



Ulster County
LOCAL PLAN

JULY 1, 2017 - JUNE 30, 2021

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Strategic Planning Elements

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

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

September 12, 2017

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

It was shared with the Ulster County WDB at their full board meeting on September 12, 2017.

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

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

This is a list of Ulster County's demand sectors and occupations: NAICS- 236 Construction of Buildings	
SOC Code	Occupational Title
47-2031	Carpenters
47-2061	Construction Laborers
47-1011	Supervisors of Construction and Extraction Workers
11-9021	Construction Managers
11-1021	General and Operations Managers
43-6014	Secretaries and Administrative Assistants
43-3031	Bookkeeping, Accounting and Auditing Clerks
43-9061	Office Clerks, General
47-2141	Painters, Construction and Maintenance
47-2021	Brickmasons and Blockmasons
41-3099	Sales Representatives, Services, All Other
47-2051	Cement Masons and Concrete Finishers

13-1051	Cost Estimators	
17-2051	Civil Engineers	
47-2152	Plumbers, Pipefitters, and Steamfitters	
49-9071	Maintenance and Repair Workers	
47-2221	Structural Iron and Steel Workers	
NAICS- 237 Heavy and Civil Engineering		
SOC Code	Occupational Title	
47-2061	Construction Laborers	
47-2073	Operating Engineers and Other Construction Equipment Operators	
47-2031	Carpenters	
47-1011	Supervisors of Construction and Extraction Workers	
53-3032	Heavy and Tractor-Trailer Truck Drivers	
11-1021	General and Operations Managers	
49-9051	Electrical Power-Line Installers & Repairers	
11-9021	Construction Managers	
17-2051	Civil Engineers	
53-7032	Excavating and Loading Machine and Dragline Operators	
47-2071	Paving, Surfacing, and Tamping Equipment Operators	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Execu	
47-2221	Structural Iron and Steel Workers	
47-2051	Cement Masons and Concrete Finishers	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	
47-2141	Painters, Construction and Maintenance	

49-9052	Telecommunications Line Installers and Repairers	
13-1051	Cost Estimators	
43-9061	Office Clerks	

NAICS- 238 Specialty Trade Contractors

SOC Code	Occupational Title
47-2111	Electricians
47-2152	Plumbers, Pipefitters, and Steamfitters
47-2061	Construction Laborers
47-2031	Carpenters
11-1021	General and Operations Managers
49-9021	Heating, Air Conditioning and Refrigeration Mechanics and Installers
47-2141	Painters, Construction and Maintenance
47-1011	Supervisors of Construction and Extraction Workers
43-9061	Office Clerks
43-3031	Bookkeeping, Accounting and Auditing Clerks
43-6014	Secretaries and Administrative Assistants
47-2211	Sheet Metal Workers
47-2051	Cement Masons and Concrete Finishers
47-3013	Helpers—Electricians
47-2181	Roofers
13-1051	Cost Estimators
47-2021	Brickmasons and Blockmasons

47-2073	Operating Engineers and Other Construction Equipment Operators	
47-2221	Structural Iron and Steel Workers	
11-9021	Construction Managers	
47-4021	Elevator Installers and Repairers	
53-3032	Heavy and Tractor-Trailer Truck Drivers	
47-3015	Helpers—Pipelayers, Plumbers, Pipefitters, and Steamfitters	
41-3099	Sales Representatives, Services, all other	
47-2081	Drywall and Ceiling Tile Installers	
NAICS- 311 Food Manufacturing		
SOC Code	Occupational Title	
51-3092	Food Batchmakers	
51-3011	Bakers	
51-9111	Packaging and Filling Machine Operators & Tenders	
41-2031	Retail Salespersons	
51-1011	First-Line Supervisors of Production and Operating Workers	
51-3093	Food Cooking Machine Operators and Tenders	
53-7064	Packers and Packagers, Hand	
41-2011	Cashiers	
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	
53-7051	Industrial Truck and Tractor Operators	
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	
11-1021	General and Operations Managers	

49-9071	Maintenance and Repair Workers, General	
51-2092	Team Assemblers	
53-3033	Light Truck or Delivery Services Drivers	
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	
53-3032	Heavy and Tractor-Trailer Truck Drivers	
49-9041	Industrial Machinery Mechanics	
51-9198	Helpers—Production Workers	
35-2021	Food Preparation Workers	
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	
43-9061	Office Clerks, General	
51-9012	Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters	
43-5071	Shipping, Receiving, and Traffic Clerks	
51-9023	Mixing and Blending Machine Setters, Operators and Tenders	

NAICS- 332 Fabricated Metal Product Manufacturing

SOC Code	Occupational Title
51-4041	Machinists
51-2092	Team Assemblers
51-4121	Welders, Cutters, Solderers, and Brazers
51-1011	First-Line Supervisors of Production and Operating Workers
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic
47-2211	Sheet Metal Workers
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal

