



NYC **WIB**
WORKFORCE INVESTMENT BOARD

**New York City Workforce
Investment System
Local Plan 2005 – 2008**



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Frequently Used Terms Glossary

A number of organizations and components of the workforce investment system will be referred to frequently throughout this Local Plan. The following frequently used terms glossary is provided in order to make the language of the workforce system more accessible.

Frequently Used Term	Abbreviation	Description
Business Solutions Hiring & Training	None	SBS unit which acts as a sales force and business account management team for the Workforce1 Career Center System
City University of New York	CUNY	Operator Consortium member
Department of Small Business Services	SBS	WIA fiscal agent, adult and dislocated worker activity manager and Operator Consortium member
Department of Youth and Community Development	DYCD	WIA youth activity manager
New York City Business Solutions	NYCBS	Brand name for the initiative to provide free and reliable access to quality business information for NYC businesses
New York State Department of Labor	NYSDOL	Unless noted otherwise, refers to the Division of Employment Services of the New York State Department of Labor, a provider of employment related services and an Operator Consortium member
NYC Business Solutions Center	BSC	Centers, most of which are co-located with Workforce1 Career Centers, that provide access to business information and services
NYC Business Solutions Hiring Center	BSHC	A centralized location that provides a single point of contact for businesses citywide to access screened job candidates
Operator Consortium	None	Operations management body for the Workforce1 Career Center System
Workforce Investment Act	WIA	The Federal legislation which mandates the structure of the City's workforce investment system
Workforce Investment Board	WIB	Business-led Board required by WIA to lead and oversee the NYC workforce investment system through overall policy and strategy formation
Workforce1 Affiliate Center	None	Center that offers access to a range of jobseeker and business services on a smaller scale than a Workforce1 Career Center
Workforce1 Career Center	None	Center that offers "one-stop" access to comprehensive jobseeker and business services
Workforce1 Career Center System	None	NYC's network of Workforce1 Career Centers, Affiliates and related business and jobseeker services offered through this network

I. Local Workforce Investment Area Profile

Introduction

The New York City workforce investment system has undergone significant change since the implementation of the Workforce Investment Act (WIA) in 2000. From recession, to the terrorist attacks of September 11th, to rapid technological advancements and increased globalization, the City has faced numerous economic challenges. Through the leadership of Mayor Michael Bloomberg, the New York City Workforce Investment Board (WIB) and local City and State agencies, the New York City workforce investment system is addressing these challenges and making substantial progress in developing a system which aligns with the major principles of WIA:

- One-stop access to high-quality services for jobseekers and businesses
- Business community leadership
- Customer choice
- Local programmatic control

As a requirement of the legislation, the WIB developed a five-year Local Plan in 2000 outlining how the City would implement WIA, and is now required to develop a three-year Local Plan. This new planning process allows the City to reflect on our initial plans, describe our current situation and outline the best strategies for advancing the system. This three-year Local Plan was developed by the WIB, opened for review and comment from partners in the workforce system and members of the general public, and submitted to the New York State Department of Labor's Workforce Development and Training Division. The Plan also includes additional information that further details the vision and strategy of the WIB and its partners in propelling the system forward. The Plan is meant to be a living document that will be updated over time to represent the evolving approach the WIB will pursue in fulfilling its mission. Finally, this Plan highlights the WIB's emphasis on the following State/National priorities:

- Implementation of a demand-driven workforce system
- System reform to eliminate duplicative administrative costs and to enable increased training investments
- Enhanced integration of service delivery through One-Stop delivery systems
- Improved development and delivery of workforce information

This Plan features a number of strategies that will enable the fulfillment of these priorities.

Local Plan Strategic Leadership

The content of this Plan is based on the strategies developed by the WIB in partnership with the Mayor and the partners which manage various components of the workforce investment system. These partners and their roles are:

- New York City Department of Small Business Services – acts as the WIA fiscal agent and adult and dislocated worker activity manager
- New York City Department of Youth and Community Development – acts as the WIA-funded youth activity manager
- Operator Consortium – provides overall guidance for the management and operations of the Workforce1 Career Center System:
 - City University of New York (CUNY)
 - New York City Department of Small Business Services (SBS)
 - New York State Department of Labor, Division of Employment Services

Each of these partners has representation on the WIB and, working with the Board, has developed strategies, policies and operational improvements that will be featured in this Plan.

WIB Strategic Plan

On December 15, 2004, the WIB unanimously passed a comprehensive strategic plan that outlines its mission, vision, role and strategic agenda for 2005. The strategic plan, which was informed by WIB member input, extensive industry research and open stakeholder engagement, represented the most complete organization of the WIB's efforts and goals for the system to date.

The strategic plan describes the WIB's role as a leader in the NYC workforce investment system. A large community of stakeholders in the system plays a vital role in ensuring that employers have access to a prepared workforce and that jobseekers have access to services and resources that will enable them to obtain and keep good jobs. The WIB acts as a leader in this community through its ability to both make connections among these stakeholders and leverage WIA and other resources to bolster the overall effectiveness of the system.

Based on this role, the WIB has organized its activity through a sector-based approach in order to promote its vision for a demand-driven workforce investment system. Adhering to this central principle ensures that WIB efforts seek first to understand the needs of business and then are targeted toward sectors where the most impact can be made. This approach is interwoven into each of the following five strategies identified by the WIB for its work in 2005:

- Drive One-Stop System quality and alignment toward common goals
- Strengthen the training system
- Promote education, life skills development and youth employment
- Focus on workforce challenges in key sectors
- Provide critical workforce information

The WIB oversees the execution of these strategies through the work of its five committees: Executive, Strategic Planning, One-Stop and Training and the WIB Youth Council.

Building the Workforce1 Career Center System and Strengthening Partnerships

Significant progress has been achieved in expanding and improving the service delivery of the Workforce1 Career Center System since Mayor Bloomberg transferred WIA adult and dislocated worker funding to SBS in the summer of 2003. Designated by the WIB to serve as the lead agency in the Operator Consortium in September 2003, SBS has worked in partnership with NYSDOL and CUNY to reengineer the City's workforce investment services. Through collaborative efforts, the rigorous use of data to drive decision-making, and a focus on proactively connecting jobseekers to employment as the key system outcome, the following three strategic imperatives for system growth were identified:

- Overhaul the City's Workforce1 Career Centers focusing on service quality and capacity
- Build a sales force and the services to help businesses hire and train New Yorkers
- Redesign the training system to address the needs of the City's economy

Through the leadership of the WIB and the Operator Consortium and an operational focus on these three imperatives, the Workforce1 Career Center System has undergone a significant transformation in just two years. An important enabling element in the development and implementation of these strategies has been the increased interactivity between partners through the leadership of the Operator Consortium. This effort is an important focus of the WIB One-Stop Committee and will remain an important long-term strategy for further transforming the network of WIA-funded and other service providers into a more closely linked workforce investment system.

There are currently five full-service Workforce1 Career Centers in New York City, with one located in each borough, as well the Hunts Point Works hiring center (a demonstration project) located in the Hunts Point neighborhood of the Bronx. Additionally, by the fall of 2005, two new Workforce1 Career Centers are expected to be operational in the following locations:

- CUNY on the Concourse, Bronx
- LaGuardia Community College, Queens

Since April 2004, the Career Center System has handled over 240,000 customer visits and has helped over 75,000 different individuals prepare to find work through access to job banks, resource rooms and workshops. Over the same period, approximately 21,000 customers have been registered for more intensive WIA Title 1B services. System capacity and geographic diversity will be further enhanced with the implementation of a community-based affiliate strategy moving forward.

The Operator Consortium will also implement extensive Career Center process and operational enhancements. Based on rigorous performance management standards, detailed job placement plans were developed with each WIA Title 1B Career Center vendor to identify specific initiatives and activities to connect more people with employment. The placement plans contributed substantially to the dramatic improvement in job placements recorded by vendors during the first year of

programmatic responsibility under SBS' management, with overall System job placements improving from Q1 to Q4 by a factor of 15.

Other Career Center enhancements have focused on improving the customer experience and increasing operational efficiency in an effort to increase service quality and capacity. SBS' comprehensive study of the intake, eligibility, orientation and registration process at the Career Centers yielded a number of actionable recommendations, including the proposed creation of a single, universal enrollment process and a modified eligibility determination process. Both of these steps will allow for customers to more easily access Career Center services and allow staff to focus on value-added activities. Additionally, a number of technological improvements will allow for the more complete and detailed capture and communication of critical data, including the:

- Implementation of a robust system to track and count customer flow and activity at the Career Centers
- Installation of resume-matching software

These enhancements will increase both the quantity of customers served at the Career Centers and the quality of their experience.

Business Driven Workforce Development

The second strategic imperative meant to enable the WIB's vision of a demand-driven workforce investment system focuses on meeting businesses' demand for a qualified workforce. Currently, the system benefits from the contributions of partners, such as NYSDOL, which provides employers with customized job fairs and associated recruiting, human resources consulting, and access to a Centralized Job Bank and wage incentive programs. In addition, the WIB has identified three efforts to help meet employers' needs:

- Expansion of large-scale recruiting outreach via the sales force embedded in the SBS Business Solutions Hiring & Training unit
- Creation of the centralized Business Solutions Hiring Center
- Integration of the NYC Business Solutions Centers with the Workforce1 Career Center System

These latter three efforts will be branded as part of the NYC Business Solutions model in order to provide single-name awareness for these business services.

Currently, the SBS Business Solutions Hiring & Training unit functions as a sales force for the Workforce1 Career Center System. The unit reaches out to and manages relationships with large-scale businesses through account managers organized by industry sector. The unit ensures that an appropriate solution is provided to address a business' hiring and training needs, which can include the creation of a customized recruitment and screening program, or assistance in accessing another training related service available in the System. Moving forward, the WIB's goal is to continue strengthening the coordination of business services offered by the NYSDOL, SBS and other key partners in the system. As the infrastructure is built to help increase

coordination, the WIB will seek to capitalize on the multiple touch points with City businesses already place.

To this end, SBS is opening the Business Solutions Hiring Center (BSHC) in order to create a single point of contact that enables businesses to access jobseekers throughout the Workforce1 Career Center System and provide businesses with customized recruitment and screening services. The BSHC will supplement those services already in place in the Career Centers and filter job orders from the range of NYC Business Solutions channels (such as the City's 311 Call Center, the Business Solutions Centers, Business Solutions Hiring & Training and more) and fulfill orders through the Workforce1 Career Center System. In its first full year of operation, the BSHC is expected to produce over 2,000 job placements.

The NYC Business Solutions Centers (BSCs) are another channel for the BSHC and represent a central component of Mayor Bloomberg's vision to join economic and workforce development services. The seven City-wide BSCs provide free information on a broad range of typical business questions: from how to start and manage a company, to navigating government, to hiring and training a workforce. Through these business services, the BSCs are able to reach business customers that may not otherwise use the Workforce1 Career Center System. The cross-sell model helped create over 250 job orders during the first six weeks of the BSCs' soft launch operation.

Strengthening the Training System

The final imperative which supports the WIB's vision of a demand driven workforce investment system is the strengthening of the training system. The following two initiatives have enabled the training system to be more effective in connecting individuals with good jobs and businesses with qualified workers:

- Development of systems and policies to ensure better results from Individual Training Account (ITA) investments
- Establishment of the NYC Workforce Training Grant Program

In an effort begun by the WIB ITA Committee in 2002, the current WIB Training Committee and SBS have been examining ITA investments and developing systems and policies to more clearly link these expenditures with positive employment outcomes. More comprehensive monitoring and data capture from training providers have been instituted, resulting in a more accurate depiction of the impact of ITA investments. Based in part on the analysis of this data, the WIB has created policies which target ITAs in demand occupations, require providers to maintain placement rates of 50% or higher, ensure training providers meet State licensing requirements and adjust the provider payment schedule to encourage customer retention in the classroom.

To meet the needs of businesses in New York City and provide a service that workforce systems in other cities have long offered, the WIB has recently approved the creation of a customized training program called the NYC Workforce Training Grant Program. The program will help businesses grow by generating jobs for the unemployed and underemployed and helping incumbent workers upgrade their skill sets. Businesses that qualify will contribute 50% of the cost of the program with the

remainder provided through WIA funding. The program will be administered by the Workforce Development Corporation, a non-profit affiliate of SBS.

Supporting the Emerging Workforce

The WIB's Youth Council is developing a strategic plan to support its mission to promote education, life skills development and youth employment in order to meet the needs of youth and businesses in the City. The Youth Council's plan will be aligned with the sector focus of the WIB's strategic plan and will identify ways to connect youth to careers in key City industries. The Council will also focus on the creation of a youth private sector jobs initiatives as an important long-term goal.

Looking Forward

In the next three years, the WIB will seek to develop and improve upon the fundamental systems and services that support the City's businesses and jobseekers through the development of critical infrastructure, the establishment and strengthening of important partnerships and a focus on key workforce issues. In the near term, the geographical reach of the Workforce1 Career Center System will be expanded through the establishment of Affiliate Centers. These community-based Centers will further expand access to workforce development services throughout the five boroughs.

The WIB will continue to strengthen linkages between mandated partners within the System, focusing in particular on the delivery of service within the Workforce1 Career Centers. The WIB will continue to drive policies that help ensure that services are not duplicated within the Centers and that partner resources are leveraged effectively.

The WIB will also work to both strengthen current partnerships and create new ones with the City's network of community based organizations (CBOs), in an effort to leverage the full resources of the workforce investment system. In particular, the WIB will pursue relationships that will allow the system to serve those customers whose needs are best met outside of a Career Center. Individuals in need of significant remediation services should be connected with the most appropriate service providers, and the WIB will investigate the most appropriate system for making this connection.

Finally, the WIB will continue to seek partnerships with qualified organizations that can help develop innovative approaches to workforce issues. For instance, the WIB may fund or partner with organizations that offer specialized services to targeted businesses or populations, provided that those organizations support the WIB's goal of connecting New Yorkers with employment. In particular, the WIB will focus on four areas identified by its Strategic Planning Committee as immediate priorities: addressing key workforce issues related to the healthcare industry and the City's significant immigrant workforce, the development of a system for increasing the flow and access to critical workforce information, and the support of a meaningful work readiness credential.

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

New York City	
<u>8,008,278</u>	Population (Total, all ages)
<u>5,437,612</u>	Population of labor force age (15-64)
<u>1,110,472</u>	Population age 15-24 (Emerging labor force)
<u>1,632,809</u>	Population age 0-14 (Children)

Bronx	
<u>1,332,650</u>	Population (Total, all ages)
<u>861,387</u>	Population of labor force age (15-64)
<u>201,560</u>	Population age 15-24 (Emerging labor force)
<u>337,315</u>	Population age 0-14 (Children)

Brooklyn	
<u>2,465,326</u>	Population (Total, all ages)
<u>1,627,526</u>	Population of labor force age (15-64)
<u>360,498</u>	Population age 15-24 (Emerging labor force)
<u>555,142</u>	Population age 0-14 (Children)

Manhattan	
<u>1,537,195</u>	Population (Total, all ages)
<u>1,131,725</u>	Population of labor force age (15-64)
<u>195,860</u>	Population age 15-24 (Emerging labor force)
<u>218,694</u>	Population age 0-14 (Children)

Queens	
<u>2,229,379</u>	Population (Total, all ages)
<u>1,519,632</u>	Population of labor force age (15-64)
<u>296,317</u>	Population age 15-24 (Emerging labor force)
<u>426,705</u>	Population age 0-14 (Children)

Staten Island	
<u>443,728</u>	Population (Total, all ages)
<u>297,342</u>	Population of labor force age (15-64)
<u>56,237</u>	Population age 15-24 (Emerging labor force)
<u>94,953</u>	Population age 0-14 (Children)

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

	CY 2001	CY2002	CY 2003	CY 2004
Unemployment rate (%)	6.0	8.0	8.3	7.1
Labor Force	3,666,000	3,731,000	3,715,000	3,720,000
Employment	3,444,000	3,430,000	3,408,000	3,457,000
Unemployment	222,000	300,000	307,000	263,000

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

Note: The population data requested is Census 2000 data. It may be found on the following website: <http://www.census.gov>. Click on American FactFinder. Select your state. Then type your county or city; click Go. An age breakdown of the population is available by clicking on “show more.”

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.

New York City has one of the most dynamic economies and workforces in the country. Home to more Fortune 500 companies than any other city in the United States¹ and over 200,000 small businesses, New York’s gross metropolitan product of \$488.8B in 2003 would have made it the 16th largest economy in the world in terms of gross domestic product.² New York City is also home to people from more than 180 countries, and in 2000, had 2.9 million foreign-born residents, the highest number in the City’s history.³ The majority of this immigrant group, 1.5 million, came from Latin America, with 690,000 from Asia and 560,000 from Europe.⁴ The WIB recognizes that understanding the composition and development trends of the workforce and population in general are important to providing appropriate workforce investment services.

The immigrant population represents a critical component of the City’s workforce, comprising 43% of all City residents in the labor force and nearly 50% of the City’s core working group, those 25 to 54 years old.⁵ Almost half

¹ Fortune Magazine, April 18, 2005.

² “US Metro Economies: GMP Engines of the Nation’s Economy, Key Findings,” The United States Conference of Mayors.

³ “The Newest New Yorkers, 2000: Immigrant New York in the New Millennium,” New York City Department of City Planning, 2005.

⁴ 2000 Census, US Census Bureau.

⁵ “The Newest New Yorkers, 2000: Immigrant New York in the New Millennium,” New York City Department of City Planning, 2005.

