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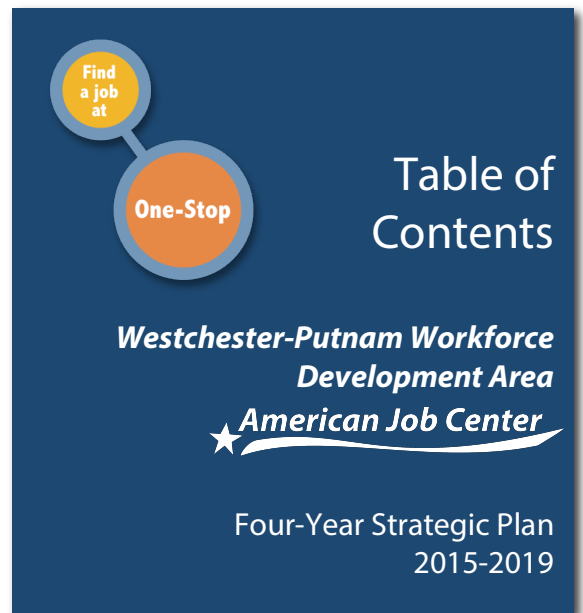
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Westchester-Putnam Workforce Development Area Four-Year Strategic Plan  
2015-2019

Developed by



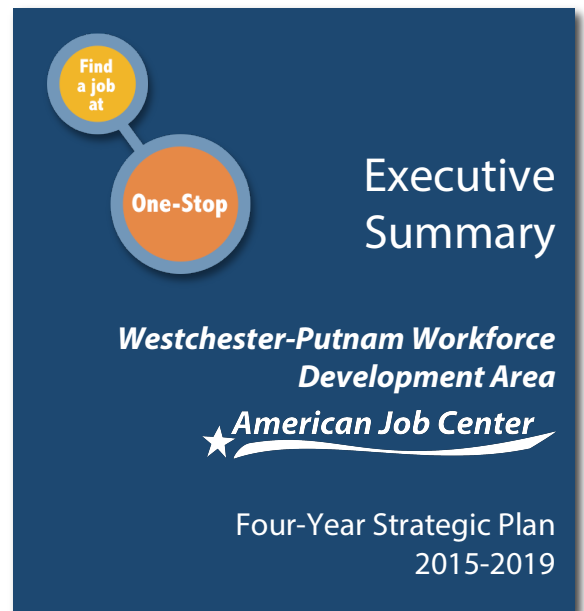
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# Executive Summary

## Background

Implementation of the Workforce Innovation and Opportunity Act brings both opportunity and challenge to the workforce development system. The current strategic plan reflects the challenges and opportunities presented by the Workforce Innovation and Opportunity Act (WIOA), which was signed into law by President Barack Obama on July 22, 2014. The first legislative reform of the public workforce system in 15 years, WIOA begins to take effect on July 1, 2015, with full implementation scheduled to begin in July 2016.

The Westchester-Putnam WDB welcomes the new WIOA legislation as it validates several initiatives and strategies that they have pursued. The legislation calls for a stronger Workforce Development Board. The legislation also preserves the private sector majority of the WDB and private sector chair. It further calls for the establishment of industry sectors and regional strategies. The WDB has operated sector partnerships for over six years and has lead or participated in an active role in the Hudson Valley Regional partnerships and is experienced with many of the coming changes.

Strategic planning has guided the Westchester-Putnam Workforce Development Area's activities since the first plan was developed in 2000. Planning for the Westchester-Putnam area of the Hudson Valley requires being responsive to needs within a large area of remarkably diversity from geography to demographics to economics.

## Key Accomplishments

The following are among the key accomplishments and achievement of goals from prior strategic plan (detailed in the following section, *Key Accomplishments*):

- Strengthened sustainable infrastructure
  - Increased functionality and use of online web portal
- Increased functional alignment among service partners

- Entrepreneurship programs
- Built public awareness for increased business penetration
  - Successful branding campaign
  - Business sector partnerships
- Expanded youth programs
  - College Internship program
  - Youth Summit
- Generated Revenue for special projects
  - Developed grant writing team to respond to opportunities
  - Ready to Work grant/H1B participants

## Vision for the Future

The Workforce Development Board engaged in thoughtful and intensive planning sessions to define the vision to guide the development of the strategic plan.

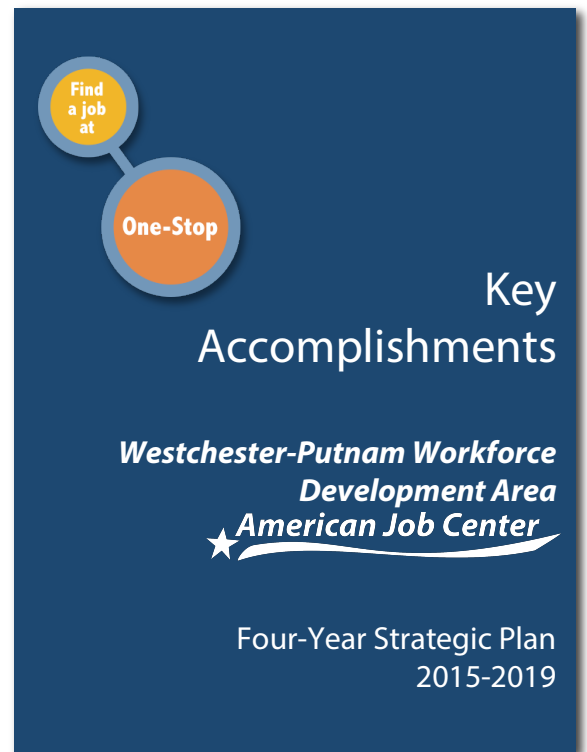
With goals that are responsive to requirements of WIOA legislation, the plan seeks to first and foremost to create an environment where businesses and employees succeed. The WDB aspires to increase connections and communications, facilitating the use of shared technology through the web portal by both employers and job seekers.

In order to understand and meet the needs for employees, the WDB will continue to build and strengthen relationships with businesses. Customer training and skills must be matched to trending business needs, while honoring customer choice.