51-2041	Structural Metal Fabricators and Fitters	
51-9198	Helper—Production Workers	
11-1021	General and Operations Managers	
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Scientific
43-9061	Office Clerks, General	
43-5071	Shipping, Receiving, and Traffic Clerks	
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	
17-2141	Mechanical Engineers	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	
51-4034	Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	Plastic
51-9121	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	
51-4111	Tool and Die Makers	
51-4193	Plating and Coating Machine Setters, Operators, and Tenders, Metal and Plastic	Plastic
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	Plastic
17-3013	Mechanical Drafters	
49-9071	Maintenance and Repair Workers, General	
17-2112	Industrial Engineers	
43-5051	Customer Service Representatives	
NAICS- 333 Machinery Manufacturing		
SOC Code	Occupational Title	
51-2092	Team Assemblers	

51-4041	Machinists	
17-2141	Mechanical Engineers	
51-1011	First-Line Supervisors of Production and Operating Workers	
51-4121	Welders, Cutters, Solderers, and Brazers	
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	
17-2112	Industrial Engineers	
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	
43-5071	Shipping, Receiving, and Traffic Clerks	
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	
11-1021	General and Operations Managers	
43-5061	Production, Planning, and Expediting Clerks	
51-4111	Tool and Die Makers	
43-4051	Customer Service Representatives	
17-3013	Mechanical Drafters	
51-2022	Electrical and Electronic Equipment Assemblers	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	
11-9041	Architectural and Engineering Managers	
43-9061	Office Clerks	
49-9041	Industrial Machinery Mechanics	
51-9083	Ophthalmic Laboratory Technicians	
51-9198	Helpers—Production Workers	
17-2071	Electrical Engineers	

NAICS- 484- Truck Transportation

SOC Code	Occupational Title
53-3032	Heavy and Tractor-Trailer Truck Drivers
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
43-9061	Office Clerks, General
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists
53-1031	First-Line Supervisors of Transportation and Material Moving Machine and V
43-5032	Dispatchers
41-3099	Sales Representatives, Services, All Other
43-6014	Secretaries and Administrative Assistants, except Legal, Medical, and Execut
11-1021	General and Operations Managers
53-3033	Light Truck or Delivery Services Drivers
43-4051	Customer Service Representatives
43-3031	Bookkeeping, Accounting, and Auditing Clerks

NAICS- 485 Transit and Ground Passenger Transport

SOC Code	Occupational Title
53-3022	Bus Drivers, School and Special Client
33-9099	Protective Service Workers, All Other
53-3041	Taxi Drivers and Chauffeurs
53-3021	Bus Drivers, Transit and Intercity
43-5032	Dispatchers

49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	
43-9061	Office Clerks, General	
53-1031	First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	
11-1021	General and Operations Managers	

NAICS- 522 Credit Intermediation and Related Activities

SOC Code	Occupational Title
43-3071	Tellers
41-3031	Securities, Commodities, and Financial Services Sales Agents
43-4051	Customer Service Representatives
43-1011	First-Line Supervisors of Office and Administrative Support Workers
13-2072	Loan Officers
11-3031	Financial Managers
13-2051	Financial Analysts
43-4131	Loan Interviewers and Clerks
11-1021	General and Operations Managers
13-2011	Accountants and Auditors
13-2052	Personal Financial Advisors
13-2041	Credit Analysts
15-1132	Software Developers, Applications
43-6011	Executive Secretaries and Executive Administrative Assistants
13-1161	Market Research Analysts and Marketing Specialists
43-3031	Bookkeeping, Accounting, and Auditing Clerks

15-1121	Computer Systems Analysts	
13-1111	Management Analysts	
41-3099	Sales Representatives, Services, All Other	
41-1012	First-Line Supervisors of Non-Retail Sales Workers	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	
13-2061	Financial Examiners	
11-3021	Computer and Information Systems Managers	

NAICS- 524 Insurance Carriers and Related Activities

SOC Code	Occupational Title
43-4051	Customer Service Representatives
41-3021	Insurance Sales Agents
13-1031	Claims Adjusters, Examiners, and Investigators
43-9041	Insurance Claims and Policy Processing Clerks
13-2053	Insurance Underwriters
43-6014	Secretaries and Administrative Assistants
43-9061	Office Clerks
43-1011	First-Line Supervisors of Office and Administrative Support Workers
11-1021	General and Operations Managers
29-1141	Registered Nurses
13-2011	Accountants and Auditors
11-3031	Financial Managers
43-3031	Bookkeeping, Accounting, and Auditing Clerks

15-1121	Computer Systems Analysts	
23-1011	Lawyers	
43-6011	Executive Secretaries and Executive Administrative Assistants	
13-1161	Market Research Analysts and Marketing Specialists	
13-1111	Management Analysts	
15-2011	Actuaries	

NAICS- 531 Real Estate

SOC Code	Occupational Title
49-9071	Maintenance and Repair Workers, General
37-2011	Janitors and Cleaners
33-9032	Security Guards
43-6014	Secretaries and Administrative Assistants
43-9061	Office Clerks
43-3031	Bookkeeping, Accounting and Auditing Clerks
11-9141	Property, Real Estate, and Community Association Managers
41-9022	Real Estate Sales Agents
41-2021	Counter and Rental Clerks
11-1021	General and Operations Managers
13-2011	Accountants and Auditors
37-2012	Maids and Housekeeping Cleaners
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers
43-4171	Receptionists and Information Clerks
47-2031	Carpenters