(46%) of these immigrants speak a language other than English at home.⁶ In terms of English proficiency, for the City's population aged 18 and over, the percentage of individuals who speak English "less than very well" ranges from 11% in Staten Island to 30% in Queens, with the Bronx (28%), Brooklyn (26%), and Manhattan (20%) in between.⁷ These figures correspond with the concentration of immigrants living in each of the City's boroughs. Increasing numbers of new immigrants are bypassing New York City and moving directly to the 26 surrounding counties located in New York State, New Jersey, and Connecticut. New Jersey in particular has seen a significant rise in immigration.

The WIB recognizes that a business and workforce community of this magnitude and diversity will have considerable expectations of the workforce investment system. The key challenges for the WIB in meeting the workforce needs of these businesses and jobseekers involve issues of scale, scope, appropriate skill development and matching, and language access. The WIB promotes a demand-driven workforce investment system that addresses these needs directly through:

- *Appropriate system infrastructure in terms of entry points and geographical distribution* – There is a full-service Workforce1 Career Center in each of New York City's five boroughs. Two additional Workforce1 Career Centers are expected to open in fall 2005 at CUNY campuses in the Bronx and Queens. Moving forward, community-based Workforce1 Affiliates will expand the capacity and geographic diversity of the System to meet the City's needs.
- *A sector focus that drives targeted business and jobseeker initiatives* – The WIB's strategic plan organizes its work through a sector approach, enabling a focus on workforce needs in key sectors and resources to be targeted more effectively. In formulating this sector approach, the WIB aligned its policies with those of other City agencies, including SBS and EDC.
- *An emphasis on universal access to services* – The Operator Consortium ensures universal access to services in the Workforce1 Career Center System. For each Workforce1 Career Center, the Consortium has deployed a Disability Program Navigator and developed a comprehensive language access plan.

Moving forward, the WIB will maintain its emphasis on the needs of the business and jobseeker community through two specific efforts developing over the course of 2005. First, to enable jobseekers to demonstrate to employers that they have the soft skills to succeed on the job, the WIB is promoting and seeking to partner with the national initiative to develop a work readiness credential. Second, the WIB Strategic Planning Committee has directed the WIB staff to investigate the opportunity to hold an immigrant workforce issues conference, study the needs of the immigrant workforce, and understand what workforce policies are required.

⁶ Ibid.

⁷ 2000 Census, US Census Bureau.

Finally, the WIB will investigate the opportunity to create a clearinghouse for workforce and economic information in New York City. While a wealth of local labor market data exists, the WIB will pursue opportunities to make this critical information more broadly accessible to an array of stakeholders, including jobseekers, students, parents, educators and policy makers. The WIB aims to develop a solution that will enable data-based, employment-related decision making by these broad constituencies. Recognizing that significant resources are already put forth to gather and analyze economic and workforce data, the WIB will first connect with established entities and individuals, like the regional NYSDOL Labor Market Analyst, in order to gain a better understanding of this arena's landscape.

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

Total Number Served	PY 01	PY 02	PY 03	PY 04	Planned PY 05
WIA Adults ⁸	34,172	49,071	19,923	17,114	14,757
WIA Dislocated Workers ⁹	11,138	19,201	14,708	9,422	8,878
WIA Older Youth	2,666	2,323	1,931	1,420	1,880
WIA Younger Youth	10,508	14,783	12,518	11,284	6,980
Wagner-Peyser Funded Customers	23,067	40,678	30,240	26,427	44,022

Note: PY = "Program Year."

2. The local One Stop system, as defined through our local One Stop recertification process, is currently composed of:

- 5 Certified Full-Service One Stop Centers
5 Workforce1 Career Centers are now in operation with partner services.
- 2 (Fall 2005) Affiliate Sites (as defined by your local area)
2 Workforce1 Career Centers operated by CUNY without partner services will come on line in the fall of 2005. Additionally, the WIB has approved a strategy to establish community-based Workforce1 Affiliates in the future.
- 7 Other Access Points to the system (e.g., through means such as electronic access, partners, libraries, etc.)
6 Business Solutions Centers and the Hunts Point hiring center demonstration project serve as critical System access points. The WIB is considering policies to further increase the number of Access Points to the System.

⁸ PY 04 numbers are preliminary and based on second quarter 2004 data.

⁹ PY 04 numbers are preliminary and based on second quarter 2004 data.

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. What are the Board's plans to adjust services available through its One Stop system based on their projection of available resources? Describe the criteria used to identify Affiliate Sites.

The scope of the Workforce1 Career Center System has evolved progressively over the past five years through the ongoing expansion of infrastructure and a maturing service delivery model. The prior Local Plan identified three key goals for the development of the System:

- **Establishment of a City-wide network of Career Centers**
- **Installation of technology-based information links between Centers**
- **Development of close relationships with the business community**

These goals have been met and surpassed through the leadership of the City's current and previous Mayoral Administrations, the WIB and the management bodies responsible for the day-to-day operations of the System. The means by which each of these goals was achieved will be described in detail in this Plan.

The infrastructure of the System has expanded significantly in the past five years with the establishment of a Workforce1 Career Center in every borough. The first Career Center was opened in 2000 in Jamaica, Queens. Centers were launched in the Bronx and Upper Manhattan in 2002, with all three of these offices co-located with extant NYSDOL facilities. Two additional Centers were opened in non-NYSDOL facilities in Brooklyn and Staten Island in 2004 and 2005, respectively, completing total borough coverage. New Workforce1 Career Centers will be opening during the summer of 2005 at LaGuardia Community College in Queens and CUNY on the Concourse in the Bronx.

The growth of the System and scope of services has been developed in a manner which prioritizes the use of resources available beyond those provided by the Federal government. The WIB has continued to focus on the integration of partner services within the Workforce1 Career Centers to more fully leverage Center-based resources (the integration of partner services will be described in more detail in "Coordination and Integration" section of the Plan). The WIB also supports the development of service delivery infrastructure and initiatives beyond the Career Centers that leverage the resources of partner and other organizations.

Affiliate Strategy

The WIB approved an Affiliate strategy to extend access to the System while leveraging non-Federal resources. With direction from the WIB One-Stop Committee, SBS developed a plan to expand the delivery of services to businesses and jobseekers by implementing a Workforce1 franchise model with existing organizations beginning in 2005. The establishment of Affiliate Centers is intended to achieve the following objectives:

- **Increase access to, and knowledge about, the Workforce1 system in New York City**
- **Increase the geographic diversity of available business and employment services across the five boroughs**

- Leverage existing resources of business services and employment and training organizations in New York City
- Increase the total number of customers served in the system, including increased registrants into WIA-funded programs
- Increase the pool of potential candidates to connect to employment to better meet the needs of businesses

Affiliate Centers will expand the City's ability to serve more jobseekers and businesses in a targeted fashion. The goal of the Affiliate model will be to harness the resources and community connections of organizations across all five boroughs currently serving businesses and jobseekers. Through connections to key sectors, industries, and employers in their local area, the organizations operating Affiliate Centers will ensure that services are being tailored to meet businesses' needs and that jobseekers are being connected to local employment opportunities.

Organizations will be required to leverage their own resources in order to operate an Affiliate Center, as the funding provided will not be sufficient to cover the total expense of opening and maintaining a Center. Affiliate organizations will also be strongly encouraged to partner with a variety of organizations to provide the most comprehensive set of services possible for jobseekers and businesses, but these partnerships will not be mandated.

Long-term Options for Increasing Access to Services

Beyond the establishment of Workforce1 Career and Affiliate Centers, the WIB will pursue and support innovative methods for expanding the reach of the System while decreasing dependence on Federal resources. Through a comprehensive study of the intake, eligibility, orientation and registration processes at the Career Centers, SBS identified two high potential options that can increase the number of customers served while reducing costs and maintaining or increasing the quality of service. These initiatives are:

- Creating eWorkforce1 Career Centers – Supplement the bricks and mortar approach with a virtual eWorkforce1 Career Center that has no intake volume, geographical or time restrictions. This approach will allow for the delivery of services such as computer-based training without scheduling or capacity constraints and aid customers at a fraction of the cost of the services delivered at the physical Career Centers.
- Fulfilling through the marketplace - Increase customer access to basic services (such as photocopying, faxing, Internet usage, etc.) by providing smart cards that can be used with third-party vendors.

The opportunity to launch these long-term initiatives will be assessed following the successful implementation of the Affiliate program, or at an appropriate time during 2006.

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)	The former New York City Department of Employment (DOE)¹⁰
2)	New York State Department of Labor, Division of Employment Services
3)	City University of New York (CUNY)
4)	New York City Human Resource Administration (HRA)
5)	New York City Department for the Aging (DFTA)
6)	New York City Department of Small Business Services (SBS)
7)	New York State Education Department (NYSED)

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)	New York State Department of Labor, Division of Employment Services
2)	CUNY
3)	New York State Education Department Office of Vocational & Educational Services for Individuals with Disabilities (VESID)
4)	New York City Housing Authority (NYCHA)
5)	New York City Department of Youth and Community Development (DYCD)
6)	Disability Program Navigators
7)	NYSED, Office of Higher Education

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)	Chambers of Commerce (all boroughs)
2)	Service Corps of Retired Executives
3)	New York City Economic Development Corporation
4)	Mayor’s Office of Industrial Policy
5)	Labor Unions

¹⁰ In July 2003, the New York City Department of Employment was eliminated by the City of New York. All WIA adult and dislocated worker program and administrative responsibilities were transferred to SBS and youth program responsibility transferred to DYCD.

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.*

As outlined in the strategic plan, one of the WIB’s key roles is to leverage WIA and non-WIA resources to bolster the local workforce investment system. The WIB actively seeks to access funding and resources from a range of sources, including foundations, private sector organizations, and state and federal grant programs, such as those for faith-based and community-based organizations. Currently, the WIB is identifying opportunities to partner with community colleges on innovative workforce training programs that take advantage of the US Department of Labor’s Community-Based Job Training Grants.

Most recently, the WIB and SBS have secured outside funding for the following initiatives:

Program	Funding Source	Amount
BUSINYS (Building Skills in NYS) Grants	NYS Department of Labor	\$250,000
	US Department of Labor	\$200,000
Disability Program Navigator	NYS Department of Labor	\$275,000
NYC Sectors Initiative	Multiple Foundations	\$500,000
NYC Workforce Training Grants	Private Sector Employers	Organizations match 50% of grant amount
Strategic Planning for a Competitive Human Capital Advantage Grant	NYS Department of Labor	\$100,000

In addition, the WIB recognizes the value of leveraging non-monetary assistance. For instance, the New York City Workforce Development Funders Group, comprised of a number of City foundations, enabled the successful NYC Sectors Initiative through broad support including thought leadership, practical and technical knowledge and financial resources. These elements, combined with WIA funding and strong coordination, created the opportunity for significant and positive program innovation. This type of collaboration also allows increased access for the City’s community based organizations to private and public funds, in an environment where more support and coordination of effort is possible due to the broader partnership structure. Because of the long-term and significant system-wide benefits, the WIB will continue supporting and pursuing partnerships of this kind.

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.*

During the past five years, the WIB has faced both macroeconomic and operational challenges in supporting the workforce system infrastructure. In 2000,

the City's economy was significantly outperforming the nation's, primarily because of a strong financial services sector. The City economy quickly cooled, hitting zero growth in the second quarter of 2001, and then plunged after the terrorist attacks on September 11, 2001.¹¹ The national recession and the impact the attacks had on the finance, airline, tourism, retail and advertising industries, among others, greatly effected the City's businesses and jobseekers.

The most significant impact on the workforce investment system immediately following September 11, 2001 was an increase in a broad spectrum of individuals needing immediate assistance finding a job. To address this situation, the New York State Department of Labor and City officials worked with the US Department of Labor to secure a \$25M National Emergency Grant. These funds were used to provide support services and temporary jobs to workers impacted by the disaster. These efforts were coordinated between the WIB, HRA, DOE and a number of community-based organizations.

While another economic challenge of this unprecedented scale is not anticipated, ensuring the availability of funds necessary to meet customer demands and system infrastructure needs is a priority. In part to meet this need, the WIB has identified the leveraging of resources outside of those provided through WIA as a strategic priority. Discussed in more detail in the preceding section, the WIB has worked with SBS and other partners to pursue State, Federal, private and foundation funding for various initiatives. The WIB will continue to promote this strategy as a means to ensure that, to the extent possible, the workforce system infrastructure can be more insulated from the shocks of economic hardship and the resulting increase in demand for services.

Over the past five years, the WIB and the workforce community have also faced the challenge of shifting operational management of WIA-funded activities. As this management changed through two Mayoral Administrations from HRA to DOE and now to SBS and DYCD, the WIB and other partners in the system have been challenged by the resultant shifts in operational policies and priorities. Since the WIB's selection of SBS, CUNY and NYSDOL as the Operator Consortium in September 2003, significant progress has been made in stabilizing the operational management of the System. Also, as a result of its strategic planning process, strong Committee structure and support from an appropriate complement of staff, the WIB has also become better organized and positioned to execute its mission effectively.

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 WIB has adopted a sector-based approach in order to promote a demand-driven workforce investment system. This approach ensures that the workforce needs of employers are investigated and understood as a preliminary component of

¹¹ Bank Trends, FDIC Division of Insurance, May 2002 and New York City's Economy Before and after September 11, Federal Reserve Bank of New York, February 2003.

any initiative, and that resources are targeted in key sectors in an effort to maximize their impact. The sector-based approach is integrated into the operations of the system in two primary ways: through strategic initiatives and the organization of services to businesses.

One of the WIB's three key roles identified in the strategic plan is to focus on workforce challenges in key sectors. As stated in its strategic plan, the WIB will convene system stakeholders and develop solutions for addressing key industry workforce challenges that leverage both WIA and external resources. During the planning process, the Strategic Planning Committee identified eight key industries and selected two for intensive study during 2004-2005: healthcare/biotechnology and hospitality/tourism. The research and criteria used to select these two sectors are described in more detail in the "Economic Environment and Key Workforce Issues" section of the Plan.

Based on the research conducted during the strategic planning process, the Committee identified two cross-cutting workforce issues critical to the WIB's target sectors and relevant for the City's economy as a whole. Through various initiatives, the Committee will support the development of meaningful occupation- and skill-related credentials and will initiate the investigation of – and emphasis on – immigrant-related workforce policies.

As a direct result of the Committee's work, the full Board focused its March 2005 meeting on the Equipped for the Future Work Readiness Credential Project. This initiative seeks to establish an assessment tool and nationally-recognized credential that a jobseeker could use to demonstrate to an employer that s/he has the hard and soft skills to be identified as truly job ready. The importance, and often scarcity, of these skills was highlighted by employers in the healthcare and hospitality sectors during roundtables in the strategic planning process, and reemphasized by private sector members of the WIB. Over the course of 2005, the Committee will investigate opportunities to engage with the Project in conjunction with the New York State Department of Labor Division of Workforce Development and Training, which is already a partner in the national initiative.

A sector-based approach is also a central organizing principle for the services offered to businesses as directed by the WIB. In particular, SBS has arranged its outreach to business through industry desks and targets customized training funds for employers in growth and priority sectors. The SBS industry desks are:

- Aviation
- Construction
- Financial Services
- Healthcare/ Bioscience
- Hospitality/Tourism
- Manufacturing/Industrial
- Media/Film
- Retail
- Technology

Account managers from each industry desk work with large and medium scale employers to assess their workforce training needs. Eligibility for funds from the NYC Workforce Training Grant Program will be limited to businesses that are both based in the City and in growth or priority sectors.

The Business Solutions Hiring Center (BSHC) operates through a sector approach, organizing job development efforts by target industry. The Center is also piloting the use of competency pools to match the jobseekers with open positions based on the skills required and those demonstrated by the jobseeker through a resume and initial assessment.

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.)*

Introduced in the opening section of this Plan, significant services and infrastructure have been developed which promote a demand-driven workforce investment system. Overall, the system provides a wide range of services to businesses in New York City. A key partner in the Workforce1 Career Center System is the NYSDOL, which offers employers customized job fairs and associated recruiting, human resources consulting, and access to a Centralized Job Bank and wage incentive programs. To continue to meet businesses' needs, the WIB has overseen the development of the following initiatives and services:

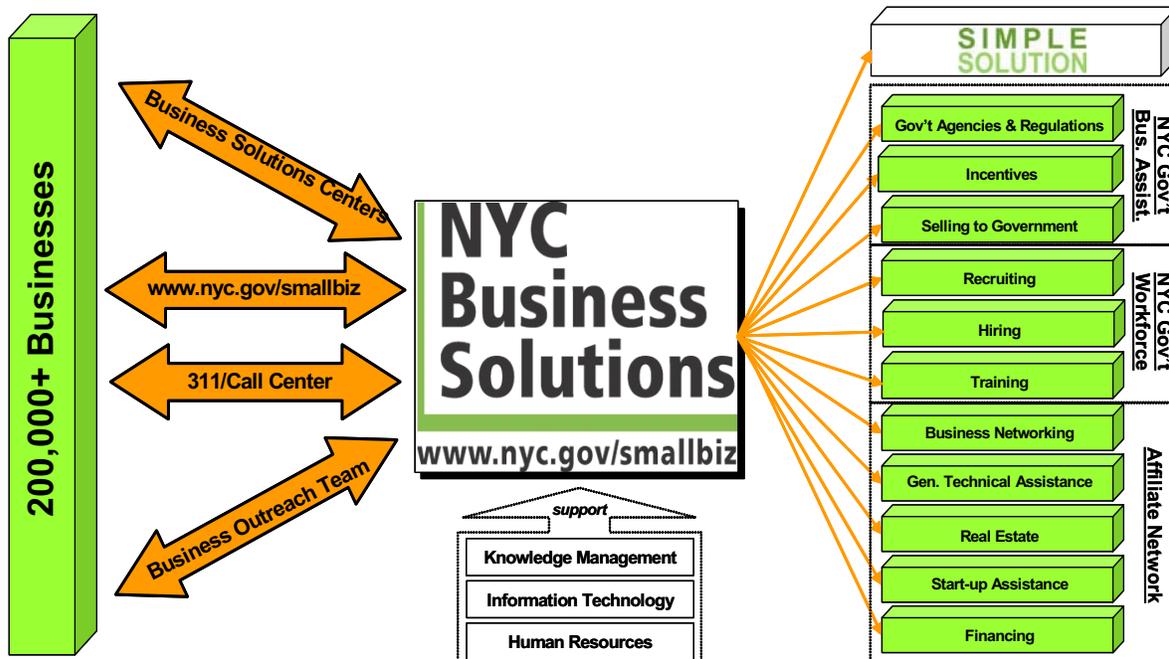
NYC Business Solutions Centers

In an effort to further connect workforce development with economic development, NYC Business Solutions Centers (BSCs) were opened in the fall of 2004 to provide business customers with access to an array of important services, including job development, recruitment, and employee training. The BSCs also provide valuable information on commercial real estate, accessing incentives, accessing government procurement opportunities, obtaining minority- and women-owned business certification, and coping with emergencies. The NYC Business Solutions Centers are operated by organizations under contract with SBS.