Developing apprenticeships will be key to preparing workers. The WDB is in the process of building an apprenticeship program with 1199 SEIU United Healthcare Workers; more apprenticeships are planned as well.

Relationships with partners will be strengthened as the role of the One-Stop Operator is established as responsible for oversight of partners. Through the newly-defined partnership agreements, the WDB will streamline and reduce costs for contracts and administration. In addition to greater efficiency, the relationships will seek opportunities for innovation and collaboration. The values of accountability and transparency will be included in all transactions.

Guided by the vision and goals of the strategic plan, the WDB looks forward to continuing to build a dynamic and effective workforce development system that strengthens the Hudson Valley economy as an integral part of the statewide system.



## Key Accomplishments

The 2012-2015 Strategic Plan set forth a set of ambitious goals for the Westchester Putnam Workforce Board, with clear steps to moving forward in creating a powerful workforce system.

Goal 1 focused on building the organizational capacity by creating a sustainable infrastructure. Leveraging resources through business partnerships helped to build strategies. Refining the operational infrastructure through enhanced data, staff development and communications led to more effective operations. Web technology updates ensured that the WPWB remained at the leading edge of workforce services by providing anytime, anywhere access to meet the needs of both employers and workers seeking employment.

Goal 2 sought to engage the community and align services so that the system provided the greatest possible responsiveness for job seekers and underemployed workers. Bringing together partners including community-based organizations, educational institutions and economic development agencies expanded opportunities for training and employment.

Goal 3 was designed to increase awareness of the WPWB and create a strong, consistent branding image, so that businesses and the public were aware of the services. The outreach efforts were designed to promote the services, thus increasing business penetration so that more job seekers could connect to employers.

Goal 4 emphasized the importance of youth programs, aspiring to expand and strengthen services for the growing workforce of the future. Ambitious goals were fulfilled as the

college internship program, youth academy, youth summit and other youth programs all contributed to creating a pipeline for a workforce with credentials that meet the needs of employers. With both paid and unpaid work experiences, youth gained significant understanding of the realities of the workplace and were inspired to strive for future success.

Goal 5 spoke to the realities of creating a strong and flexible revenue stream for the future, and addressed the issues of sustainability beyond traditional funding sources. With the freedom to pursue dynamic new initiatives, the WPWB sought and attained grant funding for new programs.

The following table summarizes some of the key achievements that resulted from the 2012-2015 Strategic Plan.

<b>Strategic Plan Accomplishments</b>	
<b>2012-2015 Goals</b>	<b>2012-2015 Key Achievements</b>
<p><b>2012-2015 Goal 1 – Sustainable Infrastructure (Capacity Building)</b> Build capacity for a sustainable infrastructure through partnerships and leveraging resources to provide more services with less funding</p>	<ul style="list-style-type: none"> <li>• Expanded One-Stop services by providing job search services at some local libraries and the Veterans Virtual Job fair through the web portal.</li> <li>• Recruited dedicated, effective board members who represented the key stakeholders</li> <li>• Institutionalized annual meeting and One-Stop Month to celebrate and acknowledge successes, recognize benefactors and beneficiaries, and promote its partners and services.</li> <li>• Increased functionality and use of the Westchester-Putnam Web Portal by businesses and jobseekers to address their employment/workforce needs, including posting internships and job openings on the website, viewing resumes, applying for business training funds, and joining the Business Sector Partnership.</li> </ul>



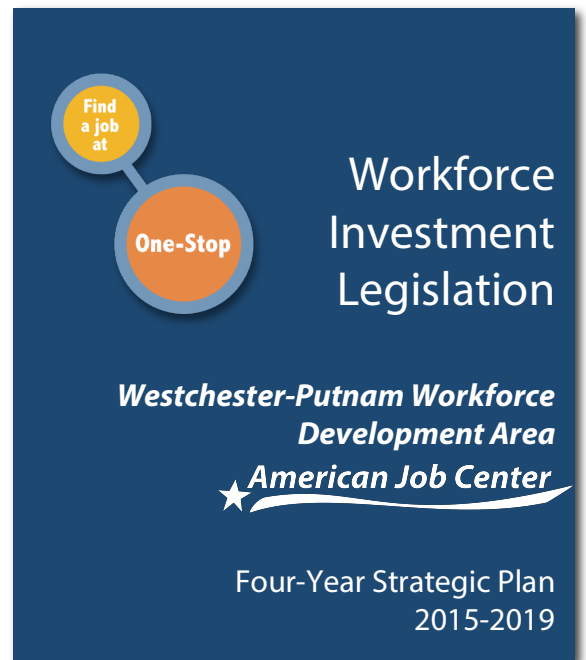
## Strategic Plan Accomplishments

2012-2015 Goals	2012-2015 Key Achievements
<p><b>2012-2015 Goal 2 – Functional Alignment for Increased Responsiveness (Broader Community Engagement)</b></p> <p>Increase functional alignment among service partners to increase responsiveness and enhance programs to benefit job seekers and underemployed workers</p>	<ul style="list-style-type: none"> <li>• Hosted a series of events targeted to the business community, customers and youth in need of job-seeking assistance, facilitating workshops with Westchester Community College, Westchester Society for Human Resource Management, Volunteer Center of United Way, ACCESS-VR, and United Way of Westchester and Putnam.</li> <li>• The Business Services Team continued the partnership with Ridge Hill to assist in employee recruitment for companies such as LL Bean, Whole Foods, Lord &amp; Taylor, Elevation Burger, and WESTMED.</li> <li>• Held virtual job fairs for companies that hire people with disabilities and for veterans.</li> <li>• The Business Services Team engaged in major hiring initiatives with businesses such as Sodexo and Cablevision as well as public entities such as the County Department of Corrections, the MTA and FDNY.</li> <li>• Expanded training services and resources available to businesses for both new and incumbent workers through targeted skills training programs, including Hire Westchester, National Emergency Grant (NEG) and local Workforce Investment funding.</li> </ul>