39-6012	Concierges	
37-3011	Landscaping and Groundskeeping Workers	
43-6011	Executive Secretaries and Executive Administrative Assistants	
43-4051	Customer Service Representatives	

NAICS- 541 Professional, Scientific, and Technical Services

SOC Code	Occupational Title
13-2011	Accountants and Auditors
23-1011	Lawyers
43-6014	Secretaries and Administrative Assistants
13-1161	Market Research Analysts and Marketing Specialists
15-1132	Software Developers, Applications
23-2011	Paralegals and Legal Assistants
43-9061	Office Clerks, General
11-1021	General and Operations Manager
41-3099	Sales Representatives, Services, All Other
13-1111	Management Analysts
15-1121	Computer Systems Analysts
43-3031	Bookkeeping, Accounting, and Auditing Clerks
43-6012	Legal Secretaries
41-3011	Advertising Sales Agents
43-4051	Customer Service Representatives
43-6011	Executive Secretaries and Executive Administrative Assistants
17-1011	Architects, Except Landscape and Naval

15-1151	Computer User Support Specialists	
27-3031	Public Relations Specialists	
27-1024	Graphic Designers	
43-1011	First-Line Supervisors of Office and Administrative Support Workers	
43-4171	Receptionists and Information Clerks	
17-2051	Civil Engineers	
15-1133	Software Developers, Systems Software	
11-3021	Computer and Information Systems Managers	
15-1131	Computer Programmers	

NAICS- 561 Administrative Support Services

SOC Code	Occupational Title
37-2011	Janitors and Cleaners
33-9032	Security Guards
37-3011	Landscaping and Groundskeeping Workers
43-4051	Customer Service Representatives
43-6014	Secretaries and Administrative Assistants
43-9061	Office Clerks
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
11-1021	General and Operations Managers
39-9021	Personal Care Aides
41-3099	Sales Representatives, Services, All Other
43-3011	Bill and Account Collectors
43-1011	First-Line Supervisors of Office and Administrative Support Workers

13-1071	Human Resources Specialists	
31-1014	Nursing Assistants	
37-2012	Maids and Housekeeping Cleaners	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	
41-3041	Travel Agents	
29-1141	Registered Nurses	
43-6011	Executive Secretaries and Executive Administrative Assistants	
41-9041	Telemarketers	
53-7064	Packers and Packagers, Hand	

NAICS- 611 EDUCATIONAL SERVICES

SOC Code	Occupational Title
25-9041	Teacher Assistants
25-2021	Elementary School Teachers (except Spec. Ed)
25-2031	Secondary School Teachers (except Spec. Ed & Voc. Education)
25-3098	Substitute Teachers
25-2022	Middle School Teachers, (except Spec & Voc Education)
43-6014	Secretaries and Administrative Assistants
37-2011	Janitors and Cleaners
25-1071	Health Specialties Teachers, Postsecondary
25-3021	Self-Enrichment Education Teachers
43-9061	Office Clerks
25-2052	Special Education Teachers, Kindergarten and Elementary School
11-9032	Education Administrators, Elementary and Secondary School

25-2054	Special Education Teachers, Secondary School	
21-1012	Educational, Guidance, School, and Vocational Counselors	
39-9011	Childcare Workers	
25-1121	Art, Drama, and Music Teachers, Postsecondary	
11-9033	Education Administrators, Postsecondary	
25-2011	Preschool Teachers, Except Special Education	
25-2053	Special Education Teachers, Middle School	
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	
43-6011	Executive Secretaries and Executive Administrative Assistants	

NAICS- 621 AMBULATORY HEALTH CARE SERVICES

SOC Code	Occupational Title
31-1011	Home Health Aides
43-4171	Receptionists and Information Clerks
39-9021	Personal Care Aides
29-1141	Registered Nurses
43-6014	Secretaries and Administrative Assistants
31-9091	Dental Assistants
31-9092	Medical Assistants
29-1069	Physicians and Surgeons, All Other
29-2061	Licensed Practical and Licensed Vocational Nurses
43-1011	First-Line Supervisors of Office and Administrative Support Workers
29-2021	Dental Hygienists
43-3021	Billing and Posting Clerks

29-1123	Physical Therapists	
29-2041	Emergency Medical Technicians and Paramedics	
29-1021	Dentists	
43-6013	Medical Secretaries	
29-1171	Nurse Practitioners	
29-1071	Physician Assistants	
11-9111	Medical and Health Services Managers	
43-9061	Office Clerks	
NAICS- 622 Hospitals		
SOC Code	Occupational Title	
29-1141	Registered Nurses	
31-1014	Nursing Assistants	
29-1069	Physicians and Surgeons, All other	
11-9111	Medical and Health Services Managers	
43-9061	Office Clerks	
37-2011	Janitors and Cleaners	
43-6014	Secretaries and Administrative Assistants	
29-2061	Licensed Practical and Licensed Vocational Nurses	
29-2034	Radiologic Technologists and Technicians	
43-4111	Interviewers, Except Eligibility and Loan	
29-2011	Medical and Clinical Laboratory Technologists	
43-1011	First-Line Supervisors of Office and Administrative Support Workers	
29-1171	Nurse Practitioners	

