	December 31
<i>Aligning Service Delivery</i>	September 30 or December 31	December 31
<i>Measuring Achievement</i>	September 30 or December 31	December 31
<b><i>Section IIB – Local Area Strategic Planning Progress</i></b>		
Strategic Planning Progress	September 30	September 30
<b><i>Section III – WIA Compliance</i></b>		
All Compliance Sections	September 30	September 30
<b><i>Section IV– Attachments/Forms</i></b>		
All required Attachments and Forms	September 30	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:	9/30/05	Signature of Local Board Chair:	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local Board Chair:	
Ms.	<input type="checkbox"/>	Steven Foster	
Other	<input type="checkbox"/>		
Name of Board:	Cattaraugus Allegany Workforce Investment Board, Inc.		
Address 1:	One Bluebird Square, Lower Level		
Address 2:			
City:	Olean		
State:	New York	Zip:	14760
Phone:	(716) 806-0060	E-mail:	

**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:	9/30/05	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO: Gerard Fitzpatrick	
Ms.	<input type="checkbox"/>		
Other	<input type="checkbox"/>		
Title of Local CEO:	Cattaraugus County Board of Legislature, Chairman		
Address 1:	Cattaraugus County Office Building		
Address 2:	303 Court Street		
City:	Little Valley		
State:	New York	Zip:	14755
Phone:	(716) 938 -	E-mail:	

**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:	9/30/05	Signature of Local Chief Elected Official (CEO):	
Mr.	<input checked="" type="checkbox"/>	Typed Name of Local CEO: James Palmer	
Ms.	<input type="checkbox"/>		
Other	<input type="checkbox"/>		
Title of Local CEO:	Allegany County Board of Legislature, Chairman		
Address 1:	Allegany County Board of Legislature Chambers		
Address 2:	Allegany County Office Building		
City:	Belmont		
State:	New York	Zip:	14813
Phone:	(585) 268 - 9222	E-mail:	

**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
Cattaraugus County Government	X	
Allegany County Government		X

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

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

Entity	Fiscal Agent	
	Yes	No
Cattaraugus County Government		X
Allegany County Government		X
Cattaraugus Allegany Workforce Investment Board, Inc.	X	

Entity	Grant Subrecipient	
	Yes	No
Cattaraugus County Government		X
Allegany County Government		X
Cattaraugus Allegany Workforce Investment Board, Inc.	X	

**ATTACHMENT G: ONE STOP OPERATOR INFORMATION**

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

<b>OPERATOR: Cattaraugus County Operator Consortium</b>	
<b>Method of Selection</b>	<b>Type of Operator</b>
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System <input checked="" type="checkbox"/> Center(s)
<b>Operator Address:</b>	One Leo Moss Drive, Suite 600 Olean, New York 14760
<b>Operator Phone:</b>	(716) 373-1880
<b>E-Mail:</b>	

**One Stop centers overseen by this Operator:**

➤ Cattaraugus Career Center  
One Bluebird Square  
Olean, New York 14760

Full Service One Stop center  
Partners on Site:

Hours of Operation:  
8:00 am – 5:00 pm

➤ Little Valley affiliate site  
200 Erie Street  
Little Valley, New York 14755

Affiliate center site  
Partners on site:

Hours of Operation:  
8:00 am – 5:00 pm

**OPERATOR CERTIFICATION STATUS**

**Status of State Level Recertification:**

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

<b>OPERATOR: Allegany County Operator Consortium</b>	
<b>Method of Selection</b>	<b>Type of Operator</b>
<input checked="" type="checkbox"/> Consortium <input type="checkbox"/> Competitive Bid	<input type="checkbox"/> System <input checked="" type="checkbox"/> Center(s)
<b>Operator Address:</b>	7 Wells Lane Belmont, New York 14813
<b>Operator Phone:</b>	(585) 268 - 9237
<b>E-Mail:</b>	

One Stop centers overseen by this Operator:

- Allegany County Employment & Training One Stop Center  
7 Wells Lane  
Belmont, New York 14813
- Full Service One Stop center  
Partners on Site: VESID, BOCES, veterans, Southern Tier traveling Teacher, TANF, Job Service, Office for the Ageing
- Hours of Operation:  
8:30 am to 4:30 pm

**OPERATOR CERTIFICATION STATUS**

Status of State Level Recertification:

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

## ATTACHMENT H: FEDERAL AND STATE CERTIFICATIONS

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

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

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

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

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

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

**C. DRUG FREE WORKPLACE.** By signing this application, the grantee certifies that it will provide a Drug Free Workplace by implementing the provisions at 29 CFR 98.630, Appendix C, pertaining to the Drug Free Workplace. In accordance with these provisions, a list of places

where performance of work is done in connection with this specific grant will take place must be maintained at your office and available for Federal inspection.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **STATE CERTIFICATIONS**

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

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

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

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

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

(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.