<b>Strategic Plan Accomplishments</b>	
<b>2012-2015 Goals</b>	<b>2012-2015 Key Achievements</b>
<p><b>2012-2015 Goal 3 - Public Awareness to Increase Business Penetration (Outreach to Business and the Public)</b> Promote public awareness of the One-Stops to increase business penetration and connect more job seekers to employers</p>	<ul style="list-style-type: none"> <li>• Established branding and consistent use of identity for the Westchester Putnam One Stops</li> <li>• Expanded partnership on a regional basis with initiatives like the Pre-Apprenticeship Program for the Tappan Zee Bridge project which will encompass three local workforce areas; Westchester – Putnam, Rockland and Yonkers.</li> <li>• The Business Services team provided community outreach by participation in local chambers of commerce events, Industrial Development Agency events, and local county and city activities.</li> <li>• Increased targeted industry Sector outreach through the Business Sector Partnership, with sectors led by distinguished senior management or executives from the private and public sector, including Regeneron Pharmaceuticals, White Plains Hospital, Boys and Girls Club of Northern Westchester, Hospitality Resource Group, WESTMED, Fenbar Industries and Concorde Staffing.</li> <li>• Westchester-Putnam Business Sector Partnership developed a new communications and marketing plan.</li> <li>• Implemented initiatives such as <i>Hire Westchester</i>, and <i>National Emergency Grant (NEG)</i> to expand the services and resources available to businesses.</li> <li>• Red Carpet Business Services Alliance in Putnam County met with business representatives and other organizations to strategize how the Red Carpet Team can better serve and address workforce issues for local businesses.</li> </ul>

<b>Strategic Plan Accomplishments</b>	
<b>2012-2015 Goals</b>	<b>2012-2015 Key Achievements</b>
<p><b>2012-2015 Goal 4 – Youth Programs (Special Attention to Pipeline Programs)</b> Expand and strengthen youth programs to promote credential attainment and build opportunities for workplace experience that leads to high-paying jobs</p>	<ul style="list-style-type: none"> <li>• Expanded Summer Youth Employment program</li> <li>• Established and developed the College Internship Clearinghouse.</li> <li>• Annual Youth Summit is to bring together youth from all Westchester Putnam Youth Employment Initiatives for a one day program of activities to provide and connect them to workplace programs that will strengthen their future employment goals</li> <li>• Sector Partnership participated youth events with the Business Council of Westchester at high schools designed to prepare and position high school students for internships and future job opportunities with local employers.</li> <li>• Westchester Library System expanded services to include involvement in the youth initiatives such as College Connection, Workplace Attributes and the New York Youth Works Program spearheaded by the Westchester-Putnam Workforce Investment Board.</li> <li>• Westchester Workforce Development Academy for Youth (WWDAY) youth employment program provided employment-related resources and services to youth through an in-school program located in six high schools in Westchester County including New Rochelle, White Plains, Peekskill, Port Chester, Mount Vernon and Nellie A. Thornton, and an out-of-school program located in the local One-Stop centers in White Plains and Mount Vernon and other partner locations.</li> <li>• The Private Sector Youth Employment program provided unsubsidized employment opportunities for Westchester County youth ages 18-24 through the cooperative efforts of Westchester employers</li> </ul>

<b>Strategic Plan Accomplishments</b>	
<b>2012-2015 Goals</b>	<b>2012-2015 Key Achievements</b>
<p>2012-2015 Goal 5 – Revenue Generation (Resource Development)            Develop new options for revenue generation, including special projects that link to competitive grant opportunities</p>	<ul style="list-style-type: none"> <li>• WPWB was one of 23 national recipients of the USDOL Ready to Work grant of \$10 million dollars to train and or retrain over 500 healthcare workers in the Hudson Valley for high-demand and high-paying healthcare jobs through a collaborative initiative among the Regions, Workforce Boards, One-Stop Centers, local colleges and universities, and healthcare businesses.</li> </ul>



# Workforce Investment Legislation

## Workforce Investment History

### WIOA'S HALLMARKS OF EXCELLENCE

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located
- One-Stop Centers (or American Job Centers) provide excellent customer service to jobseekers and employers and focus on continuous improvement
- The workforce system supports strong regional economies and plays an active role in community and workforce development  
[Source: <http://www.doleta.gov/wioa/>]

The federal government recently enacted the first legislative reform of the public workforce system, which was initially established under the Workforce Investment Act of 1998 (WIA). On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act (WIOA), which began to take effect on July 1, 2015. In addition to replacing WIA, the new WIOA legislation also amends the Adult Education and Family Literacy Act, the Wagner-Peyser Act, and the Rehabilitation Act of 1973.

WIOA legislation brings substantive changes to all aspects of the workforce system. These changes are intended to reform the job training system and strengthen the workforce investment

system, with the ultimate goal of increasing jobs, earnings and employment retention of workers to enhance national productivity and competitiveness.

The following summary, which outlines the major changes from WIA, was published in the Federal Register on April 15, 2015.

### Major Changes From Current Workforce Investment Act of 1998

This section contains a summary of the major changes from the current WIA. As indicated above, WIOA retains much of the structure of WIA.