29-1071	Physician Assistants	
31-1013	Psychiatric Aides	
29-1051	Pharmacists	
43-4171	Receptionists and Information Clerks	
33-9032	Security Guards	
37-2012	Maids and Housekeeping Cleaners	
29-1126	Respiratory Therapists	
35-3041	Food Servers, Nonrestaurant	
NAICS- 623 Nursing & Residential Care Facilities		
SOC Code	Occupational Title	
31-1014	Nursing Assistants	
29-2061	Licensed Practical & Licensed Vocational Nurses	
29-1141	Registered Nurses	
37-2012	Maids and Housekeeping Cleaners	
35-3041	Food Servers, Nonrestaurant	
39-9011	Childcare Workers	
39-1021	First-Line Supervisors of Personal Service Workers	
37-2011	Janitors and Cleaners	
35-2012	Cooks, Institution and Cafeteria	
35-2021	Food Preparation Workers	
21-1093	Social and Human Service Assistants	
39-9032	Recreation Workers	
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	

49-9071	Maintenance and Repair Workers, General
43-6014	Secretaries and Administrative Assistants
NAICS- 624 Social Assistance	
SOC Code	Occupational Title
39-9021	Personal Care Aides
31-1011	Home Health Aides
25-9041	Teacher Assistants
25-2011	Preschool Teachers, Except Special Education
21-1093	Social and Human Service Assistants
39-9032	Recreation Workers
21-1021	Child, Family, and School Social Workers
39-9011	Childcare Workers
43-6014	Secretaries and Administrative Assistants
37-2011	Janitors and Cleaners
21-1015	Rehabilitation Counselors
43-9061	Office Clerks, General
11-9151	Social and Community Service Managers
21-1012	Educational, Guidance, School, and Vocational Counselors
39-1021	First-Line Supervisors of Personal Service Workers
11-9031	Education Administrators, Preschool and Childcare Center/Program

NAICS- 721 Accommodation	
SOC Code	Occupational Title
37-2012	Maids and Housekeeping Cleaners
43-4081	Hotel, Motel, and Resort Desk Clerks
35-3031	Waiters and Waitresses
49-9071	Maintenance and Repair Workers, General
35-2014	Cooks, Restaurant
37-2011	Janitors and Cleaners
35-9011	Dining Room and Cafeteria Attendants and Bartenders Helpers
39-6011	Baggage, Porters and Bellhops
35-9021	Dishwashers
43-1011	First-Line Supervisors of Office and Administrative Support Workers
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers
35-3011	Bartenders
11-1021	General and Operations Managers
35-3041	Food Servers, Nonrestaurant
51-6011	Laundry and Dry-Cleaning Workers
33-9032	Security Guards
41-3099	Sales Representatives, Services, All Other
35-1012	First-Line Supervisors of Food Preparation and Serving Workers
35-1011	Chefs and Head Cooks
NAICS- 811 Repair and Maintenance	
SOC Code	Occupational Title

49-3023	Automotive Service Technicians and Mechanics	
53-7061	Cleaners of Vehicles and Equipment	
49-3021	Automotive Body and Related Repairers	
43-9061	Office Clerks	
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	
53-6031	Automotive and Watercraft Service Attendants	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	
43-6014	Secretaries and Administrative Assistants	
51-9122	Painters, Transportation Equipment	
11-1021	General and Operations Manager	
49-2011	Computer, Automated Teller, and Office Machine Repairers	
49-9041	Industrial Machinery Mechanics	
49-3022	Automotive Glass Installers and Repairers	
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	
41-2022	Parts Salesperson	
49-9098	Helpers—Installation, Maintenance, and Repair Workers	
41-2011	Cashiers	
41-2021	Counter and Rental Clerks	
49-9031	Home Appliance Repairers	
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	
51-4121	Welders, Cutters, Solderers, and Brazers	

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

Nearly all industry sectors are in need of entry level staff with "soft-skills." Timeliness;

appropriate workplace communication; responding appropriately to feedback from supervisors and demonstrating a strong work ethic are all attributes that every business sector is in search of. Ninth grade or better reading and math skills are mentioned in every employment sector as a necessity, with the exception of those in the tourism/hospitality sector. Middle skills - some level of experience or prior work in a field with a need to better develop or refine skills for a particular industry are also increasingly mentioned as needed.

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

The knowledge, skills and abilities needed to meet the employment needs of the businesses are: an understanding of the needs of local business, by utilizing the monthly research and statistics resources available through the New York State Department of Labor; by direct contact with employers employing listening skills, in order to assess their needs; attending local Chamber of Commerce functions and other events to enhance our level of interaction with local businesses; and by continually surveying the openings that are being advertised on job sites and the general economic conditions of our service area.

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

- i. Current labor force employment and unemployment numbers;

The average unemployment rate thus far in 2017 is 4.6%, and has been slightly higher than over the same period as 2016. The annual average for 2016 was 4.4%, and for 2015 it was 4.8%. The average number of people employed so far in 2017 is 84,000. The average number of people employed over the course of all of 2016 was 84,400, and over 2015 it was 84,3000.

