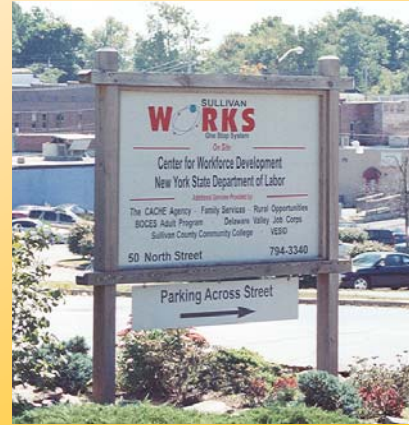


Policy Area V Economic Development

Goal:

Establish necessary service and support infrastructure for business development.



WORKFORCE DEVELOPMENT AND CHILDCARE SERVICES

In order to develop a healthy and sustainable workforce for the future, it is critical that Sullivan County builds and strengthens its existing workforce through a wide variety of employment programs and services. These employment programs would include jobs for the disabled, assisting former welfare recipients to transition to work, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims and ensuring worker's compensation claims are paid in accordance with the law. This high labor quality will, in turn, attract new businesses and industries, and improve the standard of living and quality of life of residents in the County.

Child care is a special market sector that serves both public and private needs in Sullivan County. The goal is to provide access to affordable, high quality child care and early education experiences that promote the healthy intellectual, emotional and physical growth of children, and support their families in work and parenting roles. An appropriately trained and compensated, stable work force in the child care programs is key in providing parents with the confidence to entrust child care providers with the task of looking after their children while enabling them to pursue work opportunities away from home.

The T.E.A.C.H. Early Childhood® Project (Teacher Education and Compensation Helps) improves child care by improving the training of child care workers. Under the T.E.A.C.H. model, additional training is linked to higher wages for child care providers. By compensating child care workers for receiving more training and education, the program works to retain child care providers and improve the quality of the child care workforce. This multi-state initiative started in North Carolina and has spread to other states, including New York. It is a good example of a public-private partnership that provides educational scholarships for teachers, directors, and family child care providers serving young children.

Sullivan County recognizes the important role of high quality child care and workforce development to the economy of a region in the long-term, and addresses the issue in the strategies outlined in the Sullivan 2020 Strategic Plan.

Policy Area V Economic Development

Goal:

Establish necessary service and support infrastructure for business development.

STRATEGY 5.30

Establish local coalitions (public-private partnerships) to develop a comprehensive strategy and ensure that every family has access to quality, affordable childcare.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Identify local priorities for child care needs in the County for state funding allocations.	C/M/P	A
Develop a long-range plan for child care services within the County identifying actions and strategies with a timeframe to accomplish them.	C/P	P
Develop resources to improve the quality, safety, and capacity of the County’s childcare programs.	C/P	P
Enhance collaborative efforts among child care providers, children’s service agencies, special interest groups, community organizations and government agencies to provide families with the best possible child care services and ensure optimal parental choice in the selection of a caregiver.	C/P	P
Work with private sector employers to establish child care facilities and services.	C/P	P
Work toward the refinement of the licensing process for the establishment of child care facilities.	C	P
Assist child care providers in obtaining licenses and permits.	P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **New York State Child Care & Development Fund Plan.**
- ◆ **Meeting the Needs of Today's Workforce: Child Care Best Practices.** U.S. Department of Labor.
- ◆ **Child Care Newsletter—News from the States.** National Conference of State Legislatures.
- ◆ **Employers' Guide: Promoting the Earned Income Tax Credit.** Corporate Voices for Working Families.
- ◆ **The Little Engine that Hasn't: The Poor Performance of Employer Tax Credits for Child Care.** National Women's Law Center.
- ◆ **Investing in New York: An Economic Analysis of the Early Care and Education Sector.** NYS Child Care Coordinating Council.
- ◆ **Framing Child Care as Economic Development: Lessons From Early Studies.** L.Stoney, Cornell University.
- ◆ **Child Care and Parent Productivity: Making The Business Case.** K. Shellenback, Cornell University.
- ◆ **Economic Development Strategies to Promote Quality Child Care.** Cornell University.
- ◆ **Child Care and Economic Development: The Role for Planners.** PAS Memo, January/February 2006.
- ◆ **Fact Sheet 1: Child Care Technical Assistance Network.**