Major changes in WIOA are:

- *Aligns Federal investments to support job seekers and employers.* The Act provides for States to prepare a single Unified State Plan that identifies a 4-year strategy for achieving the strategic vision and goals of the State for preparing an educated and skilled workforce and for meeting the skilled workforce needs of employers. States govern the core programs as one system assessing strategic needs and aligning them with service strategies to ensure the workforce system meets employment and skill needs of all workers and employers.
- *Streamlines the governing bodies that establish State, regional and local workforce investment priorities.* WIOA makes State and Local Workforce Boards more agile and well positioned to meet local and regional employers' workforce needs by reducing the size of the boards and assigning them additional responsibilities to assist in the achievement of the State and local strategic workforce vision and goals. The State Workforce Development Boards (State Boards) continue to have a majority of business representation and a business chair that work for all workers and jobseekers, including low-skilled adults, youth, and individuals with disabilities, while they foster innovation, and ensure streamlined operations and service delivery excellence.
- *Creates a common performance accountability system and information for job seekers and the public.* WIOA ensures that Federal investments in employment, education, and training programs are evidence-based and data-driven, and accountable to participants and the public. It establishes a performance accountability system that applies across the core programs, by generally applying six primary indicators of performance: entry into unsubsidized employment at two points in time, median earnings, attainment of post-secondary credentials, measurable skill gains, and effectiveness in serving employers.
- *Fosters regional collaboration to meet the needs of regional economies.* WIOA promotes alignment of workforce development programs with regional economic development strategies to meet the needs of local and regional employers.
- *Enhances access to high quality services through the network of one-stop system.* WIOA helps jobseekers and employers acquire the services they need in centers and online, clarifies the roles and responsibilities of the one-stop partner programs, adds the TANF program as a required one-stop partner unless the

Governor objects, requires competitive selection of one-stop operators, and requires the use by the one-stop system of a common one-stop delivery identifier or brand that is to be developed by the Secretary of Labor.

- *Improves services to individuals with disabilities.* WIOA stresses physical and programmatic accessibility, including the use of accessible technology to increase individuals with disabilities' access to high quality workforce services.
- *Makes key investments for disconnected youth.* WIOA emphasizes services to disconnected youth to prepare them for successful employment by requiring that a minimum of 75 percent of youth formula program funds be used to help OSY, in contrast to the 30 percent required under WIA. WIOA increases OSYs' access to WIOA services, including pre-apprenticeship opportunities that result in registered apprenticeship. It adds a requirement that at least 20 percent of formula funds at the local level be used on work-based training activities such as summer jobs, on-the-job training (OJT), and apprenticeship.
- *Helps Employers Find Workers with the Necessary Skills.* WIOA contributes to economic growth and business expansion by ensuring the workforce system is job-driven—matching employers with skilled individuals. WIOA requires Local Boards to promote the use of industry and sector partnerships that include key stakeholders in an industry cluster or sector that work with public entities to identify and address the workforce needs of multiple employers.
- Additionally, successful implementation of many of the approaches called for within WIOA, such as career pathways and sector strategies, require robust relationships across programs and with businesses, economic development, education and training institutions, including community colleges and career and technical education, local entities, and supportive services agencies.

[Source: Federal Register, Thursday, April 16, 2015; Department of Labor Employment and Training Administration 20 CFR Parts 601, 651, 652 et al.; Workforce Innovation and Opportunity Act; Notice of Proposed Rulemaking; Proposed Rules]

## Leadership

The Westchester-Putnam Workforce Board (WPWB) provides policy direction and program oversight for the One-Stop system. Strong business representation, with key leaders in business composing at least 50 per cent of the WPWB, ensures that the system is demand-driven and guided by the needs of employers.

Workforce development and youth service programs in Westchester and Putnam Counties are provided through certified full-service One-Stop Career Centers, affiliate sites and other access points throughout the area.

Under WIOA, the composition of the board is prescribed to ensure representation by a variety of stakeholders.

**Board Composition Minimum Membership under WIOA:**

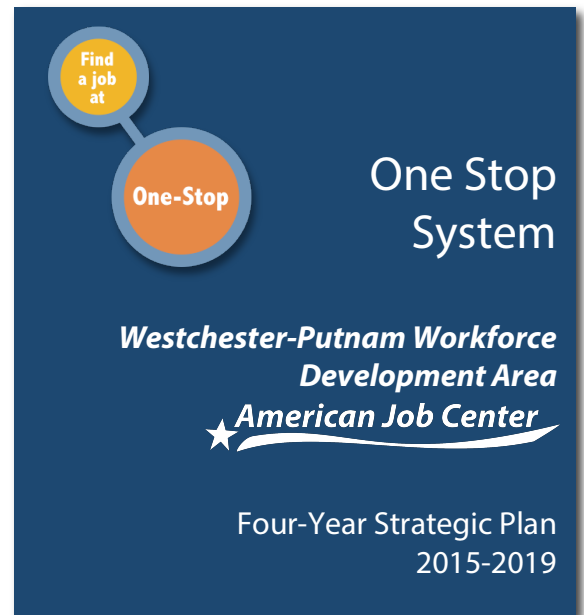
- Ten Business representatives (51% majority of Board), including Chair
- Four Labor representatives (20% requirement under WIOA)
- One Adult Literacy representative
- One Vocational Rehabilitation representative
- One Higher Education representative
- One Wagner-Peyser representative
- One Economic Development representative



## WIOA Implementation Timeline

<b>Key Dates for Implementation of the Workforce Innovation and Opportunity Act</b>	
July 22, 2014	President Barack Obama signs WIOA into law
January 18, 2015	Department of Labor (DOL), Department of Education (ED) and Department of Health and Human Services (HHS) must publish Notices of Proposed Rulemaking to implement WIOA (No later than 180 days after enactment)
July 1, 2015	Provisions take effect unless otherwise noted in the Act WIA State and local plan provisions continue to apply for the first full PY Current performance accountability system remains in effect for the first full PY
July 22, 2015	Eligible Training Providers provisions are implemented by Governors and boards (not later than 12 months after enactment) Template for performance reports by state, local, and Eligible Training Providers must be developed by Secretary of Labor and Secretary of Education within 12 months after the date of enactment
January 22, 2016	DOL, ED and HHS must publish Final Rules to implement WIOA (18 months after enactment)
March 3, 2016	Deadline for state Unified Plan submission (120 days before 2nd full PY) Levels for new performance indicators are negotiated as part of approval of State Unified Plans.
June 30, 2016	DOL and ED must develop performance indicator relating to effectiveness in serving employers (prior to 2nd full PY)
July 1, 2016	One-Stop Infrastructure cost requirements take effect (July 1, 2016) Use of common One-Stop delivery identifier must be implemented (not later than start of 2nd full PY)
July 22, 2016	First plan describing research studies and multistate project priorities for a 5-year period is due (every 2 years from enactment) Provisions relating to subminimum wages for individuals with disabilities take effect (2 years after enactment)
July 1, 2017	Start of third full PY
July 22, 2018	Second plan describing research studies and multistate project priorities for a 5-year period is due (every 2 years from enactment) Independent evaluation of the programs and activities authorized in WIOA is completed (at least once every 4 years)
September 30, 2019	First multistate control group evaluation must be completed (end of Fiscal Year 2019)