Job development and matching are the key workforce-related business services provided at the BSCs. BSC staff share incoming job orders with co-located Workforce1 Career Centers, including NYSDOL staff, in order to generate the largest possible pool of qualified jobseekers. The WIB's goal is to further strengthen collaboration between the BSCs, the Workforce1 Careers and NYSDOL in order to better cross-sell the business services of each.

NYC Business Solutions Centers also leverage the resources of other business service providers throughout the city by collaborating on outreach initiatives. For example, a partnership between the NYC Business Solutions Center in Brooklyn and Accion New York, a non-profit lender, has resulted in the disbursement of over \$450,000 in loans to Brooklyn-based businesses since September 2004. In addition, all of the NYC Business Solutions Centers host monthly CBO-led workshops to promote numerous business services, including health insurance access, legal counsel, real estate assistance, and government procurement opportunities.

The following diagram shows the different ways in which businesses may be referred to NYC Business Solutions services, and further, lists some of the specific services available to business customers. Bolstered by a City-wide marketing campaign, NYC Business Solutions have served over 6,000 businesses and delivered over 10,000 services since opening in the fall of 2004.



Business Solutions Hiring Center

The Business Solutions Hiring Center (BSHC) will centralize job matching and job development functions for the Workforce1 Career Center System. Centralization is expected to yield significant benefits for both jobseekers and business customers. Qualified jobseekers will be matched with employment opportunities City-wide, regardless of where specific job orders originate. Likewise, businesses will be able to recruit qualified jobseekers from across the entire Workforce1 Career Center System from a single point of access. Additionally, the BSHC will provide employers with a very low recruit-to-hire ratio by using assessment tools that are correlated to post-placement success.

The BSHC will share job orders with each Workforce1 Career Center and will accept referrals of jobseeker candidates who meet the specific requirements. The BSHC will perform final candidate screening, refer successful candidates to employers, and provide Workforce1 Career Centers with outcome information for each job referral.

A key goal and defining feature of this new Center will be building an infrastructure of labor market information about the City's growth sectors with information from the macro level down to the industry, firm, and occupational level. With this information, the staff will become industry experts with their primary focus on serving businesses hiring needs.

The BSHC will augment job development at each Workforce1 Career Center by leveraging the City's marketing power and creating a platform to capture job openings through several channels, including Business Solutions Centers and 311 (New York City's phone number for government information). Businesses with large-scale employment needs can call 311 and be routed quickly to the BSHC, allowing for

immediate access to a City-wide pool of jobseekers. Each jobseeker who is referred to a centralized BSHC job order and placed into employment will represent a positive placement for the referring Workforce1 Career Center.

Seedco (Structured Employment Economic Development Corporation), a national community development operating intermediary, has been selected as the contractor for the BSHC. During the first six months of operation, it is anticipated that the BSHC will yield 100 – 150 job placements per month. Once in a steady state, the BSHC is expected to produce 300 job placements per month.

Customized Recruitment and Hiring Initiatives

The Workforce1 Career Centers leverage the resources and expertise of the Business Solutions Hiring & Training unit within SBS to identify and design customized recruitment and hiring projects with large scale businesses.

In the spring of 2004, the unit developed a customized hiring initiative for the retail tenants at the Atlantic Terminal Shopping Center. The Brooklyn Workforce1 Career Center is being used as the local hiring facility for the Atlantic Terminal Project. Atlantic Terminal employers were afforded the opportunity to conduct on-site recruitment and orientations whenever necessary. Participating businesses included: Target, Starbucks, Bath & Body Works, Men's Warehouse, Mande, Chuck E. Cheese, Daffy's, Avenue, Houlihan's, and Coldstone Creamery.

The initiative partnered with the New York City Sales and Service Training Partnership at CUNY and the National Retail Federation (NRF), a national recognized retail trade association to help local community based organizations (CBOs) assess, train and place jobseekers with Atlantic Terminal employers. The Brooklyn Workforce1 Career Center provided trainings and orientations to over 50 CBOs and local community colleges on the recruitment and pre-screening tools designed for job opportunities at the Atlantic Terminal Shopping Center, using a tool designed by the NRF to examine an individual's aptitude in the customer service profession.

Those jobseekers that passed the screening tool were fast-tracked to interviews with Atlantic Terminal Employers. Those who did not were referred for more assistance at our Center. For every three employees referred to Atlantic Terminal businesses, one was hired and accepted a position. A total number of 170 customers were placed in jobs as a result of this initiative.

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

Reflecting Mayor Bloomberg's and the WIB's vision to link economic and workforce development and to focus on more effective outreach and coordination with the private sector, services to businesses looking to hire and train workers have been significantly enhanced. These services have enabled a number of initiatives that have been successful in finding the right workers for businesses and helping New Yorkers get jobs. Two successful examples of this effort include:

- *Mandarin Oriental Hotel development* – Through a partnership between SBS, local elected officials and community based organizations to identify and train candidates, over 260 City residents were placed in an array of

jobs from customer service to management at this luxury hotel in Columbus Circle.

- ***Atlantic Terminal Shopping Center*** – SBS and the National Retail Federation provided employer-designed assessments and training for businesses at this large Brooklyn retail outlet, resulting in 170 job placements, a 3:1 referral to hire ratio and 2 out of 3 hires hailing from Brooklyn.

Along with the two successful projects noted above, the WIB will continue to promote initiatives, such as those at Steiner Studios in Brooklyn and Hunts Point Works in the Bronx, that align workforce and economic development efforts.

II. Strategic Planning

During 2003, the NYSDOL provided local workforce investment areas with the opportunity to receive a grant to incentivize them toward the achievement of local and regional coordination of WIA activities. Most local areas responded to the Strategic Planning for a Human Capital Advantage grant announcement and were subsequently provided with funds to either support the initiation of strategic planning activities or to aid the local area in the continuation of a process already underway. As part of their strategic planning process, many grant recipients created a State of the Workforce report which summarized past efforts and accomplishments, analyzed the current trends and emerging workforce and economic issues and established a vision for the future.

Section II-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. As a starting point, available economic and workforce data should be examined allowing for the identification of trends and emerging issues. This provides the foundation upon which to build a consensus as to the major workforce related issues facing the local area.

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

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

Identify key workforce issues impacting on the Local area's 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?*

The WIB conducted an overall review and analysis of New York City's economic and workforce landscape as part of its strategic planning process. This process, led by the WIB Strategic Planning Committee, was supported by a Strategic Planning for a Competitive Human Capital Advantage grant provided by the NYSDOL Division of Workforce Development and Training. The purpose of the research was to produce a baseline of information on the major trends and issues in the City's economy, and more detailed information on target areas where the WIB could develop specific initiatives to address key workforce issues. The WIB engaged a consulting firm and leveraged other City resources to conduct a series of employer roundtables, interviews with industry experts, and a review of secondary research material and primary data (from the NYSDOL labor market information resources, Bureau of Labor Statistics, Census, among others) to produce ten industry snapshots and two in-depth industry briefs.

Findings from the research conducted for the WIB illustrated a very large and diverse economy continuing a steady recovery from the recent national downturn. A number of sectors, including healthcare, hospitality and education, were experiencing steady to strong growth. While more volatile, the tourism sector experienced a better than expected rebound, and the large retail sector also gained strength. The City's economic engine continued to be the Finance, Insurance and Real Estate (FIRE) sector, which employs the most people and pays the highest wages of any industry in the City, but is also even more cyclical than others tied to the national economy (like tourism, for instance). Other smaller sectors (in terms of individuals employed) studied include biotechnology, information, air transportation, construction, manufacturing and homeland security. In line with national trends, the City's manufacturing sector had been experiencing a steady decline, but with signs of some stabilization and pockets of growth in sub-industries like food manufacturing.

New York City's economy supports occupations from entry-level to those requiring significant education and experience. In terms of general educational attainment, New York City's workforce compares favorably to other major metropolitan areas in relative and absolute numbers. For the 5.28 million people 25 years old and over in the City, 3.8 million (72.2%) are high school graduates and 1.5 million (27.4%) have earned a bachelor's degree or higher.¹² This compares with 80.4% of individuals nationwide who are high school graduates and 24.4% who have earned a bachelor's degree or higher.¹³ New York City's high school graduation rate ranks ahead of Los Angeles' rate, is on par with those of Chicago and Philadelphia, and falls behind Boston and San Francisco's rates.¹⁴

Throughout the strategic planning process, the Strategic Planning Committee pursued a sector-based approach in order to focus the WIB's efforts. This approach emphasized understanding the needs of employers as an organizing principle for investigating key workforce issues, and supported the WIB's vision for a demand system. To select target sectors, the Strategic Planning Committee utilized the following criteria:

- Presence in New York City and anticipated sector growth
- Availability of career ladder opportunities

¹² 2000 Census, US Census Bureau.

¹³ Ibid.

¹⁴ Ibid.

- Potential for worker and/or jobseeker training
- Low probability of job automation
- Low dependency on unpredictable funding streams
- Alignment with the priorities of the Mayor’s Office and the New York City Economic Development Corporation
- Alignment with SBS initiatives
- Potential for the WIB to achieve a measurable impact in a reasonable timeframe
- Overlap with WIB member representation and expertise

Based on these criteria, the WIB targeted the healthcare/biotechnology and hospitality/tourism sectors for deeper investigation and more active involvement, and a number of critical workforce issues became apparent, including: cross-cutting industry demand for work ready employees, the broad impact of the City’s significant immigrant workforce and the opportunity to strengthen career ladders in the healthcare industry. The efforts the WIB will pursue to address these issues are described in more detail in the “Aligning Service Delivery” section of this plan, and the WIB continues to hospitality/tourism sector in order to identify specific initiatives it can support.

The research and data analysis that supported the strategic planning process revealed the opportunity to enable the increased flow and distribution of critical workforce and economic information in New York City. While a wealth of data sources exist, research demonstrated that they are not currently organized or publicized in a manner that leverages their full potential. The WIB determined that a single point of access for these myriad data sources and an organizational framework that makes them useful to a broad array of potential customers would be of great benefit. Therefore, one of the WIB’s key strategies will be investigating the opportunity to develop a clearinghouse of local workforce and economic information.

As envisioned by the WIB, this solution could support sound employment-related decision making by a vast array of stakeholders, including jobseekers, employers, policy makers, educators, students and parents. The WIB is currently identifying what data resources exist and what organizations it might collaborate with on developing the workforce information clearinghouse. However, it is clear that important resources and potential partners in this endeavor will be the State and Federal agencies, like the NYSDOL, US Department of Labor and Bureau of Labor Statistics, which collect and analyze a significant amount of workforce and economic information already. The WIB will also investigate the opportunity to work with local colleges and universities, research institutes, financial institutions, trade associations, and others.

2. Engaging Community Partners in Workforce Solutions

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

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

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

In a local area as large, diverse, and dynamic as New York City, the inclusion of a broad array of community partners in the workforce investment system is of critical importance. New York City benefits from an extensive network of workforce stakeholders, including community colleges and universities, training providers, community-based organizations, local economic development corporations, public agencies, unions, trade associations, and numerous business interests. Within this expansive universe, one of the WIB's most critical roles is that of convener. The WIB aims to connect partners and engage them in the workforce investment system. This convening function takes many forms – from policy formation to program design. What follows below are specific examples of the ways in which the WIB has sought to leverage the myriad resources of community partners.

Governance

At the most foundational level, the WIB relies upon the input of numerous system stakeholders through their representation on the Board and their direct participation on the WIB's five standing committees, the level at which many local workforce concepts, policies and programs are evaluated. The 42-member WIB is informed by a full complement of WIA-mandated partners, public agencies, educational institutions, labor unions, service providers, and local employers, ranging from large, multinational corporations to small businesses. As envisioned by WIA, the input and

expertise from these numerous stakeholders are absolutely critical to the design, governance, and strengthening of New York City's workforce investment system.

Advancing Workforce Knowledge

The WIB actively seeks organizations with which it can partner to generate increased awareness of key workforce issues in the local area. In February 2005, the WIB co-sponsored an Employer Roundtable with the New York City Employment and Training Coalition (NYCETC), an association of workforce development practitioners comprised of community-based organizations, community colleges and union-affiliated training programs. NYCETC and the WIB hosted a panel of business representatives who provided valuable information on employment trends and workforce challenges in the hospitality sector, an area of intensive WIB focus.

The WIB is also considering a proposal to co-publish an issue paper on New York City's home- and community-based long-term care industry. This segment of the healthcare sector, which includes home health aides and personal attendants, employs upwards of 100,000 New Yorkers and faces many unique workforce challenges. The issue paper could prove a valuable tool for reshaping local workforce policies and programs for these occupations.

The WIB is currently in the process of identifying employers, community-based organizations and public agencies with which it can develop and host an Immigrant Workforce Issues Summit later this year. The Summit, one of the cross-sector initiatives identified by the WIB's Strategic Planning Committee, will assemble leading experts and service providers to address the workforce challenges unique to New York City's multi-ethnic, multi-national labor market.

Developing Program Innovations

The WIB is also partnering with a number of organizations to develop innovative programs to address key workforce issues. The WIB has engaged in preliminary discussions on developing career paths and advancement opportunities in key industry sectors. One possible result of this collaboration could be the development of a career ladder for the home health aide occupation.

The WIB is also partnering with the Initiative for a Competitive Brooklyn to develop a nurse faculty training program to address the nursing shortage on a local level. This program, described in more detail in the "Aligning Service Delivery" section of this plan, presents an opportunity to think outside of the WIA service delivery framework and leverage external resources to address a salient workforce issue.

Service Delivery

Moving forward, the WIB envisions an expanded role for community-based organizations in the delivery of employment and training services in New York City. As described in "Local Workforce Investment Area Profile" section of this Plan, the affiliate strategy approved by the One-Stop Committee calls for a graduated designation of Workforce1 affiliates in each of the five boroughs. Leveraging existing relationships between local employers and jobseekers, these affiliates will serve as important community-based partners in the expansion of the One-Stop System.

Similarly, as the WIB weighs various strategic options for providing employment and training services to special populations moving forward, there may be increased

opportunities to leverage the expertise of community-based organizations that specialize in serving these populations, be they ex-offenders, former substance abusers, persons with physical or mental challenges, or jobseekers who are not work-ready, for example.

Private Sector Input

The identification of the specific projects and partnerships described above stems from the active participation of the private sector in the strategic planning process. During this process, the WIB held roundtable discussions with representatives from businesses, industry associations, City and local economic development organizations and educational institutions hailing from its two target sectors for in-depth study: healthcare/ biotechnology and hospitality/tourism. Combining the information from this process with data from secondary research and other stakeholder outreach, the WIB identified clear business concerns which it incorporated into both its strategic plan and its agenda for 2005.

3. Aligning Service Delivery

In order to address workforce issues within the local area, Local Boards need to utilize collaborative efforts with One Stop Partners and others to successfully align programs and services.

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.*

The strategic planning process, which relied upon extensive economic research and input from a broad array of system stakeholders, proved a valuable tool for better understanding local economic conditions and aligning services to meet current and future market demand. Informed by this process, the WIB is currently in a position to look beyond WIA compliance and to think strategically about how the workforce investment system can be improved, expanded, and increasingly focused on critical workforce issues in New York City. The WIB has articulated the need to address workforce challenges in targeted sectors and workforce challenges that cut across multiple sectors. Based on research and private sector input, the WIB identified eight target sectors that are vital to the local economy and that warrant targeted workforce-related activity. Of those, two were chosen for study in 2004-2005: healthcare/ biotechnology and hospitality/tourism. Among the cross-cutting issues identified by the WIB are addressing the needs of customers who are not work ready upon entry to

the One-Stop System and addressing the needs of New York City's sizable immigrant and non-English speaking population.

As a leader in the local workforce investment system, the WIB has played, and will continue to play, an important role in connecting and convening system stakeholders. In addressing the workforce challenges of the target sectors and populations described above, the WIB is not only leveraging the existing WIA service delivery system, but identifying opportunities to engage and partner with a broader spectrum of workforce stakeholders.