Organizations and Programs

- ◆ **Sullivan County Childcare Council** - www.scchildcare.com
Contact: Karen Cooks, Executive Director; (845) 292-7166
- ◆ **National Child Care Information Center (NCCIC)** - www.nccic.org
National clearinghouse and technical assistance center that links parents, providers, policy-makers, researchers, and the public to early care and education information.
- ◆ **NYS Office of Children & Family Services** - www.ocfs.state.ny.us
Offers training, professional development, and other means of support.

Funding Sources

- ◆ **Child and Adult Care Food Program (CACFP)** - www.nyhealth.gov
Federally funded entitlement program administered through the Department of Health that provides reimbursement for meals and snacks served in all types of regulated or approved day care settings. Promotes the health and well-being of infants, children up to age 18
- ◆ **New York State Department of Health Grants & Funding Opportunities**
www.nyhealth.gov/funding/
- ◆ **New York State Office of Children & Family Services Contracts & Grants**
www.ocfs.state.ny.us/main/bcm/

Other

- ◆ **Restructuring Local Government: Child Care as Economic Development**
Internet resource: EconomicDevelopment.cce.cornell.edu
- ◆ **New York State Citizen's Coalition for Children, Inc.** - www.nyscccc.org/impact.htm
- ◆ **New York State Citizen's Guide** - www.nysegov.com

Policy Area V Economic Development

Goal:

Establish necessary service and support infrastructure for business development.

STRATEGY 5.31

Develop a package of financial incentives to encourage both individuals and employers to invest in the child care business.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Provide low interest loans, start-up grants, tiered reimbursement for investments in the child-care business.	C/P	P
Work with municipalities to encourage compatible land use and zoning regulations for home-based businesses.	C	P
Provide education and technical assistance to maximize the use of subsidies (such as tax abatements), multi-use facilities, flexible transportation and housing funds for child care and the provision of on-site child care and work/life policies.	C/M/P	P
Explore the use of developer impact fees to fund child care facilities.	M/C	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Tax Incentives for Employers to Support Child Care.** National Child Care Information Center.
- ◆ **Employers' Guide: Promoting the Earned Income Tax Credit.** Corporate Voices for Working Families.
- ◆ **The Little Engine that Hasn't: The Poor Performance of Employer Tax Credits for Child Care.** National Women's Law Center.
- ◆ **Child Care Financing Matrix.** Alliance for Childhood Finance, NCCIC.
- ◆ **Addressing the Affordability Gap, Framing Childcare as Economic Development.** Cornell University.

Organizations and Programs

- ◆ **Sullivan County Childcare Council** - www.scchildcare.com
Contact: Karen Cooks, Executive Director; (845) 292-7166
- ◆ **Corporate Voices for Working Families** - www.cvworkingfamilies.org
Non-partisan, non-profit corporate membership organization created to bring the private sector voice into the public dialogue on issues affecting working families.
- ◆ **National Child Care Information Center (NCCIC)** - nccic.org
National clearinghouse and technical assistance center that links parents, providers, policy-makers, researchers, and the public to early care and education information.
- ◆ **NYS Office of Children & Family Services** - www.ocfs.state.ny.us
- ◆ **New York State Citizen's Coalition for Children, Inc.** - www.nyscccc.org/impact.htm
Offers training, professional development, and other means of support.