Source: Adapted from *Workforce Innovation and Opportunity Act (WIOA) Key Statutorily - Required Implementation Dates For Programs Administered by the Department of Labor*  
[http://wdr.doleta.gov/directives/attach/TEN/WIOA-Key-Implementation-Dates\\_Acc.pdf](http://wdr.doleta.gov/directives/attach/TEN/WIOA-Key-Implementation-Dates_Acc.pdf)



## One-Stop System

### Infrastructure

The One-Stop system organizes outreach, events, and trainings to promote the services it provides.

During the month of May, the Westchester-Putnam Workforce Board has institutionalized the celebration of One-Stop Month to recognize individuals and businesses that have benefited from our services as well as highlight our successes. A series of events targeted to the business community and workshops are presented for customers in need of job help. Events include a networking breakfast; Youth Summit; health academic open house at Westchester Community College; Career Day; and presentations at libraries to build job seeking capabilities, including personal branding, resume formats, using social media and interview skills.

### One Stop Partners

Under WIOA, programs and services under the following categories are eligible to be One-Stop partners:

- Program authorized under Title I of WIOA
- Program authorized under the Wagner Peyser Act
- Adult education and literacy activities authorized under Title II of WIOA
- Program authorized under Title I of the Rehabilitation Act of 1973
- Activities authorized under Title V of the Older Americans Act 1965
- Career & technical education programs at the postsecondary level authorized under the Carl Perkins Career & Technical education Act of 2006

- Activities authorized under Chapter 2 of Title II of the Trade Act of 1974
- Activities authorized under Chapter 41 of title 38, USC (Veterans services)
- Employment & Training activities carried out under the Community Services Block Grant Act.
- Employment and training activities carried out by the Department of Housing & Urban Development
- Part A of Title IV of Social Security Act (TANF)
- Program authorized by under the State unemployment compensation law
- Program authorized under Section 212 of the Second Chance Act 2007
- Program authorized under Part A of Title IV of the Social Security Act
- Program administered by Social Security Administration; including Ticket to Work and Self-Sufficiency Program
- Employment & training program a carried out by the Small Business Administration
- Program authorized under section 6 (d) (4) or 6 (o) of the Food & Nutrition Act 2008
- Program under the National Community Services Act 1990
- Public library and or other appropriate Federal, State or local programs including employment, education and training.

### **Westchester Putnam Web Portal**

The WIB has significantly increased the services that are available to both businesses and consumers through its website, which is designed to be fast, easy and user-friendly:

<http://www.westchesterputnamonestop.com>

The Westchester County One-Stop Career Center website serves as a local employment portal dedicated to connecting Westchester and Putnam job-seekers to area businesses who need a skilled workforce. This website has the tools and information that both job applicants and businesses want, as well as a place to find and register for workshops, training, orientations and more. Available jobs may be viewed in sectors like Healthcare, Business and Professional Services, Green, Hospitality, Manufacturing, IT, Biotech and more.

The One-Stop website allows customers to create profiles, post resumes, apply for jobs, connect with employers and register for workshops and training. Computer workstations with internet connections are available at each of the five Employment Service Centers.

Increasing the functionality of the Westchester Putnam Web Portal will continue over the duration of the strategic plan, in order to provide both customers and businesses a seamless way to connect.

## One-Stop Services

### Business Services

Business Services help employers connect with employees by posting jobs, providing feedback on the skills they need workers to have, giving information on workplace incentives, training incumbent workers.

### Employment Service Locations

Westchester One-Stop Career Center  
Hours M-F 8:30 am - 5:00 pm  
120 Bloomingdale Road, 2nd Floor  
White Plains, NY 10605  
(914) 995-3910

Putnam Workforce Partnership  
Hours M-F 9:00 am - 5:00 pm  
(8:00 am - 4:00 pm June 13 – Sep 16)  
110 Old Route 6 Center  
Carmel, NY 10512  
(845) 808-1651

Yonkers Career Center\*  
Hours M-F 9:00 am - 5:00 pm  
20 So. Broadway, Suite 1209  
Yonkers, NY 10701  
(914) 964-0105

Peekskill Career Center  
Hours M-F 8:30 am - 5:00 pm  
201 James Street  
Peekskill, NY 10566  
(914) 737-3490

Mount Vernon Career Center  
Hours M-F 9:00 am - 4:00 pm  
100 East First Street  
Mt. Vernon, NY 10550  
(914) 813-6555

*\*Yonkers Career Center is operated under the City of Yonkers, Yonkers Workforce Development Board (YWIB)*

The WPWB and the Westchester and Putnam One-Stop Centers offer many services for local business and industry in order to plan prepare and sustain employment opportunities. Business Services team members provide community outreach through participation in chamber events, Industrial Authority events, and local county and city activities. The business services team members work closely with economic development agencies and businesses to maintain a proactive approach to ensure that we keep pace with the needs of the communities. Some of the services that the business services team can provide employers include:

- Labor Market Information
- Job Fairs
- List of job openings
- Locating qualified job applicants for employers
- Space for job interviews, and in some cases, interviews via video conferencing

In the ever-changing workforce, the local Workforce Development Area offers On the Job Training, which provides financial assistance for the employer to train an employee to become a more productive member of the team. This provides the employee the opportunity to learn job specific skills with an area business that will prepare them for permanent employment.

The Job Matching Unit serves as a liaison between the Business Services unit and the One-Stop Job seekers by providing a match between the skills the employer is seeking and the

One-Stop customers seeking employment. The goal is to give One-Stop customers better and more up to date employment options

### **Red Carpet Team**

The Red Carpet Business Services Alliance provides services to businesses in Putnam County. Over the past five years, several organizations have gathered bimonthly to strategize about how we, as a team, might be able to serve local businesses most efficiently. The mission of the team has been to serve as the primary resource for comprehensive business services in Putnam.