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

The largest percentage increase in jobs from August 2016 to August 2017 was in the area of Natural Resources, Mining and Construction with a 7.4% increase (approx. 200 people), Other Services (other than professional and business, education and health, and leisure and hospitality) had an increase of 7.1% (approx. 200 people), while Transportation, Warehousing, and Utilities had a 6.7% increase (approx. 100 people). The only declines over that same time period came in government, with a 20% decline in federal jobs (approx. 100 people), and a 2.2% decline in state government (approx. 100 people).

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

29.9% of Ulster County residents have a high school diploma as their highest level of education. 32.8% have a bachelor's degree or higher, and 90.4% of Ulster County adults have an education level of high school graduate or higher. (US Census Bureau, 2016 ACS 1 year estimate)

d. Provide an analysis of workforce development activities, including education and training, in the region.

i. Identify strengths and weaknesses of these workforce development activities.

The region works cooperatively and collaboratively to address workforce needs. The six Local Workforce Development Areas comprising the Hudson Valley meet at least four times a year to discuss trends, issues and areas of collaboration. For more than a year the region has been working on a NEG grant that puts people into Tech and Healthcare careers. More than 200 people who have gone through this program have gotten jobs. Community colleges and four-year colleges and universities proliferate throughout the region. Locally, Ulster BOCES works closely with WDB staff to align programs and trainings with the Demand Occupation list. They address adult literacy and are adept at working with the local area to design short term certificate programs that help people get certifications and credential necessary to secure employment.

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

There is plenty of capacity in the system. Ulster BOCES; sector specific training providers (such as Commercial Driver training school); SUNY Ulster and SUNY New Paltz provide the framework for meeting all level of educational and training needs. Ulster County's Disabilities Resource Coordinator and Young Adult Employment Program have a developed "fast-track" application process that allows for seamless intake and management of customers with ACCESS-VR. Additionally, the DRC works frequently with RCAL and The ARC of Ulster County to help all those with disabilities in Ulster County who would like to work to find employment. The local area has representation on the county Re-Entry Taskforce and those without GED's or those who are English language learners have the ability to get assistance at Ulster BOCES Literacy Zone which is co-housed with the Career Center.

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

The LWD Boards strategic vision and goals are:

-To develop a system focused on helping customers navigate a career pathway, and to meet their needs as they navigate that pathway.

- To meet the needs of customers with barriers to employment by developing cooperative relationships with other agencies, and by providing access to services that they provide in a seamless, efficient manner.

-To have all young adults prepared to meet the challenges of today's workforce by providing access to demand driven training, paid work experiences/internships, and summer employment opportunities.

-To be part of a system that is able to respond quickly to local labor market needs through short-term certificate and credentialing programs that are stackable.

-To provide local business with a labor force that is trained, agile and responsive to their needs.

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

Ulster County's Workforce Development Programs are developed based on discussions initiated by the WDB and/or other partner agencies either represented on the WDB or working in conjunction with WDB and OneStop staff. Discussions center around the Career Pathways model, which supports the up-skilling of individuals, allows for multiple entry and exit points, and includes youth and individuals with barriers to employment. Business representation ensures that programs developed meet the needs of the local and regional economy, to support the Board's strategic vision to prepare an educated and skilled workforce.

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

Working through the WIOA Memorandum of Understanding process with local partners will help to ensure alignment of dwindling resources, through a strategic review of available resources and the matrix of service provision.

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

The Ulster County WDB is committed to meeting and/or exceeding all NYS performance accountability measures. To support this, full staff of the Ulster Works Career Center meets monthly to review performance on measures (when available) and brainstorm ways to improve. Current measures, geared towards long-term retention and increased wages, go a long way to promote the region's economic growth and a customer's journey towards self-sufficiency.

Local Workforce Development System

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

- i. Core programs;

Core programs include the Ulster County Office of Employment and Training, which provides WIOA-funded career services (Adult, Dislocated Worker and Youth) at the Ulster Works Career Center in conjunction with the NYS Department of Labor Wagner-Peyser programs; ACCES-VR, which provides more comprehensive services and supports to individuals with disabilities; and the UC BOCES Adult Literacy programs. All programs are represented on-site at the Ulster Works Career Center save for Vocational Rehabilitation, which is a coordination effort with our Disability Resource Coordinator and youth program coordinators.

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

Ulster County Community College provides programs that align with the Carl D. Perkins Career and Technical Education Act of 2006; coordination is based on discussions at the Ulster County Workforce Development Board meetings, and through training offerings funded through Individual Training Accounts.

- iii. Other workforce development programs, if applicable.

Training services provided by the UC BOCES, and other proprietary schools such as Commercial Driver Training; the Ulster County Department of Social Services, which provides supports and other services for individuals engaged in the workforce development system. And those agencies that provide employment and training supports to people with disabilities including ACCESS-VR; RCAL and The ARC of Ulster County.