Funding Sources

- ◆ **New York State Department of Health Grants & Funding Opportunities**
www.nyhealth.gov/funding/
- ◆ **New York State Office of Children & Family Services Contracts & Grants**
www.ocfs.state.ny.us/main/bcm/

Other

- ◆ **EITC Toolkit** - www.cvworkingfamilies.org/2006EITC/2006EITC.shtml
- ◆ **Restructuring Local Government: Child Care as Economic Development**
Internet resource: EconomicDevelopment.cce.cornell.edu
- ◆ **Internal Revenue Service** - www.irs.gov
Earned Income Tax Credit Resources.

**Policy Area V
Economic Development**

Goal:

Establish necessary service and support infrastructure for business development.

STRATEGY 5.32

Utilize other community models and best practices to create child care workforce training.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Create links between training and compensation, such as T.E.A.C.H.	C/P	P
Establish a quality rating system for Sullivan County that are linked to grant programs similar to the Keystone Stars in Pennsylvania.	C/P	P
Establish partnerships between institutions of higher education and businesses to train employees.	C/M/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Meeting the Needs of Today's Workforce: Child Care Best Practices.** U.S. Department of Labor.
- ◆ **Child Care and Economic Development: The Role for Planners.** PAS Memo, January/February 2006.

Organizations and Programs

- ◆ **NYS Office of Children & Family Services** - www.ocfs.state.ny.us
Offers training, professional development, and other means of support.
- ◆ **Sullivan County Childcare Council** - www.scchildcare.com
Contact: Karen Cooks, Executive Director; (845) 292-7166
- ◆ **Center for Workforce Development**
Contact: Laura Quigley, Director; (845) 791-8500
- ◆ **Corporate Voices for Working Families** - www.cvworkingfamilies.org
Non-partisan, non-profit corporate membership organization created to bring the private sector voice into the public dialogue on issues affecting working families.
- ◆ **National Child Care Information Center (NCCIC)** - www.nccic.org
National clearinghouse and technical assistance center that links parents, providers, policy-makers, researchers, and the public to early care and education information.
- ◆ **New York State Citizen's Coalition for Children, Inc.** - www.nyscccc.org/impact.htm

Funding Sources

- ◆ **New York State Department of Health Grants & Funding Opportunities**
www.nyhealth.gov/funding/
- ◆ **New York State Office of Children & Family Services Contracts & Grants**
www.ocfs.state.ny.us/main/bcm/

Other

- ◆ **IBM Workforce Diversity:** Example of Employer Investment
www.ibm.com/ibm/responsibility/people/diversity/diversity-strategy.shtml
- ◆ **NYS Statistics:** www.nccic.org/
Select State Information/Profiles/New York.
- ◆ **Child Daycare Regulations:** www.ocfs.state.ny.us/main/beccs/

Policy Area V Economic Development

Goal:

Establish necessary service and support infrastructure for business development.

STRATEGY 5.33

Expand job opportunities for Sullivan County's high school graduates.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Promote and support linkages between the secondary and higher education systems, and business and industry to ensure that the needs of both employers and potential employees are being addressed.	C/M/P	P
Actively work with regional employers and nearby colleges to develop and promote strategies and plans that will benefit the economic well-being of the County's youth.	C/M/P	P
Encourage enhanced partnerships between the business community and local chambers of commerce to: <ul style="list-style-type: none"> • Strengthen and expand employer coalition groups; • Expand and coordinate customized employer services; • Organize job fairs, assessment and screening for new hires; and • help employers identify skill sets. 	C/M/P	P
Create programs at high school level, which encourage and provide skills for youth interested in entrepreneurship. (Also refer to section V.1 Economic Development, Diversified Industries).	C/M/P	P



Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Surviving in a Dynamic Economy: How Chambers Can Help Navigate the Workforce Development System.** Center for Workforce Preparation.
- ◆ **Completing the Workforce Puzzle: How Chambers Can Help Business Find, Keep, and Advance Employees.** Center for Workforce Preparation.
- ◆ **Sullivan County, New York Area Workforce Report, August 2003.** compiled and produced by The Pathfinders, Dallas, Texas.
- ◆ **The Sullivan County, New York Area Wage & Fringe Benefits Survey Report, July 2005.** Compiled and produced by The Pathfinders, Dallas, Texas.