The team objectives are to do the following:

- Enhance communication with the business community
- Encourage and coordinate access to available programs, resources and benefits
- Provide professional advice and direction to help solve business issues

### **Business Sector Partnerships**

Outreach to specific groups to improve business services and attract businesses to use the WIB's services is managed through a sector-based approach. The WPWB established the Sector Partnerships as way a to reach, engage, and provide valuable workforce development services to local businesses. Each sector partnership is led by a business leader who is responsible for championing sector workforce causes. Organizing the outreach under business clusters/sectors allows business leaders to reach out to their colleagues with guidance that is specifically targeted to their needs. The sector leaders also communicate sector needs to the WPWB, so we can respond to them. Current sectors include green, healthcare, business and professional services, biotech, advanced manufacturing and hospitality.

#### **Employers who participate in the partnership are able to:**

- Access the business services provided by the Westchester/Putnam One-Stop Centers
- Search a resumes database to find qualified job candidates
- Post job openings
- Receive funding to underwrite the cost of hiring new workers and upgrading the skills of their current workforce
- Keep informed about upcoming training opportunities

The Sector-Based Incumbent Worker Training Initiative was created to help businesses in the targeted sectors address immediate incumbent worker and new employee training to improve their work related skills and competencies. This program is designed to help reduce employee turnover rates and, in effect, reduce recruitment and training costs related to hiring new workers. This program also establishes a framework for our local workforce system to deliver high quality skill development for new and current workers in a time when federal workforce funds are shrinking.

## **The Healthcare Sector**

Westchester and Putnam Counties have a thriving healthcare industry made up of hospitals, physicians' offices, dental offices and long-term care facilities, as well as NorMet, the health care industry association for the region. The healthcare sector is essential to the economic vitality of the region as well as the health of its citizens.

### **Healthcare Sector partnership activities include:**

Summer Internship Program – The Westchester-Putnam One-Stop Career Center placed and underwrote the cost of summer interns.

Funded through a grant from the Walmart Foundation, English language training for incumbent workers is being provided at White Plains Hospital, Northern Westchester Hospital and Phelps Memorial Hospital.

Supervisory and Management Skills and Vocational English as a Second Language for the health care industry – Approximately 100 employees of the White Plains Hospital Center, Northern Westchester Hospital, St. John's Riverside Hospital and Sound Shore Health System will be trained.

## **The Hospitality Sector**

Westchester and Putnam Counties have a flourishing hospitality industry made up of hotels, conference centers, country clubs, and restaurants. The hospitality sector is essential to the economic vitality of the region as it promotes tourism and strengthens community.

### **Hospitality Sector partnership activities include:**

- English as a Second Language Training – Offered at eleven hotels and related businesses, this training provided contextualized English classes for 185 employees. The training is tailored to the needs of the employers and the employees in the industry.
- Supervisory and Management Skills for four hospitality businesses. Through this grant between 100 and 125 employees from the Crowne Plaza, The Westchester Country Club, The Westchester Marriott and the Tarrytown House will be trained onsite at the business locations.
- Action Planning, Sales, Supervisory and English Language Skills for the Hospitality Industry. The Westchester Hotel Association worked with its members, Crowne Plaza, Edith Macy, Westchester Country Club, Caperberry Events, Ritz Carlton, Westchester Marriott, Rye Town Hilton, Abigail Kirsch, Tarrytown House, and the IBM Learning Center to provide for staff training for managers, supervisors and more entry-level employees.

## **The Business and Professional Services Sector**

The Business and Professional Services Sector is a key growth sector in Westchester and Putnam Counties. This sector combines two sectors that were previously separate – Information Technology and Financial Services – and includes staffing agencies, accounting firms, and others that cross a variety of business sectors. The sector also includes information technology services, insurance, securities, commodity contracts, and other financial investments, real estate and related activities.

The Business and Professional Services Sector Partnership is developing a skilled workforce pipeline so that where worker shortages exist, employers have a pool of qualified job candidates from which to recruit and hire. The partnership focuses on building a pool of qualified finance workers through education and training to maximize productivity, strengthen job retention, and promote career advancement within Westchester and Putnam County’s financial industry.

**Business and Professional Services Sector partnership activities include:**

- Sector partners partnered with WPWB to apply for major federal grants, including a grant to train workers to do jobs that are currently filled by workers from overseas with H1-B visas.
- The needs identified include seeking assistance with recruitment and assessment of possible job candidates and seeking sales training for staff. As a result the Westchester-Putnam One-Stop has undertaken two customized recruitment activities and referred individuals to employers who are seeking new hires.

**The Biotech Sector**

Westchester and Putnam Counties have a thriving biotech industry made up of life sciences, pharmaceutical, engineering, manufacturing and sales companies. Westchester and Putnam Counties employ approximately 20 percent of the biotechnology workforce in New York. Biotech is important not only to the economic vitality of the region but also the state.

**Biotech Sector partnership activities include:**

- Mini-MBA – This is a public-private partnership among the WIB, life sciences/biotech employers, and Westchester Community College. It will focus on essential leadership skills.
- “Management Skills for New Managers” and “Harassment & Code of Conduct Training” – This is a public-private partnership among the WIB, life sciences/biotech employers, and Westchester Community College. The skills and curriculum are transferable to other industries.

**The Manufacturing Sector**

Westchester and Putnam Counties are home to manufacturing companies such as Fenbar Precision Machinists, Inc, where specific skills in advanced manufacturing are in demand.



The Manufacturing sector partnership is focused on defining core skills and working with training partners to develop curricula that prepare workers to meet their needs.

**Manufacturing Sector partnership activities include:**

- Advanced Manufacturing and Advanced Management Techniques for Area Manufacturing Companies – Three companies (FenBar Precision, Curtis Instruments and BASF) will have their employees participate in these programs designed to upgrade workers skills in the latest manufacturing and management skills.