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

The Ulster County WDB conducts annual oversight of current providers as part of the RFP process to ensure continuous improvement of services in the system. Program performance for current contracted providers is reviewed by the WDB Executive Committee in terms of numbers served, expenditures, cost per individual, characteristics of populations served, direct expenditures vs. administrative costs, quality of services provided, and performance vis-à-vis accountability measures. The same information is reviewed again in a non-RFP year to determine whether to continue to contract into a second or third year, or to reissue the RFP in hopes of finding a new provider. Providers who experience difficulty in service provision are required to engage in monthly technical assistance sessions with experienced OneStop staff, who assist the provider in meeting contract goals and increasing program performance.

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

Eligible providers will design course selections to help individuals develop the skills needed to enter the workforce in demand occupations. They will provide training that leads to industry recognized credentials for Adults and Dislocated Workers. Focus is placed on Career Pathways to provide education and training assistance to accelerate job seekers' career advancement.

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

The resource contributions and Career Center partners will be fully determined as part of the move to our new physical location at the end of October 2017. However, we anticipate that the two primary partners in the Career Center will be: 1) the local office of the NYS Department of Labor; and 2) the WIOA Title I partner, represented by the Ulster County Office of Employment and Training.

These partners will share Center costs, based on cost allocation strategies that have yet to be determined. Both partners will share coordination of Center services, management of Center operations, oversight of day-to-day Center operations, Center staffing and maintenance, and ensuring access to labor exchange and career services.

Workforce Development and Career Pathways

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

The board will facilitate the development of career pathways by participating in available grant funded opportunities, such as: The Career Pathways II Grant Program, administered by the NYS Office Temporary and Disability Assistance; The Jobs Waiting and Tech Hire Grant Programs, by partnering with the lead agency, The Westchester/Putnam WIB. The board will also work closely with its partner agencies, such as Ulster BOCES, SUNY Ulster, and ACCES-VR, in order to facilitate smooth career path processes for the customers we serve.

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

Periodically on a semi-quarterly basis the board reviews Ulster County's Demand Occupation list in an effort to stay abreast of current workforce trends and development. As a part of this process the board also delineates career pathways and ensures Ulster's plan is in line with our regional partners, as well as, it supports the other initiatives that Ulster County is a part of.

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

The majority of the credentials are industry specific and so are not portable. One exception is Customer Service Certification. This is a certificate that transfers across multiple industries.

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

Some of the credentials are stackable and can be accumulated over time such as in the healthcare industry: Personal Care Aide, Certified Nurse's Aide, Licensed Practical Nurse, Registered Nurse, and Phlebotomist. Other credentials or licenses are stand-alone such as tractor trailer license or CDL A, bus driver or straight truck driver or CDL B.

Access to Employment and Services

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

Most notably, access will be expanded to all services through the use of technology and social media. Additionally, in trying to expand access to specific populations (such as those with barriers to employment), the local board will work through partner agencies, particularly those represented on the board such as ACCES-VR, Department of Social Services, the Ulster County BOCES and Community College, as well as CBOs to ensure the provision of those services most appropriate to overcome existing barriers.

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

The local area makes extensive use of our website and social media to publicize the services we offer. We use Facebook and LinkedIn to communicate with job seekers and businesses seeking employees. Workshop descriptions and schedule are available, as well as descriptions of services provided by the Veterans' Representatives, Career Counselors, and Disability Resource Coordinator and the Ticket to Work Program. Employers and job seekers are able to contact staff at the Career Center through Facebook as well as the website, and email. The website is in the process of being updated, the new site will allow employers to submit job postings directly through the website. Also in development is a Instagram campaign and e-newsletters for job seekers and business services customers.

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

The Career Center staff have been using and will continue to use the One Stop Operating System, which is an statewide online case management information system. OSOS is used to track all activities with customer, including intake, eligibility determination, all forms of job search assistance and re-employment services, as well as training that has been funded through WIOA services, and employer services.

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

The staff of the One-Stop Career Center will continue to listen to the customers to determine if they have barriers to employment and if the barriers can be addressed through the services of the One-Stop or if the customer should receive a referral too another agency. Services offered at the One-Stop are: Monthly Workshops are offered to refresh and/or educate the job seeker for a more successful job search outcome. Workshops offered cover information from setting up and email account, conducting an online job search and completing an online application, creating a resume, job tips for the ex-offenders, interviewing and mock interviewing tips, introduction to linkedIn, civil service

workshops for federal, state and local announcements, a veteran specific workshop and an informational session for SSI/SSDI Recipients. Also available are appointments with Employment Counselors, training opportunities and for those who lost employment as a result of foreign trade there is Trade Act Assistance. Referrals are also made to other Programs i.e. Department of Social Services, ACCESS-VR and Ulster BOCES Adult literacy classes or ESL classes.

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

OET Business Services Representatives have participated in a discussion with an employer regarding the possible benefit if a bus route could be expanded to include the business location and be coordinated with the work shifts.
DSS provides bus passes for transportation to supportive services.

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

Methods in place to enhance the quality and availability of services to people with disabilities include but not limited to: the Disability Resource Coordinator engages in cross training, integrated resource teams and meets regularly with partnering agencies. Additional methods include: providing comprehensive assessments and intake with ACCESS-VR.

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

The local WDB is the OneStop System Operator, and so is well versed in the service requirements under WIOA. The WDB develops and approves policies, such as those relating to eligibility for adult career and training services, which is currently based on six month's family income at or below 200% of Poverty.