Sector-Based Activities

As a primary step in identifying the workforce issues related to New York City's tourism and hospitality sectors, the WIB co-sponsored an employer roundtable with the NYC Employment and Training Coalition on February 28, 2005 focused on the hospitality industry. The Roundtable featured representatives from three local hotels and the vice president of the Hotel Association of New York City. The roundtable provided valuable information on sector employment trends, the projected growth of the New York City's hotel industry, issues related to hotel unionization, career ladder opportunities, and the skills sets sought by employers. Of note, all of the panelists cited work readiness, underdeveloped soft skills, and lack of English proficiency as key challenges in hospitality sector hiring.

Within healthcare, the WIB's Strategic Planning Committee has generated a number of specific initiatives to address workforce challenges in that sector. In particular, the WIB is examining issues related to the home health aide occupation. Currently, there are upwards of 100,000 home health aides in New York City, with demand expected to increase by 50% over the next 10 years, concurrent with the aging of a sizable baby boomer population. Historically, the home health aide occupation, which employs large numbers of low-income women, has been marked by low wages, no benefits, and few, if any, opportunities for advancement. As such, the annual turnover for these positions in New York City is near 50%. The WIB is identifying ways of leveraging the existing WIA Title 1B infrastructure – including Workforce1 Career Centers, Individual Training Accounts, and customized training programs – to improve the skill sets of home health aides and create career ladder opportunities. The WIB is also identifying potential partnerships and additional resources to move this initiative forward.

The WIB is pursuing a local strategy to address a national workforce challenge: the acute shortage of nurses. In New York City, a factor contributing to the nursing shortage is a lack of capacity in the City's nursing programs. This lack of capacity, in turn, stems from a shortage of nurses with PhDs to serve as faculty at local universities. Therefore, the WIB is exploring partnerships with other stakeholders in order to recruit senior nurses into PhD programs so that they can become faculty members and educate a rising generation of nurses. While WIA Title 1-B funds and services are not appropriate vehicles for recruiting nursing PhD candidates, the WIB is working with partner organizations to develop a nurse faculty recruitment program that will be funded wholly through non-WIA dollars.

Efforts are currently underway to align WIA service delivery with sector strategies. The Business Solutions Hiring & Training unit of SBS, which markets recruitment and training services to local businesses, is organized around industry desks. This

structure enables account managers to develop industry-specific expertise to better target recruitment and training services for employers in key sectors. Likewise, the WIB's Training Committee has established policies to drive Individual Training Account usage toward employment in target sectors and/or demand-driven occupations. The Committee's interest is in formulating ITA policies that provide employers with a local workforce trained in skills that meet current market demand.

Work Readiness Credential

A key finding of the WIB's strategic planning process, corroborated by significant input from local employers, is that a considerable number of jobseekers in New York City are not job ready due to underdeveloped soft skills. While work readiness is increasingly a national workforce issue, the WIB has taken the lead on addressing the problem in New York City. As discussed in the "Local Workforce Investment Area Profile" section of this plan, the WIB's March 2005 meeting focused on the Equipped for the Future Work Readiness Credential Project. Employers and educators on the panel uniformly emphasized the need for a program to enhance jobseekers' preparedness for entry-level employment. The WIB is in the process of mapping the local work readiness landscape and identifying stakeholders for collaboration and partnership.

In terms of service delivery, the WIB is considering how the needs of jobseekers who are not work ready can be met by the workforce investment system. Arguably, unless these needs are addressed upon entry into the system, non-work ready customers may receive intensive and training services for which they are not adequately prepared. Even upon receipt and completion of services, these customers may encounter great difficulty obtaining employment if they lack the soft skills demanded by employers. The relationships between the Workforce1 Career Centers and local employers may suffer in turn if the Centers refer jobseekers who are not work ready. Therefore, the WIB is considering the development of a work readiness assessment for all jobseeker customers to be conducted at the Workforce1 Career Centers or other local access points. The WIB has also identified the need to establish a systematic referral process for customers who are not work ready. The WIB is in the process of developing a system to connect customers who are not work ready with qualified service providers.

Immigrant Workforce Issues

The WIB's strategic planning process identified another key challenge confronting New York City's labor market. Forty-three percent of the City's workforce is comprised of immigrants. One quarter of adults in New York City speak a language other than English at home and speak English less than very well. While New York City's plurality of cultures and languages make the City the diverse and cosmopolitan urban center it is, these differences of culture and language often prove challenging in the labor market. Indeed, limited English proficiency can present a significant barrier to employment, promotion and career mobility. The WIB has identified the need to align the delivery of WIA services with the workforce needs of immigrants and non-native speakers as well as the businesses that employ them.

The Operator Consortium conducted an analysis, through site visits and interviews, of how the Workforce1 Career Centers are currently serve customers with limited English proficiency. The Consortium found that accommodations for customers with limited English proficiency were ad hoc in nature with informal arrangements among multi-lingual staff and some orientations and workshops

conducted in languages other than English. The Operator Consortium developed recommendations for each Workforce1 Career Center to develop its own language access plan. Highlights of the Consortium's recommendations include:

- Holding events with local community-based organizations to discuss improved service for immigrant and limited English speaking customers
- Creating a system-wide phone and email directory of multi-lingual staff
- Encouraging the hiring of multi-lingual staff
- Creating agreements for translation services across Centers
- Contracting with a vendor to translate all appropriate Workforce1 Career Center materials
- Training Center staff on cultural differences
- Forging relationships with community-based organizations to augment Workforce1 Career Center services for immigrant and limited English-speaking customers

Concurrent with these developments at the Career Center level, the WIB is seeking to partner with educational and community-based organizations to further research immigrant workforce issues and sponsor an Immigrant Workforce Issues Summit. The WIB is also planning for the development of ESL Bridge Programs, which would use competency-based curricula to teach contextualized basic literacy and workplace skills. It is anticipated that the ESL Bridge Programs could serve as a valuable means of training immigrant and limited English proficient workers for employment in the key industry sectors identified by the WIB.

4. Measuring Achievement

More than ever before the ability to sustain and grow a local workforce system depends upon how effectively the local area can demonstrate in measurable terms that the system is achieving its goals. In addition to meeting the mandatory negotiated WIA performance levels, Local Boards must be able to show to their constituents, customers, stakeholders, and private and public sector partners that resources are being used effectively and invested for greater workforce and economic gains in the community.

Describe how the Local Board is implementing performance measures that relate to the goals established around the key workforce issues identified in its strategic plan. Within your response, address the following points:

- *What data was considered and what entities were involved in helping develop the measures? Identify the measures and the desired outcomes.*
- *If measures have not been developed, what process will you utilize to develop them? What is the Board's timeline for development?*
- *How will the Local Board benchmark progress toward desired outcomes or definitions of success for these measures?*
- *How are these outcomes identified, communicated and utilized to gain additional support or realign services for continuous improvement?*

The WIB measures the achievement of New York City's workforce investment system through a number of complementary methods, including performance-based contracting and the regular collection and analysis of performance-related data. Since

SBS assumed management of WIA-funded adult employment and training services, the agency has made tremendous progress in tracking system performance and using data to drive policy and programmatic changes. Across all programs and services, SBS' definitive goal is that of connecting jobseekers to employment.

SBS' Contracts and Reporting Unit oversees contracts for Adult Special Population and Dislocated Worker jobseeker services. Specific performance goals are stipulated in vendors' contracts with SBS. Vendors are subject to a comprehensive review – based on both quantitative and qualitative measures – which informs the Executive Committee's decision making with regard to contract status and future funding allocations. More information on monitoring these contracts follows in the "Service to Special Populations" section of this plan.

Performance goals are also stipulated in contracts between SBS and the vendors providing WIA Title 1B services at the Workforce1 Career Centers. SBS staff sets weekly, monthly, quarterly, and annual targets for each of these vendors with regard to customer registrations, exits and job placements. This data is updated and weekly and used as a basis for corrective action when warranted. Additionally, Workforce1 Career Center vendor performance is reviewed by the One-Stop Committee no less than quarterly.

The performance of training providers receiving ITAs is carefully monitored through the Training Provider Quality Program, described at length in the "Individual Training Accounts" section of this plan. In brief, SBS' Business Solutions Hiring & Training unit continuously evaluates training provider performance with respect to customer completion, placement into employment, and customer wage gains, among other measures. This information is reviewed by the Training Committee no less than quarterly.

Lastly, the One-Stop Committee approved a set of System Measures for mandated partners in the One-Stop System. In February 2005, the Committee approved eight measures for jobseekers and four measures for employers, which are as follows:

One-Stop System Measures

Customer	System Measures
Jobseeker	<ul style="list-style-type: none"> • Number of Customers Served • Number of Repeat Customers Served • Market Penetration Rate • Number of Shared Customers • Job Placement Rate • Customer Retention Rate • Customer Satisfaction • Repeat Usage Rate
Employer	<ul style="list-style-type: none"> • Number of Businesses Served • Number of Repeat Businesses Served • Market Penetration Rate • Customer Satisfaction

NOTE: In accordance with Phase I of the system indicators approved by the New York State WIB's Systems Integration Subcommittee, the One-Stop Committee instructed the Operator Consortium to collect data from mandated system partners related to market penetration and repeat customer rates for both businesses and jobseekers.

The Committee charged the Operator Consortium with collecting data from each of the mandated partners for the purpose of developing a System Measures Report Card. It is expected that the Report Card will provide a valuable means of measuring system-wide performance. Previously, this system-wide view would have been difficult to attain, as there was no common set of measurement between system partners.

The first version of the System Measure Report Card was completed in March 2005, though not all partners had the mechanisms in place to provide the requested data. The Operator Consortium is working on the One-Stop Committee's behalf to develop plans with all partners for future data collection. System measures data will be collected quarterly and reported to the One-Stop Committee. As data is collected over time, the One-Stop committee will set benchmarks and goals for continuous improvement, to facilitate integration, and to understand the system as a whole.

III. Integration of WIA Compliance with Strategic Planning

The Workforce Investment Act requires that Local Boards establish and approve policies that are in accordance with the Act and its regulations that guarantee a consistent local area approach to One Stop system operations and provide a framework for the delivery of services. In this section of the plan, the current published policies and working definitions remain in effect and are the basis upon which the next three years policies will evolve.

Subsection 1 contains those agreements and policies that are the foundations for administering and evolving the local workforce system.

Subsection 2 requests the policies that are and will be essential to the delivery of services and the operation of the local system.

In accordance with the Workforce Investment Act, the Local Board is required to conduct business in an open manner and make information regarding the One Stop system available to the public. Within your discussion of the Local Board's efforts to openly conduct business, address the following points:

- *What is the central location where all local policies and working definitions are published?*
- *How does the Board assure that local policies and working definitions, including updates and changes, are readily accessible to One Stop staff, the general public and the State?*
- *Is there a Local Board website? If yes, please provide the website address.*
- *Does the Local Board make information such as Board membership, meetings, policies, definitions, and other workforce information available on the website?*
- *How is the website maintained to assure up-to-date information is available?*
- *By what means does the Board assure that the accessible copies are current?*
- *Where can hard copies of this information be obtained by the general public?*

The WIB staff ensures that all WIB activities and meetings are conducted in an open manner and that important information is made widely available. The main vehicle for communicating with the public is the WIB website (www.nyc.gov/wib), which is updated regularly and includes a significant amount of information, including:

- **The WIB's strategic plan for 2005**
- **Information on the WIB's policies**
- **Minutes from all WIB meetings**
- **Information on WIB quarterly full Board and Committee meetings**
- **Biographies of WIB members**
- **General information on the WIB role and Committee structure**

Customers can also find out information about the Workforce1 Career Center System through the WIB website. Linked to the website are channels for employers, jobseekers and those interested in some of the many success stories made possible by the Workforce1 System.

Subsection 1

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

1. Local Plan Submission

The Local Board is responsible for developing the three-year plan in partnership with the Chief Elected official. To properly submit the area's Local Plan:

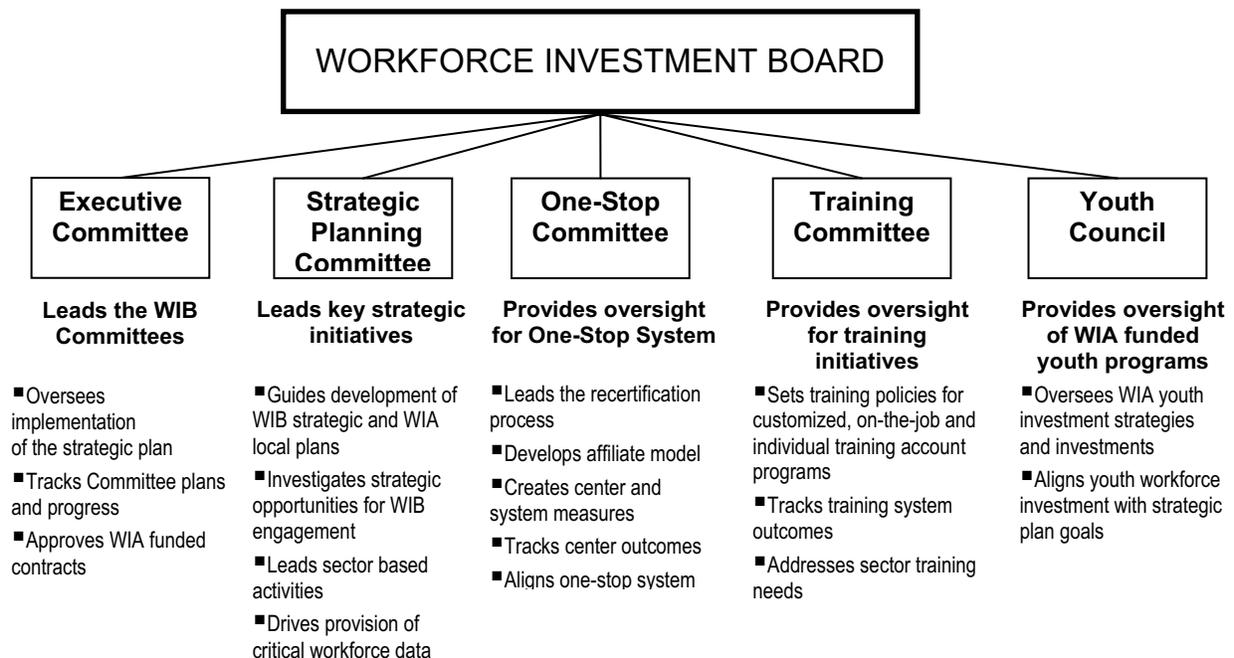
- a. Complete the **Attachment C, Signature of Local Board Chair**.
- b. Complete the **Attachment D, Signature of Chief Elected Official**, for each unit of local government.

2. Governance and Board Composition

When a Local Area includes more than one unit of government, the Chief Elected Officials of the individual governmental units must execute an agreement that describes their roles and responsibilities in administering the Act, conducting fiscal and program oversight, and assuring that performance standards are met. All local areas must provide the following:

- a. Complete **Attachment E, Units of Local Government**, located in Section IV naming the individual governmental unit(s) and identifying the grant recipient.
- b. Attach a copy of the agreement that defines the roles and responsibilities of each of the Chief Elected Officials in a multi-jurisdictional area and describes their interaction in the administration of the Workforce Investment Act (if applicable).
- c. Attach a copy of the Local Board By-laws.
- d. Additionally, please address the following points:
 - How often are the by-laws reviewed? When necessary, what is the process for amending the by-laws?
 - Is the Board incorporated?
 - Describe the subcommittee structure for the board and identify the role and responsibilities assigned to each subcommittee. (You will be asked to identify the subcommittee responsible for each activity addressed in Subsection 2.)
 - What is the plan in place for board member recruitment to reflect current and emerging trends and how is that plan being communicated to local elected officials?
 - What is the process for providing staff to the Local Board?
 - Describe the Local Board's plan for Board staff retention and development efforts.

The WIB structure was significantly reorganized following the Mayor's transfer of WIA adult and dislocated worker funding to SBS and youth funding to DYCD in the summer of 2003. In order to better organize its efforts, the WIB elected to work through a strong Committee structure consisting of Executive, One-Stop System, Training and Strategic Planning Committees and a Youth Council. The diagram below from the WIB's 2005 strategic plan outlines the role and activities for each Committee:



The WIB was also rejuvenated through the addition of new members and a new staffing plan. The Mayor's Office of Appointments is responsible for the final approval of potential WIB members. After an analysis of the Board composition and its alignment with the City's economic and demographic diversity, seven new members (including five private sector representatives) were added to the WIB for its June 2004 meeting. The WIB Executive Director works in conjunction with the Mayor's Office representatives to identify and recruit candidates to recommend to the Mayor's Office of Appointments.

Staffing for the Board is determined by the WIB Executive Director in collaboration with the WIB Chair and the SBS Commissioner. The current staffing plan has expanded to include three new positions. These staff members work directly with the WIB Committees and support the initiatives identified in the WIB's strategic plan. The Executive Director also works with the Chair and the Executive Committee to determine when amendments to the by-laws may be warranted. In September of 2004, modifications were made to the by-laws to include an attendance policy, the creation of a Vice-Chair position and a clarification of the designee policy. The WIB maintains its unincorporated status.

3. Fiscal Agent and Grant Subrecipient

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

Complete **Attachment F, Fiscal Agent/Grant Subrecipient**, located in **Section IV, Required Certifications and Documents**, identifying the local Fiscal Agent and the local Grant Subrecipient (if any) who assist in the administration of grant funds.

Also note **Attachment D, Signature of Chief Elected Official**, requires an attestation that the grant recipient possesses the capacity to fulfill all responsibilities regarding liabilities for funds received, as stipulated in **§667.705** of the rules and regulations.

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 Title1-B and Wagner-Peyser staffing and infrastructure costs, at a minimum.