Organizations and Programs

- ◆ **Center for Workforce Development**
Contact: Laura Quigley, Director; (845) 791-8500
- ◆ **Center for Workforce Preparation** - www.uschamber.com/cwp/default
Program of the U.S. Chamber of Commerce, focused on workforce development and quality education issues.
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500
- ◆ **Delaware Valley Job Corps Center**
Contact: (845) 887-5400

Funding Sources

- ◆ **Employment & Training Administration** - www.doleta.gov
U.S. Department of Labor—Offers information for employers on topics including tax credits, hiring incentives, finding and training employees, and ETA grants.

Other

- ◆ **Center for Workforce Preparation Tools and Resources**
www.uschamber.com/cwp/tools/default/
Connect to various resources that enable local chambers to share workforce development programs.
- ◆ **Job Corps Career Development Resource Center** - www.jccdrcc.jobcorps.gov
JCCDRC provides online tools and resources for Job Corps staff and partners, educational vendors, National Office contractors, workgroups, and pilot programs.

Policy Area V Economic Development

Goal:

Establish necessary service and support infrastructure for business development.

STRATEGY 5.34

Demonstrate a strong commitment to a trained, educated workforce, life-long learning and ongoing skill development.

Timeframe

SHORT TERM

INTERMEDIATE

LONG TERM

Steps	Leadership Role (C/M/P)	Status (A/P/C)
Utilize the services of Sullivan Works to target the unemployed and underemployed.	C/M/P	A
Encourage local businesses to create paid training programs that provide unemployed residents with skills for high technology jobs, healthcare and building trades.	C/P	P
Encourage local organizations to implement initiatives that promote employment at levels of self-sufficiency and maximize opportunities for life-long learning for target populations.	C/M/P	P
Develop alternative forms of transportation that connect neighborhoods with mixed-use growth centers and child care centers in order to expand employment.	C/P	P
Develop a County-wide workforce development policy including a system of accountability, to ensure that local training providers impart high quality training.	C	P
Develop a county wide task force to address the immediate workforce literacy issue. (Roughly 50% of the county workforce reads at or below 8th grade level.)	C/P	A
Develop a long term county wide plan to address the workforce literacy issue, which is integrated at all levels of education.	C/P	P

Leadership Role: C – County M – Municipality P – Partners
 Status: A – Active P – Pending C – Complete

Resources

Documents

- ◆ **Sullivan County, New York Area Workforce Report, August 2003.** compiled and produced by The Pathfinders, Dallas, Texas.
- ◆ **The Sullivan County, New York Area Wage & Fringe Benefits Survey Report, July 2005.** Compiled and produced by The Pathfinders, Dallas, Texas.
- ◆ **Finding Funding: A Guide to Federal Sources for Workforce Development Initiatives.** The Finance Project.

Organizations and Programs

- ◆ **Center for Workforce Development**
Contact: Laura Quigley, Director; (845) 791-8500
- ◆ **Center for Workforce Preparation** - www.uschamber.com/cwp/default
Program of the U.S. Chamber of Commerce, focused on workforce development and quality education issues.
- ◆ **Sullivan County Chamber of Commerce**
Contact: Terri Hess, President, 845-292-8500

Funding Sources

- ◆ **The Finance Project** - www.financeproject.org
Specialized non-profit research, consulting, technical assistance and training firm for public and private sector leaders nationwide to improve policies, programs, and financing strategies.
- ◆ **Center for Workforce Development**
Contact: Laura Quigley, Director; (845) 791-8500

Other

- ◆ **Center for Workforce Preparation Tools and Resources**
www.uschamber.com/cwp/tools/default/
Connect to various resources that enable local chambers to share workforce development programs.