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

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

Physical and programmatic access to services will be ensured through partner sign-off on mandatory MOU language regarding "system access." Also, we are planning quarterly cross-training meetings of partner agency staff, which will include such topics as "compliance with nondiscrimination requirements of WIOA, Section 188."

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

Assistive Technology for individuals with disabilities include: Freedom Scientific SARA CE (Braille and non-Braille), TOPAZxIHD Desktop Video Magnifier and the MAGic Screen magnification software with speech.

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

Staff training and support are provided through the Disability Resource Coordinator via ongoing collaboration with partnering agencies addressing the needs of individuals in the area of Social Security Benefit Counseling, Social Services, Housing, Supportive Services and Employment.

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

The Disability Resource Coordinator engages with partnering agencies to address ADA concerns with regards to accessibility, disability disclosure and pre-employment concerns.

Business Engagement

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

The following strategies and programs will be used to facilitate the engagement of businesses: publicizing the various programs/options available to a business through printed material, posting of information to our website, and by using direct contact to listen to their needs and to offer assistance through the use of WIOA funded On-the-Job Training, Work Opportunity Tax Credits, The Young Adult Work Experience Program, and The Jobs Waiting/Tech Hire Grant Funded On-the-Job Training and Work Experience Programs.

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

If applicable, we would make referrals to Hudson Valley Startup and Small Business Development Center.

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

The strategies or services used to support our local workforce system, in order to meet the needs of the businesses in our local area, include: promoting the availability and nature of our services through printed material, our website, and direct contact. Our available services include: job order posting, searching for and notifying potential candidates (job

matching), providing space for recruiting/interviewing, providing access to New York State Department of Labor services (Human Resources Consulting, Labor Market Information, Safety and Health Assistance, Federal Bonding Program, and other business services).

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

The Director of Ulster County's Office of Economic Development is a member of the WDB. Additionally, the LWDB Director meets monthly with the Director of Ulster County's Economic Development and members of her staff; the Director of the City of Kingston's Economic Development and Planning office and staff to discuss upcoming and exiting projects.

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

The promotion would be through SUNY Ulster business coursework and their Entrepreneurial Certificate Program, and through mentorship programs. Microenterprise would be promoted through assessment and referral to marketing classes, or reaching out to resources such as SBDC or SCORE.

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

The local board will coordinate its workforce investment activities with statewide rapid response activities by communicating with Rapid Response Staff. This includes: the WDB Director and Career Center Staff receiving notification by the NYS DOL of Rapid Response filings, coordinating with Rapid Response staff to assist with any presentation of services that are available to the affected employees, through the Career Center. These services include Job Search Assistance, Resume Writing, and WIOA-funded training opportunities the affected employees may be eligible for, in order to assist them through their career transition.

Program Coordination

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

Through the colocation of the Career Center by staff from the Ulster County Office of Employment and Training and the New York State Department of Labor, Reemployment Division there is a constant interaction between the two staffs. This interaction allows the local area's programs and strategies to be accessed and implemented, in response to any changes that may occur in the workforce levels. This level of communication and access to real time information allows the local area to consider implementing any program changes or new strategies needed to respond to those changes in the workforce levels. The New

York State Department of Labor, Reemployment Division's role of performing the face to face interactions, with those individuals on Unemployment allows those employees to convey information on the local area's programs and strategies, in order for the customer to be able to access those programs, in a timely manner.

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

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

Representatives from secondary and post-secondary education programs are members of the Ulster County Workforce Development Board and participate in relevant discussions at board meetings. In addition, front line staff make contact with staff at secondary and postsecondary programs as needed in order to assist individual job seekers.

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

The coordination of education and workforce investment activities will fall primarily under the purview of the County Executive and the WDB. Strategies to address a particular workforce or economic development issue include identifying all relevant partner agencies, and promoting a conversation that centers on solving a problem or finding new ways to do business.

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

The Ulster County WDB works to avoid duplication of services primarily through discussions regarding service provision at their regular bi-monthly board meetings, and through the MOU negotiation process.

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

Co-location of staff supported by the State employment service under the Wagner-Peyser Act, with staff supported by WIOA Adult, Dislocated Worker and Youth funding, is the first major step to improving service delivery and avoiding duplication of services. Management staff from both sides communicate face-to-face on a daily basis, and are committed to mutual problem solving and presenting a unified provision of services.

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

While no formal cooperative agreements currently exist, it is our hope that the work currently being accomplished through the WIOA Memorandum of Understanding process will assist system partners and providers to map out available services and foster integration and access. Should additional need exist beyond the MOU, these needs will be met through the negotiation of individual agreements with local service providers.

Youth Activities

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

i. Name of Youth Point of Contact

Janet Rigaux

v. Phone

845-340-3173

ii. Email Address

jrig@co.ulster.ny.us

vi. Address

651 Development Ct, Kingston, NY
12401

iii. Name of Organization

UC Office of Employment & Training

iv. Title

Workforce Dev Coordinator

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

i. Out-of-School Youth

50

iii. Carry-Over In-School Youth

0

ii. New In-School Youth

0

iv. Work Experience

40

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

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

Intake, Eligibility and ISS are provided by LWIA staff. Objective Assessment is contracted to and provided by Gateway Community Industries.