Infrastructure Costs in Dollars (Current)

Workforce1 Career Center	Rent	Utilities	Maintenance	Technology	Marketing	Other	Total
Queens	584,000	112,000	44,000	100,000	2,500	201,000	1,042,000
Bronx	762,000	90,000	187,000	83,000	2,500	289,000	1,414,000
Upper Manhattan**	731,000	126,000	2,800	66,000	2,500	222,000	1,150,000
Brooklyn	610,000	N/A	N/A	15,000	N/A	306,000	931,000
Staten Island	180,000	N/A	N/A	N/A	N/A	208,000	388,000

*Other costs include Business Solution Centers.

**Other column includes appropriate costs for both Lower and Upper Manhattan Business Solution Centers.

Total Infrastructure & Staff Costs in Dollars (Current)

Workforce1 Career Center	Total Cost*
Queens	1,798,000
Bronx	2,502,000
Upper Manhattan**	2,155,000
Brooklyn	1,772,000
Staten Island	557,000

*Totals are for all infrastructure and WIA-funded staff costs, including Business Solution Centers

**Total includes both Lower and Upper Manhattan Business Solution Centers.

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

Workforce1 Career Center	Rent	Maintenance	Other*	Total**
Queens	584,000	N/A	97,000	681,000
Bronx	762,000	N/A	182,000	944,000
Upper Manhattan	731,000	N/A	188,000	919,000
Brooklyn	610,000	174,000	132,000	914,000
Staten Island	180,000	12,000	197,000	389,000

*Other costs include Business Solution Centers.
 **Totals include complete rent costs and WIA-funded infrastructure costs.

Annual Total Infrastructure & Staff Costs in Dollars (Planned Over Next Three Years)

Workforce1 Career Center	Total Cost*
Queens	1,798,000
Bronx	2,502,000
Upper Manhattan**	2,155,000
Brooklyn	1,772,000
Staten Island	557,000

*Totals are for all infrastructure and WIA-funded staff costs, including Business Solution Centers
 **Total includes both Lower and Upper Manhattan Business Solution Centers.

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

	Total FTEs	Planned
Wagner-Peyser Management and Staff for Delivery of Core and Intensive Services	157	Staffing plans going forward will be determined and adjusted based on yet to be determined service expansion plans; for instance, during the contracting process for new Affiliate Centers.
Total WIA Title 1 Management & Administrative Staff	228	
Total for the LWIA	385	

- Discuss how the Board or one of its subcommittees anticipates further coordination of services and elimination of duplication in service delivery to maximize resources available to support training and other business services.
- WIA Regulation Section 652.202 requires all Wagner-Peyser services to be delivered through the One Stop delivery system, through One Stop centers or affiliate sites. If Wagner-Peyser services are currently delivered outside either of these means in the LWIA, the Board must identify strategies which will bring the LWIA into compliance with the regulations.

Please see the “Coordination and Integration of Services” Section.

Subsection 2

Based on the maturity of each local system and the key workforce issues and goals identified through the strategic planning process, address the following points within your response:

1. Selecting and Certifying Operators

The Local Board is responsible for selecting and certifying the One Stop Operator with the agreement of the chief elected official [§662.410]. In addition, it is the Board's responsibility to hold Operators accountable for specific goals and evaluate performance against those goals throughout the period of certification or recertification. All LWIAs must submit their recertification application no later than June 30, 2005 or the local plan will be deemed incomplete. The One Stop Operator recertification process is a required part of the local plan. However, local plan approval is not contingent upon approval of the One Stop Operator recertification application. The local plan will need to be modified if the recertification application is not approved prior to local plan approval.

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

The appropriate attachments will be submitted with the final Plan.

2. Contracting for Service Providers

The Workforce Investment Act permits WIA Title 1 services to be provided through contracts with service providers and may include contracts with public, private for-profit and nonprofit service providers as approved by the Local Board. For those local areas that contract for services:

- *How does the Local Board determine which WIA Title 1 services, if any, should be contracted out? Explain how your decision leverages funding and services already provided by One Stop system partner staff (e.g., Wagner-Peyser funded staff) to maximize available resources without duplication of services.*
- *Provide the process by which the Board awards contracts to entities other than the One Stop Operator for the provision of One Stop services. Identify any subcommittee responsible for this function. How often is the need for contracting services reviewed?*
- *For which services do you currently contract?*
- *Based on current and future key workforce issues and goals, what changes does the Board anticipate with regard to the number and type of services for which it will be contracting?*

The WIB has selected a Consortium model for the operation of the Workforce1 Career Center System, comprised of CUNY, SBS and NYSDOL. This Consortium, which is overseen by the WIB One-Stop Committee, manages the operations of the Career Centers, where WIA Title 1B and certain business services are delivered through vendors contracted with SBS, the WIA fiscal agent. SBS also contracts with vendors for services to special populations and for business services at the NYC Business Solutions Centers, which are co-located with Workforce1 Career Centers. All contracts are reviewed and authorized by the WIB Executive Committee.

The WIB supports a vendor model for the delivery of Title 1B and other services in the Workforce1 Career Centers due to the size and complexity of the population the System must serve. By delivering services through the vendor model, the System has been able to grow in scale quickly through already established organizations. Working with selected vendors has also allowed the System to leverage the resources and local expertise and connections of the wide network of community-based organizations that already provide workforce and economic development services to City jobseekers and businesses. Finally, utilizing multiple vendors to deliver similar services in varying geographies encourages innovation and the opportunity to share best practices across the System. Contracts for the delivery of WIA Title 1B services were awarded pursuant to the City's Procurement Policy Board (PPB) rules.

While utilizing a vendor model to deliver Title 1B services in the Workforce1 Career Center System, the WIB also promotes effective integration of services and partnership among vendors and partners.

To guide the Operator Consortium's application for recertification, the One-Stop Committee approved five recertification criteria: leadership, quality service delivery, strategic alignment, system expansion, and system measurement. A key component of the third criterion, strategic alignment, is aligning the work of system partners toward common goals and outcomes. As the two partners that serve the highest volume of customers within the Career Centers and as members of the Operator Consortium, SBS and NYSDOL have been identifying additional opportunities for partnership at the direct service level. These efforts are described in more detail in the "Coordination and Integration of Services" section of the Plan.

3. Priority of Service

The Local Plan must describe the criteria used to determine whether funds allocated for employment and training activities are limited, and the process by which any priority of service will be applied [§663.600 - §663.640].

- *Identify any subcommittee of the local board that is responsible for policies related to priority of service.*
- *What is the Board's policy for determining priority of service and its relationship to residency requirements? How often is the policy revisited?*
- *How will the priority of service plan align with planned operating policies and procedures?*

The current policy for priority of service in New York City is as follows:

If funds for adult employment and training services become limited, the priority of service shall be for individuals with significant barriers to obtaining and retaining employment, including but not limited to: those with a long-term absence from the labor force, those lacking any significant work history, those with limited English proficiency, those with limited education, older workers, veterans, and youth ages 19-21 who lack a high school degree. Other priorities for WIA services shall include low-income families who are not on public assistance and low-income incumbent workers. Persons receiving services from non-WIA sources who become ineligible for those services shall receive WIA services provided they meet WIA service eligibility requirements. These same persons may receive WIA services in the event that

previously available non-WIA services become unavailable. Recipients of Temporary Assistance for Needy Families (TANF) benefits shall be encouraged to seek comparable employment and training services from non-WIA funding sources, provided such services are available.

During the coming year, the WIB's One-Stop Committee will reevaluate the priority of service policy for Workforce1 Career Center customers. Likewise, the WIB's Training Committee will reevaluate the policy for Individual Training Account customers and participants in customized and on-the-job training programs. Any changes to the above priority of service policy shall reflect alignment with current operating procedures and strategic priorities articulated by the WIB.

4. Self-Sufficiency

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

- *Identify any subcommittee of the local board that is responsible for policies related to self-sufficiency.*
- *Provide the current definition of self-sufficiency as established by the Local Board.*
- *Describe how the local definition of self-sufficiency will align with the strategic objectives set forth in the strategic planning portion of this plan.*

In 2002, the New York City WIB approved the current self-sufficiency standard of \$56,000, based on data for a family of four. Operationally, however, this standard has proven difficult to implement, particularly as no guidance was provided for other family compositions, namely for single individuals, for families greater than four, or for families smaller than four.

The WIB's Training Committee is in the preliminary stages of reassessing the self-sufficiency standard as a basis for determining Individual Training Account, On-the-Job, and Customized Training eligibility. The Committee has identified the need to establish a self-sufficiency standard that is firmly based on data and that adequately reflects the cost of living in New York City. To that end, the Committee has requested research on different measures from which a self-sufficiency standard can be derived, including the LLSIL, federal poverty guidelines, local median incomes, and other alternative measures developed by think tanks and research institutes. The Committee has also requested research on what self-sufficiency standards have been established in other large metropolitan areas where the cost of living is comparable to that of New York City.

Once completed, this research will be studied by the Training Committee and will serve as a basis for adopting a revised, data-based self-sufficiency standard for determining eligibility for WIA training services.

5. Supportive Services and Needs-Related Payments

Local Boards, in consultation with One Stop partners and other community service providers, must develop a policy on supportive services that ensures resource and service coordination in the local area. The policy should address procedures for referrals to such services, including how such services will be funded when they are not otherwise available from other sources. Local Boards may establish limits on the provision of supportive services or provide the One

Stop Operator with the authority to establish such limits. Consistent with other regulations, the Local Board must establish the level of needs-related payments for adults [§663.800].

- *Identify any subcommittee of the local board that is responsible for policies related to supportive services and needs-related payments.*
- *Describe the process for the periodic review and update of supportive service policies. How often is this review done and who conducts the review? If a multi-county area, how will supportive service policies be coordinated among the counties?*
- *Does the local area make needs-related payments and if so, how and how often is the policy or payment level reviewed?*

The One-Stop Committee, which is responsible for policies related to supportive services and needs-related payments, will oversee an assessment of what supportive services are available to customers through local government and not-for-profit providers. Based upon this assessment, the Committee will determine if there is a need to fund any of these services through WIA dollars. Additionally, the Committee will determine what level of advocacy for such services exists in New York City. At present, the local area does not make needs-related payments. This policy is reviewed periodically.

6. Grievances and Complaints

The Local Board must establish and maintain a procedure for grievances and complaints which provides a process for handling complaints, an opportunity for informal resolution or a hearing, a process that allows a labor standards grievance to be submitted for binding arbitration, and an opportunity for local level appeal to the state [§667.600]. Such procedure must be in compliance with applicable federal and state statutes and regulations available at <http://www.dol.gov/oasam/programs/crc/crcwelcome.htm> and Workforce Development System Technical Advisories #02-6, #02-7 and #02-10. Section D, Nondiscrimination and Equal Opportunity Assurance, in **Attachment H, Federal and State Certifications**, requires the local signatories to attest to compliance with these provisions.

- *Identify any subcommittee of the local board that is responsible for policies related to grievances and complaints.*
- *What is the Board's process for collecting, analyzing and utilizing grievance and complaint information? How often is the information analyzed and who is responsible for the analysis? Identify any subcommittee responsible for this function.*
- *Has the analysis of the data regarding complaints resulted in policy changes in the local area? How were those changes communicated to the public, the staff and the State?*

It has been the State's experience that complaints may include information that is not grievable but rather is related to the business practices of the One Stop centers such as staff capacity, quality of information exchanges, process flow (e.g., provision of outdated grievance contact information, packets of information duplicated so often as to be unreadable, staff providing limited explanations of policies and procedures or not providing copies of Individual Employment Plans).

By what means is information regarding non-grievable complaints shared with the One Stop Operator? How is this information used to support the continuous improvement of the One Stop system of service delivery?

The Workforce1 Career Center System and the Operator Consortium that manages it are committed to ensuring universal access for all individuals. If an individual feels that their rights have been violated by any persons or entities operating within the Workforce Investment Act (WIA) (including employees, vendors, or other actors located within the Workforce1 Career Center), or in connection with a WIA Title 1 financially assisted program or activity, individuals may file a written grievance or discrimination complaint. Before starting the formal grievance process, individuals are encouraged to attempt to address the issue informally by discussing the issue with the responsible individual or a supervisor. Further, as an alternative to filing a formal complaint or grievance, individuals may elect to first pursue mediation, where both parties make a good faith agreement to meet with a neutral mediator and work towards a mutually acceptable resolution of the issue.

The grievance and complaint procedures are distinct and address different issues. A grievance is typically programmatic in nature. Examples of grievances include but are not limited to: complaints about the program; the provision of services; and a disagreement with a staff member or an employee. In comparison, a complaint involves discrimination against someone based on one of the federally protected classifications (e.g. race, color, sex, age, and national origin). In both instances, individuals must file in a timely manner: one year to file a grievance or within 180 days to file a complaint. If a complainant has any questions on filing a grievance or discrimination complaint, they may contact the designated WIA Equal Opportunity Officer or WIA Grievance Officer for further assistance:

Special Hagan, Esq.
New York City Department of Small Business Services
110 William Street
New York, NY 10038
Tel. (212) 513-6300

7. Youth Services

Service Levels

For the past four Program Years, record the number of older youth and younger youth served by your LWIA and the planned service levels for PY 05.

	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
Older Youth	2,666	2,323	1,931	1,420	1,880
Younger Youth	10,508	14,783	12,518	11,284	6,980

Note: The total number of youth served is found in the WIA Annual Reports.
WIA PY04 data may be found through the most recent WIA Quarterly Report.

Performance

Based on the exit data of the last four years, provide a summary of the local area's performance with respect to the required WIA measures. For each program year, enter the standard, outcome and indicate Pass/Fail of the performance using "P" or "F" as indicators.

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	54.0%	62.3%	P	56.0%	53.8%	P	60.0%	60.3%	P
Retention Rate	Older Youth	73.0%	73.3%	P	73.0%	70.1%	P	76.0%	73.0%	P
	Younger Youth	35.0%	57.3%	P	36.0%	34.9%	P	43.0%	38.4%	P
Earnings Change	Older Youth	\$3,637	\$3,031	P	\$3,566	\$2,764	F	\$3,055	\$2,941	P
Credential Attainment Rate	Older Youth	33.0%	41.0%	P	35.0%	35.7%	P	42.0%	50.6%	P
Diploma/GED Rate	Younger Youth	17.0	20.8%	P	20.0%	35.3%	P	39.0%	43.3%	P
Skill Attainment Rate	Younger Youth	62.0%	97.1%	P	64.0%	48.1%	P	67.0%	53.2%	F

Based on your performance answer the following:

- *If the LWIA has failed any of the performance measures in the past, what actions has the Board taken with its youth providers to identify service delivery weaknesses?*

In program year 2002, the failure in earnings change for older youth, occurred during the period immediately following the tragic events of September 11, 2001, a time of overall local economic downturn, which resulted in widespread job losses.

Beginning January 2002, however, under the administration of a new Local Chief Elected Official, immediate steps were taken to develop a comprehensive workforce and economic development plan that incorporates youth employment. Individual and group technical assistance was provided to contractors, as well as capacity building resources.

DYCD assumed responsibility for Youth Employment programs in July 2003. Deficiencies in skill attainment for younger youth in program year 2003 were addressed through site visits and other program monitoring efforts by the former Department of Employment. DYCD also offered individual and group technical assistance to address providers' needs, as well as resources for capacity building. Agency staff also conducted site visits.

- *What changes have been made to policy, service delivery, providers, engagement of partners, memberships on board and councils, etc., to provide for improved program performance?*

DYCD created its Capacity Building Division, the goal of which is to provide community based organizations (CBOs) with a range of services and resources to develop, improve, enhance and expand how CBOs operate and how they deliver services to their constituent respective youth, families and communities. Among the services provided are:

- Year-round “stand-alone” workshops and individual consultations in a range of areas, including organizational development, program development, fiscal and budget management, technology and legal through the Technical Assistance Unit.
- State certified staff development to assist frontline service workers to work more effectively with families offered through the Family Development Training and Credentialing Program.
- Information and resource referral to staff of community-based organizations, parents and young people offered through Youthline, a toll-free confidential hotline operated by young people at 1-800-246-4646.

DYCD utilizes an enhanced contract monitoring and control process. This process serves to ensure that grantees are meeting their contractual obligations. While the majority of monitoring sessions are arranged at a time mutually convenient for the Contract Manager and the funded program, the City of New York Procurement Policy Board guidelines (2002) require periodic unannounced site visits at which interviews with clients and staff shall be conducted as part of the performance evaluation of client services contracts.

Contract Managers:

- **Conduct assessments and reviews of administrative, fiscal and programmatic components of an organization to provide an overview of the grantee's compliance,**
- **Have a goal to develop the capacity of organizations, while also providing support and the necessary tools in order for grantees to meet the needs of their community in the most efficient and effective manner possible,**
- **Work closely with Executive or Program Directors or both, to ascertain that programs are in compliance and operating according to schedule, and**
- **Confirm whether programs are established and operating as proposed.**

During the course of conducting reviews, the Contract Manager may find deficiencies which would necessitate the need for a Corrective Action Plan (CAP). This plan is composed in alliance with the agency Executive Director, Program Director and any other staff member that is integral to the success of the program. A Contract Manager may also refer organizations to the Technical Assistance Program.

The Youth Council membership was expanded to include private sector employers and youth development experts that provide valuable insight and linkages to the New York City labor market.

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

These changes have been incorporated through regular contact with providers and consultation with the Youth Council.

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

In creating an RFP for OSY and ISY programs, DYCD is reviewing with the Youth Council future performance strategies.