**Job Seeker and Underemployed Incumbent Worker Services**

The One-Stop system provides all the services necessary to connect job seekers to employers and provides training for underemployed incumbent workers who meet income standards of no more than 400 percent of poverty rate.

Priority of Service legislation and local policy helps to drive the delivery system. Individuals from the following groups fall under Priority of Service:

1. TANF Recipients
2. Individuals reentering the workforce
3. Youth
4. People with disabilities
5. Veterans
6. Underemployed workers with low skills

Individual career counselors are available at each career center to guide customers in searching for jobs and/or getting training to build or improve skills. Training sessions are offered to help customers build the skills that are in demand by local employers. Free workshops help customers sharpen their job search skills.

**One-Stop Enrollment**

In the current economic environment with its accompanying layoffs, more than 23,280 customers came through our doors looking for services. At the same time, more than 500 businesses used our services to either hire new workers or train their current employees.

The One-Stop Career Center enrolled 13,806 new customers from July 2011 to the present. This brings the total number of active individuals that our office assisted with employment needs to over 23,280 individuals. There were 6,726 job seekers who attended workshops and 7,044 who used the resource room. Two hundred (200) customers took the ESL Class and passed the exam.

**Individual Training Accounts (ITA)**

The One-Stop Career Center provides financial support to job-seekers to participate in job training programs that enable them to develop skills needed in today's workplace. Based on the availability of funding and the priority of service policy, One-Stop may issue Individual Training



Accounts (ITAs) to pay training cost for eligible candidates to pursue training only with approved training providers.

The ITA is a voucher that authorizes the training provider to provide the training and then submits an invoice to the One-Stop Career Center for payment for the value of the ITA based on the terms and conditions outlined in its contract with the county. Participating training providers must be approved by the NYSDOL and have an executed training provider contract with Westchester County.

### **Customized Training**

Customized training for workers is available under three different models, WIA-funded, consortium or employer-specific. Under the WIA regulations, customized training is designed to meet the needs of employers, which pay for no less than 50 percent of training costs. The employer guarantees to hire the individual upon successful completion of the training. Incumbent workers may receive training under this model as well as dislocated workers.

Employers with needs for training incumbent workers in specific skills may request training for their employees if they meet certain requirements.

For groups of three or more employers, WPWB will design customized training for incumbent workers. These training programs can be sector-customized, and the employers may apply as a consortium to have training provided that is tailored to their workers' needs.

## Youth Services

### Eligible Participants

Under WIOA, services are provided to eligible youth under the umbrella categories of **In-School Youth** (ages 16-24) and **Out-of-School Youth** (ages 14-21).

**In-School Youth** must meet the following criteria:

- (i) attending school (as defined by State law);
- (ii) not younger than age **14** or (unless an individual with a disability who is attending school under State law) older than age **21**;
- (iii) a low-income individual; and
- (iv) one or more of the following:
  - (I) Basic skills deficient.
  - (II) An English language learner.
  - (III) An offender.
  - (IV) A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement.
  - (V) Pregnant or parenting
  - (VI) A youth with a disability.
  - (VII) An individual who requires additional assistance to complete an educational program or to secure or hold employment.

**Out-of-School Youth** are defined under the following criteria:

- (i) not attending any school
- (ii) not younger than age 16 or older than age 24; and
- (iii) one or more of the following:
  - (I) A school dropout.
  - (II) A youth who is within the age of compulsory school attendance, but has not attended school for at least the most recent complete school year calendar quarter.

## Regional School Locations

Peekskill High School  
1072 Elm Street  
Peekskill, NY 10566  
(914) 737-0201

White Plains Senior High School  
550 North Street  
White Plains, NY 10605  
(914) 422-2182

Port Chester Senior High School  
1 Tamarack Road  
Port Chester, NY 10573  
(914) 934-7950

New Rochelle High School  
265 Clove Road  
New Rochelle, NY 10801  
(914) 576-4502

Mount Vernon High School  
100 California Road  
Mount Vernon, NY 10552  
(914) 665-5300

Nelly Thornton High School  
121 South 6<sup>th</sup> Avenue  
Mount Vernon, NY 10550  
(914) 358-2740

Putnam Valley High School  
146 Peekskill Hollow Road  
Putnam Valley, NY 10579  
(845) 526-7847

Putnam Northern Westchester BOCES  
845 Fox Meadow Road  
Yorktown Heights, NY  
(914) 245-2700

(III) A recipient of a secondary school diploma or its recognized equivalent who is a low-income individual and is—

(aa) basic skills deficient; or

(bb) an English language learner.

(IV) An individual subject to the juvenile or adult justice system

(V) A homeless individual, a homeless child or youth, a runaway, in foster care or has aged out of the foster care system, a child eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement.

(VI) Pregnant or parenting.

(VII) A youth with a disability

(VIII) A low-income (includes youth living in a high-poverty area) individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.

### Required Youth Services

At least 75% of local youth formula funds must be used to serve out-of-school youth. Local regions are required to procure youth programs through a competitive process for the following services:

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
2. Alternative secondary school services, or dropout recovery services, as appropriate;
3. Paid and unpaid work experiences that have academic and occupational education components:
  - a. summer jobs and other employment opportunities throughout the school year;
  - b. pre-apprenticeship programs;
  - c. internships and job shadowing; and
  - d. on-the-job training opportunities;
4. Occupational skill training, including priority for programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area;
5. Education offered concurrently with workforce preparation activities and training for a specific occupation or occupational cluster;
6. Leadership development opportunities, including community service and peer-centered activities that encourage responsibility and other positive social and civic behaviors;
7. Supportive services;

8. Adult mentoring for the period of participation and a subsequent period, totaling at least 12 months;
9. Follow-up services for at least 12 months after the completion of participation;
10. Comprehensive guidance and counseling (including drug and alcohol abuse counseling and referral);
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and
14. Activities that help youth prepare for and transition to postsecondary education and training.