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

Each ISS is tailored to the individual needs of the youth being served and is developed in

conjunction with the youth. Every ISS includes a short term employment goal as well as a long term employment goal. For instance a youth may want to become a Registered Nurse however he or she has no experience in the healthcare field. Instead of starting immediately working on a RN degree it makes more sense for the youth to make sure that healthcare is for him or her by becoming a Personal Care Aide or Certified Nurse's Aide. These trainings are a week to 6 weeks as opposed to a three to four year degree for RN. Therefore the short term goal would be either PCA or CNA and the long term goal would be LPN or RN.

Some add on certifications could be a possibility also such as getting a Phlebotomy License. This would continue to assist the youth in becoming a more valuable healthcare employee.

Besides paying for the occupational training the Youth Program could pay for a paid work experience in a nursing setting. This will help the youth get hands on experience right away in the nursing field and will assist him or her in determining if healthcare is a good fit and expose him/her to a variety of job titles in this industry.

- d. In Attachment G, Youth Services, located on the NYSDOL website at <https://labor.ny.gov/workforcenypartners/wioa/workforce-planning.shtm> under the Local Planning section, identify the organization providing the 14 Youth Program Elements and whether the provision of each element is contractual, with a Memorandum of Agreement (MOA), or provided by the LWDB.
- e. Explain how providers and LWDB staff ensure the WIOA elements:
 - i. Connect back to the WIOA Youth Program Design Framework, particularly Individual Service Strategies; and
 - ii. Are made available to youth with disabilities.
- f. Identify successful models for youth services.
- g. If you plan to serve In-School Youth (ISY) and/or Out-of-School Youth (OSY), using the "Needs Additional Assistance" criteria, please attach a policy that defines reasonable, quantifiable, and evidence based specific characteristics of youth needing additional assistance.

Administration

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

The Ulster County Office of Employment & Training is responsible for the disbursement of grant funds through the County of Ulster.

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

Contracts are awarded every three years through a competitive Request for Proposal process initiated by the Ulster County Office of Employment & Training and documented through the Ulster County Purchasing Department. The RFP initiated by UCOET is submitted to the UC Purchasing Department, who makes it available on the Ulster County website and publishes a legal notice in local print.

This area currently awards three standard contracts through competitive bid: comprehensive assessment (Adult, DW and Youth); and two youth payroll contracts (Year-Round Youth and Summer Youth).

Proposals developed as a result of the RFP are submitted to the UC Purchasing office where they are logged in and then submitted to UCOET for review. UCOET staff review each proposal and develop an overview of the proposal/provider based on past history, performance, and how well the proposal addresses specific items in the RFP.

Proposals are reviewed by the Executive Committee of the Ulster County Workforce Development Board. Committee members submit a written score for each proposal to the UC Purchasing Department, who then tallies the scores, provides the tally and any comments to the UCWDB Executive Committee. The Executive Committee makes the final decision regarding contract award, which is then ratified by the UCWDB.

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

Do not know - no negotiations have taken place.

- d. Describe the actions taken toward becoming or remaining a high-performing board, consistent with factors developed by the SWIB. A board will be defined as high performing if it meets the following criteria:
- i. The board is certified and in membership compliance;
 - ii. All necessary governance actions and items have been accomplished, including executing a local MOU, selecting a One-Stop System Operator, and implementing all required local policies, etc.;

- iii. All One-Stop Career Centers in the LWDA have achieved at least an 80% score in the Career Center Certification process; and
- iv. The LWDA meets or exceeds all performance goals.

The Board is not in membership compliance; we are awaiting the replacement appointment for NYSDOL. All governance items are being addressed - MOU1 has been approved and is in the signature process; MOU2 negotiations will begin once space and cost allocations are complete as part of the move of our physical location; OneStop System Operator selection and Agreement have been approved by the local WDB and NYSDOL. The Career Center Certification process and performance goals are still in process.

Training Services

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

Training services will continue to be offered to eligible individuals interested in occupations listed on the Demand Occupation List or as an On-the-Job Training. The Career Center, OET, will consider a training option to help meet an employer’s need for employees with either a stand-alone credential or stackable skill, leading to a living wage.

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

Ulster County uses a variety of contracting tools for the provision of training services; professional services contracts, such as those for Objective Assessment and Youth Payroll, balanced with Individual Training Accounts (ITAs) and On-the-Job Training (OJTs). This allows us to balance flexibility and customer choice, to provide the best possible service for our customers.

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

All customers have access to the New York State Eligible Training Provider List. If they need assistance local staff will assist customers with accessing the list of approved training providers within a commutable distance for the customer.

Public Comment

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

The Plan will be published in the newspapers on the County's approved list, as well as added as a link on the Ulster Works.com website.

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

Yes

List of Attachments:

Please complete all attachments.

Attachment A – Units of Local Government

Attachment B – Fiscal Agent

Attachment C – Signature of Local Board Chair

Attachment D – Signature of Chief Elected Official(s)

Attachment E – Federal and State Certifications

Attachment F – Youth Services Chart

Attachment G – Local Plan Budget 2017

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

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

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

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

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