Specific strategic initiatives include:

- **Training of contract agency staff**
- **Improved monitoring protocols**
- **Focus groups**
- **Meetings with industry leaders**

Framework and Program Elements

The Workforce Investment Act requires that the Local Plan define the design framework for youth programs in the local area and define how the ten program elements are provided within

that framework. With regard to the design framework and program elements, the following questions should be addressed:

- *Describe the Board's process and frequency for reviewing the design framework and how it evaluates whether the framework is equipped to successfully support emerging trends, current and future workforce goals and workforce strategies as they relate to youth.*

DYCD, the City agency that administers WIA youth programs, regularly reviews emerging trends, current and future workforce goals and workforce strategies relating to youth with the Youth Council.

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

New York City is considered one local area; services are delivered in all boroughs in accordance with WIA and City demographic data.

- *Describe the type and availability of youth activities in the local area and identify any challenges for serving greater numbers of youth most-in-need, including out-of-school youth.*

The types of youth activities in the local area include educational and occupational training and services, including supportive services. These activities are offered by providers located throughout the City.

Activities include:

- **Youth Employment Initiatives**
 - **Summer Youth Employment**
 - **In-School Youth**
 - **Out-of-School Youth**
- **After School Programs**
 - **Out-of-School Time**
- **Other Initiatives**
 - **Literacy Programs**
 - **Domestic Violence Awareness & Intervention**
 - **Family Support Services**
 - **Immigrant Initiatives**

The greatest challenge for serving greater numbers of youth most-in-need, is recruiting and engaging those youth given the limited resources available.

- *What efforts, if any, are being made to connect both WIA and non-WIA youth to the One Stop system? How are youth being exposed to career awareness, work readiness and the One Stop system?*

Both the Youth Council and DYCD are committed to advancing the development of a comprehensive system that supports incumbent and emerging workers in becoming full participants in the City's economic system. It is anticipated that DYCD's WIA providers will play a greater role in the City's evolving WDS and create an expanded presence at each One Stop.

We envision this partnership in a variety of ways, including:

- **Co-locator Agreements:** Developing agreements between DYCD funded agencies and One-Stop providers to co-locate. Many social service and education providers have the capacity to expand services given the appropriate physical plan. Co-locator agreements would allow One Stops to offer a broader array of employment services than would otherwise be feasible
 - **Cross-training staff:** DYCD staff is prepared to conduct a series of orientations for One-Stop staff to familiarize them with the resources available to One-Stop clients through Community Services/Community Development Block Grants (CS/CDBG) and WIA Youth Employment and adult education services.
- *Describe how the Youth Council will incorporate literacy and numeracy elements into the design framework in accordance with USDOL Common Measures Policy.*

In creating an RFP for OSY and ISY programs, DYCD is reviewing with the Youth Council how the USDOL literacy and numeracy common measure elements will be incorporated into programming. DYCD is currently gathering preliminary data on this common measure.

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

Also as part of the RFP creation for OSY and ISY programs, DYCD is reviewing with the Youth Council how certificates will be incorporated into the design framework in accordance with USDOL Common Measures Policy.

Youth Council

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

- *Describe the current and future goals of the Youth Council as aligned with the overall strategic goals of the local area.*

The goal of the Youth Council is to **promote education, life skills development and youth employment** in order to meet the needs of youth and businesses throughout New York City.

The Youth Council will achieve this goal by connecting youth with opportunities in New York City through regular activities and initiatives.

- The Youth Council provides guidance and support for WIA Youth programs and services through regular activities, such as:
 - Participating with the DYCD Youth Board on joint workgroups to develop youth programs and policy concepts

- **Monitoring ongoing activities or significant developments about WIA or workforce-related policy and funding**
 - **Recommending and coordinating information to the public and elected officials that relate to current policy, legislation and budget developments**
 - **Advising on and helping to design, support and convene events that concern the City's youth**
 - **Advising on and helping to develop linkages with youth programs, business, education and local communities**
 - **Coordinating with the WIB in its Strategic Plan**
- **The Youth Council has also identified 6 long term initiatives that will help further its goal:**
- **Exploring and implementing concepts addressing older youth disconnected from both the labor market and education system in New York City**
 - **Monitor the progress of the work readiness credential assessment and upcoming pilot program for New York State, as a means to ensure youth have basic skills to meet demands of the labor market**
 - **Connecting youth to employment opportunities in the private sector by:**
 - **Coordinating with the WIB in its industry sector-based strategy**
 - **Building additional corporate and other private linkages, such as through a Youth Corporate Sector Jobs initiative**
 - **Working with the Interagency Coordinating Council to better coordinate youth development and youth employment resources**
 - **Reviewing and commenting on the WIA Local Area 3 Year Plan**
 - **Reviewing and commenting on the WIA youth employment concept paper**
- *What outreach and connections to other youth services and providers will be collaboratively planned (i.e., Youth Bureaus, educational partners) to ensure the provision of integrated youth services?*

Integration of Youth Board members into the Youth Council:

- **In July 2003, Mayor Michael R. Bloomberg signed into law a reorganization of social service agencies, under which all youth employment programs were relocated to DYCD. As part of its responsibility for the WIA-funded youth programs, DYCD provides administrative support to the Youth Council.**

- Under the City Charter, DYCD is also responsible for convening a Youth Board to advise on youth issues. The Youth Board’s bylaws define its duties to include: recommending youth policies, advocating for youth, reviewing DYCD funding streams and developing criteria for their allocation, reviewing and analyzing proposals seeking DYCD funding, and assisting in a comprehensive planning process for youth services.
- Because the duties of the Youth Council and the DYCD Youth Board are similar and to foster collaboration, DYCD Commissioner Mullgrav recommended, and Mayor Bloomberg agreed that the Youth Board and the Youth Council membership should be integrated.
- The Youth Council and Youth Board encompass a diverse membership, including representatives from academia, policy and business, as well as other City agencies.

Interagency Coordinating Council on Youth (ICC):

- The ICC was created in 1989 to promote interagency collaboration and information sharing on issues relevant to New York City youth. Pursuant to provisions of the New York City Charter, the ICC comprises representatives of each City agency that provides services to youth, as well as representatives of the DYCD Youth Board and the City Council. The ICC is chaired by Deputy Mayor Dennis M. Walcott and directed by DYCD Commissioner Jeanne B. Mullgrav. The ICC meets at least quarterly, and its meetings are often rotated among member agencies. The ICC also holds at least one public hearing every year.
- Three work groups– the Health workgroup, After-School workgroup and Court-Involved workgroup – meet regularly to formulate strategies and make program and policy recommendations in the areas of after-school services and health.

The Integrated County Plan Workgroup:

- The Integrated County Plan Workgroup is comprised of the Department of Youth and Community Development (DYCD), the Administration for Children’s Services (ACS), the Human Resources Administration (HRA) and the Department of Juvenile Justice (DJJ).
- The Plan requires the City to assess social service needs, identify program outcomes and identify the resource allocation process for the county. The purpose of the Plan is expressed through the following Integrated County principles and objectives:
 - to support and acknowledge a local collaborative planning process inclusive of broad stakeholder involvement;
 - to construct a planning process that has meaning and utility locally, while preserving accountability to state and federal requirements;
 - to clarify a consistent planning process for counties;
 - to support a process that focuses on outcomes for children, youth, families, adults and communities;

- to clarify the various components of planning; and
- to support the important respective roles of County Youth Bureaus and Departments of Social Services.
- DYCD is the lead agency of The ICP Workgroup. The group submits a three year plan to the State Office of Children's and Family Services (OCFS), the most recent plan covering the period May 1, 2004-December 31, 2006. The Workgroup meets on a quarterly basis throughout the year to discuss interagency planning and potential collaborative efforts.

Life Skills, Work Skills: Youth Development to Workforce Development, 2004

- **DYCD convened a major conference on youth employment in November 2004. Local and national youth employment experts presented on the international, national, and local labor market, the federal and state authorizing environment, designing effective youth workforce development programs, and creating a youth workforce development system in New York City. More than 300 local practitioners, employers, educators and policymakers attended.**

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].

The selection of ISY and OSY service providers is made competitively pursuant to the City Procurement Policy Board (PPB) Rules. Procurement is managed by DYCD in consultation with the Youth council. The list of selected providers, with performance and cost information, is maintained, updated, and reported to the Youth Council by DYCD.

- *Identify your youth providers, the services they provide and the steps that will be taken to leverage additional resources to deliver integrated youth services in a broader youth development context.*

DYCD actively works with the Youth Council and other private sector representatives to obtain additional resources for youth services. There are currently 51 contracted providers for the In-School Youth program and 16 contracted providers for the OSY program.

- **In-School Youth Program:**
 - **The In-School Youth Employment (ISY) program provides education and employment-related services to youth between the ages of 14 and 18 that are still attending school. The goal is to help students improve their basic math and literacy skills, as well as provide guidance and education to increase their readiness for higher education and the workforce.**
 - **ISY operates as a school-year after school employment education program that also includes a summer employment work experience similar to the stand-alone Summer Youth Employment Program (SYEP). The ISY program is designated specifically to serve**

individuals eligible under Title 1 of the Workforce Investment Act (WIA).

- **Specific services include:**
 - **Outreach**
 - **Objective assessment**
 - **Individual educational and employability planning**
 - **Counseling**
 - **Case management**
 - **Work readiness training**
 - **Basic skills instruction**
 - **Summer youth employment**
 - **Leadership development activities**
 - **Supportive services and follow-up**

➤ **Out-of-School Youth Program:**

- **Funded by Title I of the Workforce Investment Act (WIA) of 1998, DYCD Out-of-School Youth (OSY) employment programs focus on vocational training and education. Youth between the ages of 16 to 21 who have either dropped out of high school or have graduated from high school but need basic skills enhancement, meets the low income requirement, and is within one or more of the following categories:**
 - **Deficient in basic literacy skills;**
 - **School dropout;**
 - **Homeless, runaway, or foster child;**
 - **Pregnant or parenting;**
 - **Offender; or**
 - **Is an individual (including a youth with a disability) who requires additional assistance to complete an educational program, or to secure and hold employment.**
 - **Participants are prepared for entry-level positions in fields that include medical, computer support, building trades and automotive services. Services offered by Out-of-School Youth Employment contractors include:**
 - **Occupational skills training**
 - **Job search and placement assistance**
 - **Comprehensive supportive services**
 - **GED Preparation**
 - **ESOL and Literacy instruction**
 - **Mentoring**
 - **Follow-up service after completion of the program**
- *Has your partner or vendor mix also changed and if so, how and why? Describe how this mix provides integrated youth services from a youth development perspective.*

DYCD in 2003 assumed the contracts for WIA youth services previously entered into by the former City Department of Employment and has kept those contracts in force

to date. DYCD will release an RFP for the ISY and OSY programs in fall 2005. Contractors who do not meet stated performance goals must provide corrective action plans, which is then reviewed and approved by the agency. Intensive technical assistance is provided by DYCD staff both onsite and through capacity building workshops.

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

The RFP process is governed by the PPB Rules, which mandate a competitive selection at regular intervals with proposals reviewed by appropriately qualified readers. As noted above, DYCD intends to release an RFP for the ISY and OSY programs in fall 2005. It is envisioned that proposals will be evaluated by DYCD staff, as well as members of the Youth Board and Youth Council.

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

The services contracted for are noted above.

Youth Eligibility

Regulations require that, as part of the process for determining who is eligible for youth services, the Local Board must provide a definition of “deficient in basic literacy skills” and “requires additional assistance to complete an educational program, or to hold and secure employment” [§664.205, §664.210].

- *Provide current definitions and describe how these definitions will support the goals the Board has identified in addressing its key workforce issues and what effect they have on eligibility for youth services.*

“Deficient in basic literacy skills” is defined by the local area as a customer who scores at a grade level of 8.9 or below on either the reading or math sections of a standardized test.

The WIA eligibility barrier “requires additional assistance to complete an educational program or to secure and/or hold employment” is defined and illustrated in the ISY program in terms of having “to complete an educational program.” For OSY youth, the additional expression “to secure and/or hold employment” is more relevant. Professional staff in WIA youth programs (project director, case manager) may attest that the participant needs this assistance.

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

Service Levels

Record the number of WIA Adults, WIA Dislocated Workers and Wagner-Peyser customers served by your LWIA and the planned service levels for PY05.

Total Number Served	PY 01	PY 02	PY 03	PY 04	PY 05 Planned
<i>WIA Adults*</i>	34,172	49,071	19,923	17,114	14,757
<i>WIA Dislocated Workers*</i>	11,138	19,201	14,708	9,422	8,878
<i>Wagner-Peyser Funded Customers</i>	23,067	40,678	30,240	26,427	44,022

Note: *PY'04 numbers are preliminary and based on second quarter data.

Performance

Based on the exit data, provide a summary of the local area's performance with respect to the required WIA measures. For each program year, enter the standard, outcome and indicate Pass/Fail of the performance using "P" or "F" as indicators.

Performance Measure	Funding	PY 2001			PY 2002			PY 2003		
		Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard	Standard	Outcome	Pass/Fail 80% of Standard
Customer Satisfaction	Participants	65.0%	n/a	n/a	67.0	n/a	N/A	71.0	65.3	P
	Employers	72.0	69.0	P	74.0	n/a	N/A	68.0	65.4	P
Entered Employment Rate	Adults	62.0	73.9	P	64.0	60.6	P	68.0	62.5	P
	Dislocated Workers	66.0	73.0	P	68.0	74.2	P	76.0	62.7	P
Retention Rate	Adults	71.0	67.4	P	73.0	68.9	P	79.0	80.7	P
	Dislocated Workers	83.0	82.9	P	81.0	80.0	P	87.0	85.7	P
Earnings Change	Adults	\$3,795	\$3,143	P	\$3,721	\$3,054	P	\$3,084	\$3,707	P
Earnings Replacement Rate	Dislocated Workers	97.0	94.0	P	97.0	79.1	P	87.0	92.4	P
Credential Attainment Rate	Adults	46.0	45.5	P	55.0	45.5	P	56.0	46.5	P
	Dislocated Workers	37.0	42.4	P	45.0	43.6	P	49.0	47.2	P
Jobseeker Entered Employment Rate	Wagner-Peyser	N/A			N/A					
Jobseeker Employment Retention Rate	Wagner-Peyser	N/A			N/A					

Based on your performance answer the following:

- If you have failed any of the performance measures in the past, what actions has the Board taken with its program operators and One Stop operator to identify service delivery weaknesses?
- What changes will be made to policy, service delivery, training providers, engagement of partners, memberships on board and councils, etc., to achieve all performance standards?
- What strategies are being devised to exceed met standards, improve services and increase market penetration?

The Local area has successfully passed all adult or dislocated worker measures. Nonetheless, the WIB continues to promote increasing performance and quality of service. The key strategies for reaching this goal are identified in the “Introduction” to the Plan.

Adult and Dislocated Worker Eligibility

WIA regulations set forth the eligibility criteria that adults and dislocated workers must meet to participate in WIA Title I and Wager-Peyser programs. In addition, Local Boards are given responsibility to further establish policies and procedures for One Stop Operators to use in determining an individual’s eligibility as a dislocated worker, including the definition of what constitutes a “general announcement” of a plant closing and, for determining eligibility of self-employed individuals, what constitutes “unemployed as a result of general economic conditions in the community in which the individual resides because of natural disasters” [§663.115].

- *Identify any subcommittee of the local board that is responsible for policies related to adult and dislocated worker eligibility.*
- *How is the definition of a “general announcement” of a plant closing shared with staff to determine dislocated worker eligibility (including partner staff needing to determine dislocated worker “target group” eligibility for Work Opportunity Tax Credit applications)?*
- *Describe how the One Stop Operator’s policies and procedures adequately address the needs of self employed individuals who become unemployed as a result of general economic conditions in their community because of natural disasters.*
- *Describe how reemployment services for UI customers are coordinated in your One Stop system. Explain how UI profiling information will be used to target services, including enrollment into the dislocated worker program.*

The criteria for determining customer eligibility and either Adult or Dislocated Work status are defined in a large part by the laws and regulations put forth in WIA. However, under the purview of the One-Stop Committee, steps are being taken to improve the customer experience, eliminate inefficiencies, and standardize eligibility determination processes. Additionally, technology solutions are being investigated to improve eligibility determination process for dislocated workers. Research is being conducted on data sharing possibilities within OSOS that would allow UI customers to be identified as dislocated workers in the intake and eligibility process.

Over the next three years, the One-Stop Committee will oversee further refinement of intake and eligibility services through the standardization of forms and operations at the Workforce1 Career Centers to improve quality and alignment of service delivery.

Rapid Response

Provide a description of the Local Board strategies to integrate strategies into the One Stop system.

- *Identify any subcommittee of the local board that is responsible for policies related to Rapid Response.*
- *What policies can the Local Board enact to foster greater connections with the One Stop system and better outcomes for individuals served through local Rapid Response activities?*
- *Who is responsible for coordinating Rapid Response services in the local One Stop system?*

- *Describe how Rapid Response functions as a business service in your local area. How will Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs?*

Rapid Response Services in the Workforce¹ System are provided by a local Rapid Response Team consisting of representatives from NYSDOL, SBS and other partners where appropriate. These services are coordinated by the NYSDOL Rapid Response Specialist who guides the development of strategies for service delivery.

Every effort is made to ascertain the potential for averting a layoff or closure. In addition to the available State and City business resources, state and local economic development entities and other partners and programs are enlisted to assist businesses in meeting their needs to become more viable and competitive in the labor market.

Information on all business services available through the Workforce System are conveyed to employers so their needs can be addressed during various stages of the economic cycle.

In addition, pre layoff services can be customized to meet the needs of the company and its workers. These include, but are not limited to, various workshops, targeted job development and job fairs at the company site when possible.

Business Services

Provide a description of the Local Board's strategies to improve services to employers.

- *Identify any subcommittee of the local board that is responsible for policies related to Business Services.*
- *What is the plan to:*
 - *determine the needs of employers in your local area?*
 - *integrate business services, including Wagner-Peyser Act services, to employers through the One Stop system?*
 - *maximize awareness and employer use of available Federal tax credit programs through the system?*

Please see question seven in the "Local Workforce Investment Area Profile" section.

Coordination and Integration of Services

Provide a description of how the Local Board fosters coordination and integration of One Stop services.

- *Identify any subcommittee of the local board that is responsible for policies related to Coordination and Integration of services.*
- *Provide a brief explanation on how core, intensive and training services are delivered. Specifically discuss how Wagner-Peyser funded core services are coordinated with WIA Title 1B funded core services. Describe how you assure that the delivery of these services is aligned. Identify any subcommittee responsible for this function.*

- How will coordination of services provided by each of the required and optional One Stop partners through the One Stop system be improved?
- How will freed-up resources resulting from this improved coordination and integration of services be utilized to provide expanded training opportunities?
- Describe the level of coordination with Wagner-Peyser in your full-service One Stop centers. In consultation with the local Wagner-Peyser WIB representative, describe what steps toward full integration are planned over the next three years.

The effective delivery of services at the Workforce1 Career Centers is a primary focus of the WIB’s strategic plan and the One-Stop Committee’s criteria for the recertification of the System. As part of the recertification process, the Committee directed the Operator Consortium to assess its progress with regard to five recertification criteria and outline what strategies the Consortium would pursue in establishing new goals and priorities. The criteria are:

- Leadership
- Quality Service Delivery
- Strategic Alignment
- System Expansion
- System Measures

In outlining future strategies, the Committee and Consortium have stressed service integration as an important effort in increasing the quality of service and the number of customers that can be effectively served at the Career Centers.

Integration of Partner Services within Workforce1 Career Centers

The key to integration of services is strong on-site leadership with a clear differentiation of partner roles across the system. Each Center is headed by a Center Executive Director, who is a Manager with the NYC Department of Small Business, and has overall responsibility for the management and coordination of activities within the Center. S/He reports to the Operator Consortium on a regular basis, or as requested, on the management and performance of a Workforce1 Career Center. The Deputy Director, who is a NYS Department of Labor Manager for Employment Services, augments the Executive Director in most aspects of day-to-day management of the Center, particularly in the area of delivery of core service, and oversees the management of the Center in the absence of the Executive Director. Finally, there are two Vendor Managers – one for Jobseeker services and the other for Business services – who are responsible for coordinating Title 1B services and managing the vendor staff. The vendors, listed below, are under contract with SBS.

Career Center	Jobseeker Services	Business Solutions Centers
Brooklyn	Goodwill Industries	Brooklyn Chamber of Commerce
Bronx	Wildcat Service Corp	Wildcat Service Corp
Queens	Consortium for Worker Education	Grant & Associates
Staten Island	Arbor E&T	College of Staten Island
Upper Manhattan	Seedco	Seedco

Each Center has established a Center Leadership/Management Team, which works in partnership with the Center’s Executive Director to manage the day to day

service delivery processes. The Leadership Team meets weekly to discuss service delivery, service integration, performance goals, review reports and other issues that affect the operation of the Center. The Team may make recommendations for continuous improvements to internal managers or to the Operations Committee of the Operator Consortium, as appropriate. Team members typically include the Executive Director, Deputy Director, and the two Vendor Managers. Other staff may also participate as members on the Leadership/Management Team.

The Partners Council functions as an adjunct to the Leadership/Management Team for planning and service integration within the Center and community. The members of the Partner Councils are typically comprised of senior level representatives from mandated and non-mandated partner agencies and community entities. The Partner Council meets with the Leadership/Management Team on a monthly basis to discuss integration of services, service delivery, resource sharing, and other issues related to the continued growth and success of the local workforce development system.

NYS DOL and SBS provide the bulk of the staffing in each Career Center with mandated partners contributing additional on-site staff. Each Center has an average of 50 – 60 staff.

Enhanced integration of Jobseeker Services

WIA outlines a series of services to be provided to jobseekers, ranging from self-directed services to find employment (a core service) to intensive assessments and career counseling (intensive services) to access to training. They are the cornerstone of services within the Workforce1 system and are available to a universal population.

Customer Flow

All first time customers are encouraged to participate in the Orientation. The Greeters/Customer Service Representatives and Orientation are the key points in the customer flow for conveying information and directing customers to the appropriate services. Orientation sessions provide an overview of all services available at the Center, including targeted programs offered through partners. Each on-site partner can participate in the orientation session, so customers can choose to use the Workforce1 services or the targeted services of one of the partners. Career Center staff is cross-trained on the availability of all the various services and can appropriately direct customers.

From the orientation session, customers can use the self-directed services in the Resource Room, including computer stations, telephones and fax machines for job search, labor market information, and resume writing assistance, or be referred directly to a partner for targeted services. Workshops and short-term basic skills training, including GED preparation and ESL course, are available as well. Customers can then move onto intensive services and receive one-on-one career counseling, develop an employability plan, and if appropriate, be referred to training.

Identification of Partnership Projects

Given the types of services provided and the customer flow, SBS and NYS DOL have been working more concretely to identify opportunities for partnership and leveraging resources to increase the number of customers served and successfully placed and retained in employment.

Starting with an agreement between the Commissioner of SBS and the Director of NYSDOL's Division of Employment Services, a series of events are being held at the Career Centers to hear from frontline staff about opportunities for better partnership. The first event was held in March 2005 at the Bronx Workforce1 Career Center and has resulted in immediate changes in Center operations. As a result of the meeting, a combined telephone directory was developed and distributed, and combined calendar of events is near completion, and NYSDOL staff has begun conducting orientation sessions for customers, a role traditionally only played by SBS vendor staff. These changes happened within 2 weeks of the event, and while they may seem minor, they are sending an important message to all staff that service integration is a priority for the Workforce1 Career Centers.

In addition to these immediate changes, the group identified a series of longer term projects to continue to drive toward service integration in the Centers. Areas identified include:

- Development of a unified registration system across programs
- Cross training of all staff
- Partnering between all job developers and sharing of job orders
- Understanding what each partner does
- Staff Training and Career Development
- Development of in-house newsletter

The Leadership/Management team in the Bronx will be working with the Operator Consortium to develop work plans to tackle each of these issues. These sessions will be replicated in the other Career Centers this spring. Additionally, over the next three years the One-Stop Committee will continue to refine policies for the System and the Operator Consortium will establish priorities accordingly.

Service to Special Populations

Provide a description of the Local Board's strategies for serving Special Populations.

- *Identify any subcommittee of the local board that is responsible for policies related to Service to Special Populations.*
- *Describe the Board's strategies for anticipated enhancements to service delivery for special populations, including at a minimum Unemployment Insurance claimants, veterans, displaced homemakers, individuals with disabilities, individuals with limited English proficiency, older individuals, and migrant and seasonal farm workers over the next three years.*

The SBS Contracts and Reporting Unit manages and monitors 21 contracts with providers serving Adult Special Populations. Every year, these contractors undertake a thorough planning process to establish their performance projections for achievement of registration, placement, and retention goals. These performance goals are stipulated in vendors' contracts with SBS.

Contractors are subject to a performance review, based on both quantitative and qualitative measures. The quantitative assessment is based on the contractors' achievement of goals compared against quarterly performance projections. The qualitative assessment is based on the contractors' quality of services, as well as

their operational, reporting, and fiscal performance. Total scores for these quantitative and qualitative measures are converted into one of five ratings, ranging from “excellent” to “unsatisfactory.” These ratings are then used as a basis for the WIB’s Executive Committee to renew contracts and/or modify funding allocations based on contract performance.

Currently, Special Populations are defined by the WIB as members of low-income populations that face multiple barriers to employment, including:

- Individuals with language or cultural barriers to participation in the local labor market
- Workers aged 55 or older
- Ex-offenders
- Veterans
- Homeless individuals
- Individuals dependent upon public assistance
- Individuals with mental, physical and/or emotional challenges
- Individuals in alcohol or substance abuse treatment programs
- Domestic violence survivors
- Individuals with low basic skills
- Displaced homemakers

UI claimants receive reemployment services at the Workforce1 Career Centers. Migrant and seasonal farm workers, when identified, are eligible for the range of Title 1B jobseeker services at the Workforce1 Career Centers.

Moving forward, the WIB will investigate various options for better serving customers who face significant barriers to employment. The WIB’s Strategic Planning Committee, with participation from the One-Stop and Training Committees, will revisit the current Special Populations definitions. More broadly, the WIB will consider strategies for leveraging currently underutilized resources within the workforce investment system to serve individuals whose needs can be best met outside of a Career Center. Individuals who are not job ready require varying levels of intervention and remediation, and the network of community based organizations in the City and related social service organizations may be able to provide the range of services that will enable these customers to attain employment. As a strategy to create these linkages is further developed, the WIB anticipates creating a concept paper outlining its proposed implementation.

Demand Occupations, Eligible Training Providers (ETP), Individual Training Accounts (ITA)

The Local Board has responsibility for determining policies regarding identifying demand occupations, instituting eligible training providers and implementing individual training accounts [§663.300- §663.595].

- *Identify any subcommittee of the local board that is responsible for determining, evaluating and updating policies related to Demand Occupations, Eligible Training Providers (initial and subsequent eligibility) and Individual Training Accounts.*
- *Describe how the local area ensures that local training providers on the State ETP list are licensed, registered and/or approved by the appropriate State or Federal oversight entities*

(e.g., proprietary schools regulated by the New York State Education Department, Bureau of Proprietary Supervision, under Article 101 of New York State Education Law), and in compliance with the requirements/standards of these entities.

- *How are cost and performance data being collected and validated for the provider's offerings and how does it inform the subsequent eligibility review process? How is customer feedback collected; how frequently is it used; and how is it shared with the public?*
- *Based on current and future key workforce issues and goals, what changes are being considered to the demand occupations, eligible training provider and individual training account review process and how will they be implemented?*
- *If a multi-county area, how is the review process for demand occupations, eligible training providers and individual training accounts coordinated among the counties?*
- *Describe how contiguous areas' policies affect your process and any coordination efforts at the regional level.*
- *How are demand occupations, eligible training providers and individual training account policy decisions and changes communicated to staff? How are they shared with customers?*

The WIB Training Committee is responsible for establishing, evaluating, and updating policies related to Individual Training Accounts (ITAs), Eligible Training Providers, and Demand Occupations in the New York City workforce investment area. The Committee is comprised of nine individuals representing local businesses, non-profit organizations, and WIA-mandated partners. Throughout 2004, the Committee met quarterly; in 2005, the Committee has met monthly.

A primary focus of the Training Committee's work has been improving the quality of the Eligible Training Provider List, known locally as the Workforce Training Provider List (WTPL). To that end, the Committee has been executing a Training Provider Quality Program, comprised of the following goals:

- **Requiring training providers to attain New York State licensure, unless exempt;**
- **Requiring training providers to place into employment at least 50% of students who complete training; and**
- **Developing a systematic means of evaluating training provider performance on an ongoing basis**

Detail on these quality improvement initiatives follows.

New York State Licensure

Historically, licensing requirements for training providers were not articulated nor enforced by the New York City WIB. In 2004, however, the Training Committee decided to reverse that situation. As part of the Training Provider Quality Program, the Committee approved a resolution on August 11, 2004 requiring all training providers to seek licensure pursuant to New York State Education Law Article 101, Section 5001(2), in order to remain on, or be added to, the New York City WTPL. The resolution allowed training providers that are exempt from State licensing requirements to remain on, or be added to, the WTPL, provided that they furnish proof of their exemption.

Over the course of several months, all unlicensed training providers on the WTPL were contacted multiple times by certified mail, email and telephone to inform them of the Committee's licensing requirement. Unlicensed training providers were granted a 24-month grace period during which they could remain on the WTPL, provided that

they demonstrate diligent efforts toward seeking licensure, such as preparing and submitting license application materials to the New York State Department of Education. Those training providers that did not respond to the licensing survey or indicated that they would not seek New York State licensing were informed of their scheduled removal from the WTPL at the expiration of the 24-month grace period. Additionally, they were provided with written Appeals Procedures by which they could initiate an appeal of the Committee's determination. The Business Solutions Hiring & Training unit of the New York City Department of Small Business Services (SBS) has provided technical assistance to those training providers that required navigation through the licensing process.

Prior to the Training Committee's adoption of the licensing requirement, 49.9% of the training providers on the WTPL were unlicensed. In the first seven months since the licensing requirement was implemented, the number of unlicensed training providers has dropped to 31.8%. Of those, 38.3% have indicated that they are in the process of seeking New York State licensure. The Training Committee anticipates that these results will continue to improve. Ultimately, at the end of the grace period, the New York City WTPL will be wholly comprised of training providers that meet, or are exempt from, New York State licensing requirements. In the Training Committee's view, the State licensing requirement is an important baseline standard of quality for training providers receiving ITA vouchers in New York City.

Customer Placement Rates

The second component of the Training Provider Quality Program is aimed at more closely linking ITAs to job placement outcomes. On October 30, 2003, the ITA Committee (the precursor to the Training Committee) passed a resolution that required training providers to achieve a cumulative customer job placement rate of at least 50% in order to continue to be eligible to receive ITA vouchers. Training providers must demonstrate that at least 50% of their students are placed into employment after completing training courses. Training providers that do not meet this placement threshold are ineligible to receive ITAs from SBS for a period of six months. In February 2005, SBS, on behalf of the Training Committee, notified under-performing training providers of their temporary ineligibility and disseminated procedures for appealing this determination.

In the Committee's view, enforcing and tracking the 50% placement rate serves as a valuable indicator that training providers are offering courses that are likely to result in customer employment. Likewise, this measure helps ensure that the content of training courses is topical, relevant, and well positioned to meet employer demand.

Training Provider Payment Schedule

In addition to the Training Provider Quality Program, the Training Committee has examined other quality assurance policies. On February 22, 2005, for example, the Training Committee approved a resolution that modified the schedule by which training providers receive payment. Under the terms of the preceding policy, training providers received 75% of the value of an ITA when a student enrolled in a training course, and received the remaining 25% when the student completed the course. The Committee determined that this policy provided little incentive for training providers to ensure that students were completing training courses. Data substantiated the Committee's concern that a number of training providers were not retaining students after receipt of the initial ITA voucher payment. Under the terms of the new payment schedule, training providers receive 50% of the voucher value upon a student's

enrollment in a course, and the remaining 50% when the student completes the course. There is, therefore, a greater incentive for training providers to focus on student retention. All training providers on the WTPL were notified of this payment schedule change by certified mail and were informed that the policy would take effect on July 1, 2005. The Committee will monitor the results of this payment modification once it is enacted.

Site Visits

In a further effort to shore up training provider quality, SBS has initiated training provider site visits, based on the number of ITA vouchers received. The purpose of the site visit is two-fold. First, the site visit enables Business Solutions Hiring & Training staff to perform a qualitative assessment of the training site and its operations by conducting interviews with each training provider's administrators, classroom instructors, and participants. Second, where it has been ascertained that a pattern of customer grievances exists, or where provider practices appear to be out of compliance with ITA policies, training provider site visits will enable the verification of customer records and the assessment of services. Upon confirmation of non-compliance or customer grievances, training providers will be reviewed for eligibility to be listed on the WTPL. The results of these site visits will be the focus of upcoming Training Committee meetings.

Reporting & Evaluation

In order to evaluate the effects of the policies implemented under the Training Provider Quality Program, a portion of each Training Committee meeting has been dedicated to reviewing data generated by the Business Solutions Hiring & Training unit of SBS. The staff produces a Training Provider Quality Program Update, which reports on changes to the licensing status and customer placement rates of training providers on the WTPL, per the policies described above. Additionally, the staff generates a Quarterly ITA Report which reports on the number and value of disbursed ITAs, the occupations into which ITA customers are placed, and the wages earned by customers before and after training.

Demand Occupation List

On behalf of the Training Committee, staff of SBS' Business Solutions Hiring & Training administers the local demand occupation list. The list is derived from the quarterly short-term growth occupation list for New York City issued by the New York State Department of Labor. The Training Committee has authorized SBS staff to add or subtract occupations from the list based on research and the priorities of the training program. Moving forward, the Committee may assume a more active role in monitoring the Demand Occupation List, chiefly through quarterly update discussions.

Future Activities

The WIB is seeking public comment on future training program policies. In the short term, the Training Committee will continue to evaluate the results of the licensing requirement, the customer placement threshold, and the new payment schedule before introducing additional policy changes. Looking toward the future, however, the Committee has already begun to identify areas in need of research and evaluation. For example, the Committee will more closely examine the types of jobs into which ITA customers are placed following completion of training. The Committee would like to ensure that employment is relevant to the training received and that it leads to customer self-sufficiency. The Committee will also look at the possibility of

enacting a completion requirement for training providers, that is, requiring that a certain percentage of students who enroll in training courses complete them. Likewise, the Committee will evaluate the possibility of basing job placement rates on customers who enroll in courses, versus the current rate which is based on customers completing courses, in order for a training provider to remain on the WTPL. These latter two areas represent additional efforts to further encourage student retention and completion. Two specific initiatives, customer satisfaction surveys and training provider report cards, are slated for the latter half of this year.

Customer Satisfaction Surveys

As a complement to the Training Provider Quality Program, Business Solutions Hiring & Training staff is currently in the process of designing a customer satisfaction survey, which will provide another useful means of assessing training provider performance. Satisfaction indicators will capture customers' satisfaction with the services received from training providers on the WTPL. The initial round of surveys is expected to be completed in the third quarter of 2005.

Report Cards

A key element of workforce training is informed customer choice. At the direction of the Training Committee, SBS will develop a transparent, user-friendly consumer report card system for public review. It is anticipated that report cards will contain information on overall training provider performance, training completion rates, placement wage expectations, training duration, and training costs. If available, the report cards will have direct electronic hyperlink access to the provider institution, where customers can obtain program descriptions, requisite entry criteria and provider credentials. Consumer report cards will allow ITA customers to collect detailed information about course offerings and to understand the options available in choosing a training provider. Ultimately, these report cards will serve as an important tool in aiding the selection of training providers by ITA customers. The estimated timeframe for completion of these report cards is the fourth quarter of 2005.

Customized Training/On-the-Job Training (OJT)

Local Boards are required to establish policy regarding appropriate cost matches for On-the-Job Training (OJT) or other customized training using NYSDOL Technical Advisories #01-5 and #01-5.1 for guidance.

- *Identify any subcommittee of the local board that is responsible for policies related to Customized Training and OJT.*
- *Describe the process and frequency for reviewing local policies with regard to OJT, skills upgrading or other customized training. Describe the process for receiving, reviewing and approving requests for OJT, skills upgrading or other customized training; who is the point of contact? Identify any subcommittee responsible for this function.*

Overview

The Training Committee is charged with oversight of WIA-funded customized and on-the-job training programs in New York City. On May 3, 2005, the Training Committee approved a new concept for the delivery of employer-focused training programs, titled the NYC Workforce Training Grant Program. The primary goal of the Training Grant Program is to address skills shortages as identified by employers

while simultaneously upgrading the skill sets of jobseekers and current workers. Additional supporting goals of the program are to:

- Generate jobs for the unemployed or underemployed by providing companies with the trained labor they need to grow
- Generate higher placement rates for jobseekers
- Increase the living wage of jobseekers
- Create and support career ladder opportunities in City growth and priority sectors
- Provider employers with access to up to 50% of training-related costs
- Provider employers with access to training providers

Under the terms of the NYC Workforce Training Grant Program, successful applicants may receive a matching grant of 50% of training costs. Eligible costs toward the match include employee wages and release time, training provider fees, books and materials, software, and training facility space. The grant does not cover fringe benefits, equipment, renovation of facilities, or administrative costs.

Program Administration

The Workforce Development Corporation (WDC), a not-for-profit affiliate of the New York City Department of Small Business Services (SBS), will serve as the administrator of the NYC Workforce Training Grant Program. Specifically, the WDC will be responsible for evaluating training grant proposals submitted by employers, disbursing WIA training funds, overseeing program implementation, and managing a contractor that will provide reporting and follow-up services. On March 31st, the WIB's Executive Committee approved the transfer of WIA funds to the WDC so that it may carry out these functions and serve as the organizational vehicle for the NYC Workforce Training Grant Program.

The application guidelines and program administration for the NYC Training Grants Program were derived from a comprehensive evaluation of best practices from publicly-funded workforce training grant programs, including Building Skills in New York State (BUSINYS) grants, New York State Vocational and Educational Services for Individuals with Disabilities (VESID), the New Jersey Workforce Development Program, and the Philadelphia Workforce Corporation, among others.

Businesses applying for NYC Workforce Training Grants will be evaluated on a combination of critical factors. Proposals for training programs will be assessed on their ability to:

- Develop and upgrade employee skill sets in growth occupations
- Create opportunities for new hires
- Bring jobseekers and incumbent workers to a living wage
- Create career ladders for employees
- Reduce labor shortages in key New York City growth and priority sectors
- Support innovative technologies, production or service procedures

Application Assessment

Upon receipt of an NYC Workforce Training Grant application, program staff will first determine if the sponsoring employer is eligible. In order to receive consideration, a company must be based in New York City and must be in a growth or priority sector. After this initial eligibility determination is made, program staff will

determine what type of training – customized or on-the-job – is appropriate for the company’s needs.

Senior program staff will then award points to NYC Workforce Training Grant applications in the following areas:

1. **General, Organizational and Program Criteria:** Training will create jobs and upgrade skill sets;
2. **Program Design, Scope of Work, and Budget Criteria:** Training will be completed within a year and the budget reflects the proposed activities and market standards; and
3. **Key Outcomes:** Training will create 10 or more jobs and/or career ladder opportunities.

Points will be substantiated with qualitative comments on the application’s scope, budget and anticipated outcomes. The total number of points an application receives will determine its funding status and, if applicable, the level of technical assistance the company is eligible to receive.

The application assessment process, described above, was derived from a study of selected New York City, New York State, and private foundation grant programs.

Award Decisions

Following the application assessment, senior staff will submit successful applications to SBS’ Deputy Commissioner of Workforce Development for review and to SBS’ Commissioner for penultimate approval. Final award decisions will be made by the Executive Director of the WDC for grants up to \$50,000, and by a majority of the WDC Board of Directors for grants in excess of \$50,000. If the amount is \$100,000 or greater, the applying company must submit New York City’s VENDEX questionnaire. By law, the City may conduct business only with responsible organizations. The completed VENDEX questionnaire assists City agencies in reaching a responsibility determination

A summary of all approved applications will be reported to the WDC and the WIB’s Training Committee.

Determination Timeframe

One of the primary objectives of the NYC Workforce Training Grants Program is to make it easy for qualifying businesses to apply for WIA training funds. To that end, the Workforce Development Corporation is committed to expediting the application process through streamlined paperwork, and if needed, providing technical assistance to applying businesses at every stage of the process. In addition, the WDC has committed to notifying all applicants of funding decisions within two weeks of applications being submitted. For NYC Workforce Training Grants under \$100,000, the average processing time is expected to be 4-10 weeks on average, though in some cases, this time may be only 3-4 weeks. Grants over \$100,000, however, are subject to New York City’s VENDEX process, which can take as long as 10 weeks.

Disbursement of Funds

It is anticipated that successful applicants will receive 20% of the NYC Workforce Training grant at the commencement of the contract to cover start up costs. Sixty percent (60%) of the grant will be disbursed, pro-rated on a monthly basis, throughout

the course or the training program. The final close-out payment of 20% will be disbursed when 80% of participating employees complete the training program.

Follow-up and Evaluation

The WDC will contract with a vendor to provide follow-up and case management services, including regular updates, record retention, and feedback solicitation. Ongoing follow-up with employers will continue for nine months after training is completed. The WDC will generate a biweekly report to track employer prospects and applications, emerging trends, program efficacy, and representation across priority sectors. In addition, the WDC is in the process of developing evaluation tools to enable continuous improvement of the NYC Workforce Training Grant Program. The resulting evaluation tools will include:

- Benchmarks, goals and quotas for each sector
- Metrics for measuring the efficacy and efficiency of the program within each sector
- Evaluations of disparities among applications by sector
- Employer satisfaction form(s)
- Training provider feedback tool(s)
- Summary of best practices

Marketing

Businesses will learn about and/or be referred to the NYC Workforce Training Grants Program through a variety of channels, including:

- Business Solutions Hiring & Training Industry Desks
- NYC Business Solutions Centers
- Workforce1 Career Centers
- NYC Workforce Investment Board
- SBS Business Incentives and Business Assistance Units
- Mayor's Office of Industrial & Manufacturing Businesses
- Local development corporations
- 311 Call Center
- Chambers of Commerce

The WDC will conduct informational training sessions with each of these referring entities to ensure that they are familiar with the offerings of the NYC Workforce Training Program and able to direct prospective business applicants to the Program.

Trade Act Service Strategy

Local Boards are required to establish local policy for a Trade Act service strategy and must ensure that a dislocated worker eligible for trade benefits is co-enrolled in WIA Title I dislocated worker services for referral to WIA-funded intensive services and Trade-funded training services [TA #04-6].

- *Identify any subcommittee of the local board that is responsible for policies related to Trade Act Services.*
- *Describe the impact, if any, Trade Act petition certifications have had on your local workforce system and how the Board's Trade Act policies will be aligned with the Dislocated Worker policies to benefit the customer in terms of an integrated service delivery model.*

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

The WIB's One-Stop Committee establishes Trade Act policies. Trade Act services are managed by the Operator Consortium and delivered through the Workforce1 Career Center System. Trade Act customers are registered in the same manner as dislocated workers and are fully integrated into orientations and the full customer flow at the Workforce1 Career Centers.

The Operator Consortium's city-wide Trade Act Coordinator, a senior-level staff person at SBS, communicates all state and federal Trade Act information to the Executive Directors of the Workforce1 Career Centers. Executive Directors, in turn, are responsible for implementing Trade Act policies at each Career Center and supervising inter-agency Trade Act Teams, comprised of representatives from NYSDOL, SBS, and contracted Title 1B service providers. Overall, the implementation of Trade Act services in the Workforce1 Career Center System has been a positive example of integration among Career Center staff.

Moving forward, the Operator Consortium will continue to review Trade Act operational policies and propose changes to the One-Stop Committee as warranted.

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](#)].

If available at time of plan submittal, insert your PY 2005 negotiated performance standards. Local PY 2005 performance standards will be negotiated with all local boards once New York State has completed negotiations on statewide standards with the U.S. Department of Labor. At that time, all local areas will be required to modify their local plans to include the PY 05 standards and make them available for public comment.

Measure		Performance Standard PY 05
<i>Customer Satisfaction</i>	<i>Program Participants</i>	
	<i>Employers</i>	
<i>Entered Employment Rate</i>	<i>Adults</i>	
	<i>Dislocated Workers</i>	
	<i>Older Youth</i>	
<i>Retention Rate</i>	<i>Adults</i>	
	<i>Dislocated Workers</i>	
	<i>Older Youth</i>	
	<i>Younger Youth</i>	
<i>Earnings Change/Earnings Replacement in Six Months</i>	<i>Adults</i>	
	<i>Dislocated Workers</i>	
	<i>Older Youth</i>	
<i>Credential/Diploma Rate</i>	<i>Adults</i>	
	<i>Dislocated Workers</i>	
	<i>Older Youth</i>	
	<i>Younger Youth</i>	
<i>Skill Attainment Rate</i>	<i>Younger Youth</i>	

Describe how the established WIA Performance levels impact services and strategies and how levels are monitored. Within your response, address the following points:

- Identify any subcommittee of the local board that is responsible for policies related to WIA IB and Title III Performance and System Indicators.*
- How are the WIA local performance levels communicated to staff, partners, providers and stakeholders so that their role in helping to achieve those performance levels is understood?*
- How do newly negotiated performance levels affect current policies, procedures and/or local One Stop system initiatives?*
- Describe the tracking system in place and who is responsible for continuously evaluating WIA performance levels. How is the evaluation process integrated so that both program and fiscal performance data is analyzed in conjunction with each other to gain a system view? How are performance issues identified and corrected when they arise?*

Within this plan, the Local Board has provided past performance outcomes, current performance standards, population data and trends, and numbers of individuals served. Based on your analysis of this information and a consideration of its inter-relatedness:

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

Negotiations between the US Department of Labor and the NYS Department of Labor regarding PY 2005 performance standards have been recently completed. The WIB, subject to ratification in the appropriate manner, has adopted the same performance standards for the New York City Local Workforce Investment Area that were adopted for the State Workforce Investment Area. Effective strategies to meet these new performance standards will be developed using those articulated within this Plan as a foundation.

System Indicators

Describe any system indicators and standards that have been put in place and how they will be used toward continuous improvement. Within your response, address the following points:

- Identify any subcommittee of the local board that is responsible for policies related to System Indicators.
- Describe how the Local Board has adopted the system indicators identified by the State Workforce Investment Board (Market Penetration, Repeat Customer Usage, Total System Investment)?
- Describe any local indicators, in addition to the State Workforce Investment Board's system indicators (Market Penetration, Repeat Customer Usage, Total System Investment), that have been developed or will be developed by the Local Board.
- Identify the partners responsible for providing data to measure attainment of System Indicators.
- Are partner performance measures known and how does the system's design support their achievement and any over all standards for the system?

Please see the "Measuring Achievement" section in the Plan.

10. Local Monitoring

It is the role of the Chief Local Elected Official (CLEO) and the Local Workforce Investment Board (LWIB) to conduct financial, program and performance oversight and monitoring in local workforce areas [WIA §117(d)(4)]. As noted in TA #04-2 and #04-19, performance and accountability are key elements of a Local Board's effective oversight and monitoring plan.

- Identify any subcommittee of the local board that is responsible for policies related to Local Monitoring.
- How frequently will financial, program and performance monitoring be conducted? Identify the areas, if any, where the local monitoring goes beyond the minimum standards established in TA #04-19.
- How does the Board ensure consistency and quality in how monitoring is conducted and results reported?
- How will monitoring reports be used to improve services, identify systemic problems and initiate corrective action?

- *Under what circumstances will an issue arising from a monitoring report be brought before the full Board? What role will the Board play in requiring corrective action and what challenges does the Board anticipate in taking action on the monitoring reports?*

Congruent with the WIB's strong committee structure, oversight of the local workforce investment system is conducted at the committee level. The WIB delegates financial, program, and performance monitoring responsibilities among several of its standing committees.

Executive Committee

The Executive Committee provides input on the annual allocation of WIA funds across program areas, including Training, Workforce1 Career Centers, and contracted services for Adult Special Populations and Dislocated Workers. The Committee is also charged with the approval of budget increases or decreases for specific contracts and programs.

Training Committee

The WIB's Training Committee is responsible for oversight of all training programs, including Individual Training Accounts (ITAs) and customized and on-the-job training programs. The Committee reviews reports, no less than quarterly, on the number and value of ITAs issued. Pursuant to the Training Provider Quality Program, described at length in the training section of the local plan, the Committee reviews the performance of training providers with regard to customer placement rates and the attainment of New York State licensure. The Committee also monitors pre- and post-training wages of customers as an efficacy measure of the ITA program and of individual training providers. In terms of corrective action, the Committee has approved resolutions to remove training providers from the local Workforce Training Provider List and/or suspend the disbursement of ITA vouchers for training providers that have not achieved the performance requirements established by the Committee.

Moving forward, the Committee will conduct oversight of customized and on-the-job training programs through a quarterly review of successful NYC Workforce Training Grant recipients. It is anticipated that reporting and follow-up of grant recipients will be performed by a contracted entity for nine months following the completion of a business's training programs. The results of this follow up and reporting will be subject to the Training Committee's review.

One-Stop Committee

The WIB's One-Stop Committee monitors the performance of the One-Stop System as a whole. To this end, the Committee has required that all mandated partners to commence collection of a consistent set of system measures articulated by the Committee. This data will be aggregated into a System Measures Report Card, which the One-Stop Committee will review on a quarterly basis.

Contracted Services

As described in more detail in the "Measuring Achievement" section of this plan, SBS' Contracts and Reporting unit manages and monitors contracts for the delivery of jobseeker services for Dislocated Workers and Special Populations. Specific performance goals are stipulated in vendors' contracts, and vendors are subject to comprehensive performance reviews. These contracts are executed in accordance with New York City's procurement policies.

Technical Advisory 04-19

As described above, service providers are currently governed by contracts with SBS, and similarly, service provider performance is measured against specific contract goals. Per Technical Advisory 04-19, the New York State Department of Labor has issued guidance on new monitoring standards and instruments for local workforce investment areas. SBS' Contract Administration and Reporting Unit has conducted an analysis of the new monitoring system and determined that with certain modifications, implementation will be largely feasible. However, certain policy directives to contractors, technology enhancements, and training of SBS staff and contractors will be required. As required by Technical Advisory 04-19, the Contract Administration and Reporting Unit will lead the development a new written oversight and monitoring policy for the New York City workforce investment area, which will be presented to the WIB for review on or before July 1, 2005.

11. Open Meetings

The Local Board must conduct business in an open manner by making information about the activities of the board available to the public on a regular basis through open meetings [§661.305].

- *Describe the process for making information about Board activities, including meeting schedules, available to the public; who is responsible and how often is the information available? If posted electronically, attach a link to your website.*

Please see the introductory portion of Section III "Integration of WIA Compliance with Strategic Planning."

12. Public Comment on Local Plan

The Local Plan must include a description of the process used to provide an opportunity for public comment, including comments by representatives of business and labor organizations, and input into the development of the Local Plan [§661.350].

- *Describe how the policy for gathering public comment on the Local Plan has changed since the development of the initial five-year plan and what caused those changes to be made?*
- *Describe where/how the current Local Plan was made available for public comment?*
- *Attach a copy of the public comments received in disagreement with the Local Plan and how those disagreements were addressed.*

The process for capturing public comment on the 2005 Local Plan was similar to that of 2000 and was conducted in a manner that encouraged the participation of all interested parties. Both processes consisted of distributing electronic and hard copy versions of the Plan to partner and other organizations, posting the Plan to the City's web site, advertising the Plan's availability through numerous print news outlets, and soliciting in-person commentary by means of a public hearing.

The public comment period on the 2005 Local Plan ran from May 12 – June 10. During this time, printed copies of the Plan were available at the WIB's offices, while electronic copies were available on the WIB's web site (www.nyc.gov/wib). Members

of the public were able to provide commentary on the Local Plan via email, postal mail, facsimile, and participation at a public hearing.

Held on June 1, 2005 from 10:00 AM – 1:00 PM at 110 William Street in Manhattan, the public hearing enabled interested parties to provide direct, in-person feedback on the Plan. A notice of the hearing was posted to the WIB's web site and was published in *The New York Times*, *New York Daily News*, *New York Post*, *New York Amsterdam News*, *El Diario*, and *Sing Tao Daily*.

A transcript of the public hearing, written comments received by the WIB, and a summary of public commentary with responses from the WIB were submitted with the final Plan.