### Youth Work Experience Manager

The Business Council of Westchester (BCW) has been selected through a competitive process to manage Youth Work Experience. With an extensive network of business connections, the BCW will reach out to develop youth work experience opportunities. Under its contract with the WDB, the BCW will manage functions including the following:

- Marketing and promotion campaigns
- Worksite agreements
- Supervisor handbook
- Worksite orientation for supervisor and youth participants
- Regular contact with worksite supervisors
- Coordination with partner agencies doing work experience projects

### Westchester Putnam Internship Connex program

The Westchester Putnam Internship Connex program offers a dynamic, one-stop portal to connect students with internship opportunities at employers in Westchester and Putnam Counties. Through their Connex internship experience, students gain valuable work experience that prepares them to enter the workforce in their chosen field of study after graduation.

Connex offers employers immediate benefits by bringing talented and motivated students into the workplace, as well as long-term benefits by creating a recruitment pool of potential employees who have both education and experience.

Under WIOA, the program will expand from serving college and university students to include WIOA Youth and high school students. In addition serving a wider range of youth, Connex will also expand beyond paid and unpaid internships to include additional work

experience, including summer and year-round employment, pre-apprenticeship, on-the-job training, internships and job-shadowing opportunities.

## On the Job Training (OJT)

The Business Council will promote the availability of incentives and subsidies for on the job training to its members to create increased opportunities for WIOA youth. The BCW will also reach out to participating high schools and colleges to promote OJT opportunities to their students.

## Pre-Apprenticeship and Apprenticeship Programs

The BCW will reach out to its members to develop Pre-Apprenticeship and Apprenticeship programs to help WIOA Youth to develop industry-recognized credentials and to help the region's businesses to create a pipeline of trained employees. Working with the One-Stop to coordinate these opportunities, the BCE will focus on industries that include healthcare, hospitality, advertising/marketing and professional services.

## Workforce Development Academy for Youth (WWDAY) for Westchester and Putnam

The Workforce Development Academy for Youth (WWDAY) for Westchester and Putnam, serves economically disadvantaged youth who are 14 to 21 years old and who are high school dropouts or at-risk of failing or dropping out of high school. There are two major service components of this program, the in-school (for ages 14 to 21) and out-of-school (for ages 16 to 24).

The Workforce Development Academy for Youth (WWDAY) consists of the WIA 'ten elements' which include the following services:

- Summer Employment Opportunities
- Comprehensive guidance and counseling
- Adult Mentoring
- Tutoring
- Alternative Secondary School Services
- Paid and unpaid work experiences
- Occupational Skill Training
- Leadership Development
- Supportive Services
- Follow-up

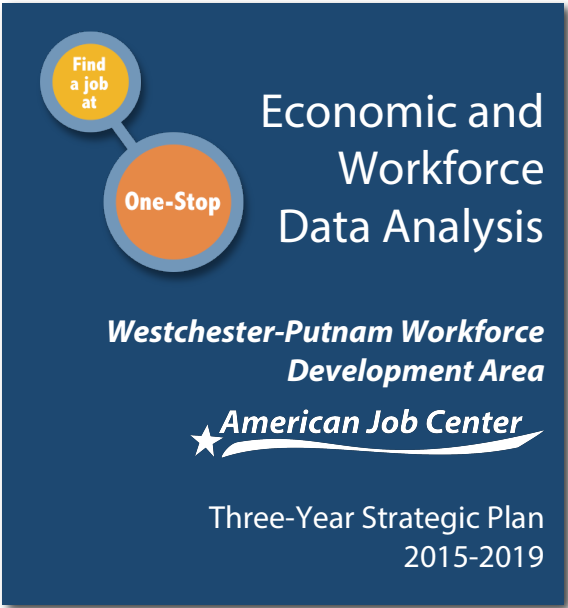
## The Youth Summit

The Youth Summit brings together all the participants in WIOA Youth programs, with about 300 youth attending annually. The Youth Summit offers an interactive agenda that allows youth to hear presentations by renowned guest speakers, participate in workshops, and

engage in team competitions. An on-site job fair brings students face-to-face with potential employers.

## The Youth Advisory Council

Although WIOA does not require Youth Advisory Councils, it encourages them. The WDB has an active and enthusiastic Youth Advisory Council composed of business leaders who are committed to helping connect WIOA Youth with the business community. The Youth Advisory Council also provides a direct connection to identify the skills and experience that are in demand in the workplace.



# Economic and Workforce Data Analysis

## Census Data and Regional Demographics

<b>Westchester County Data</b>	
#	<u>757,716</u> Population (Total, all ages)
#	<u>498,912</u> Population in labor force
#	<u>41,897</u> Population unemployed
<b>Putnam County Data</b>	
	<u>99,487</u> Population (Total, all ages)
	<u>63,643</u> Population of labor force age (18-64)
	<u>4.4%</u> Unemployment rate

*Source: American Community Survey 2014 Population Estimates*

See Appendix II for detailed information on labor statistics for Putnam and Westchester Counties.

Covering an area of 450 square miles, Westchester County presents a challenging environment, including stark contrasts in population density, family income levels, and educational attainment. Bordered by Fairfield County, Connecticut, to the east and New York City to the south, the county is home to nearly one million residents. In the southern part of the county and near larger cities, the population density is 5,000 or more people per square mile, while the northern portion has a population density of 500 or fewer people per square mile. While Putnam County is about half the size of Westchester, with a land area of 231 square miles, its population is only about ten percent as large as Westchester.

Its small towns and rural areas lead Putnam County to call itself “Where the Country Begins.”

## Income Disparity

Income disparity in Westchester County is the third largest in the nation, according to a 2014 article in the Armonk Voice.<sup>1</sup>

About one-quarter of [Westchester’s] households earn more than \$150,000 annually. The flip side is that many households are living in the shadow of that wealth, with about one in seven households living on less than \$25,000 in annual income.

Because so many of its residents are wealthy, the county throws off the "false perception of ubiquitous affluence," while its poorer residents struggle and often feel invisible, according to the local advocacy group the Empire State Economic Security Campaign of Westchester.<sup>2</sup>

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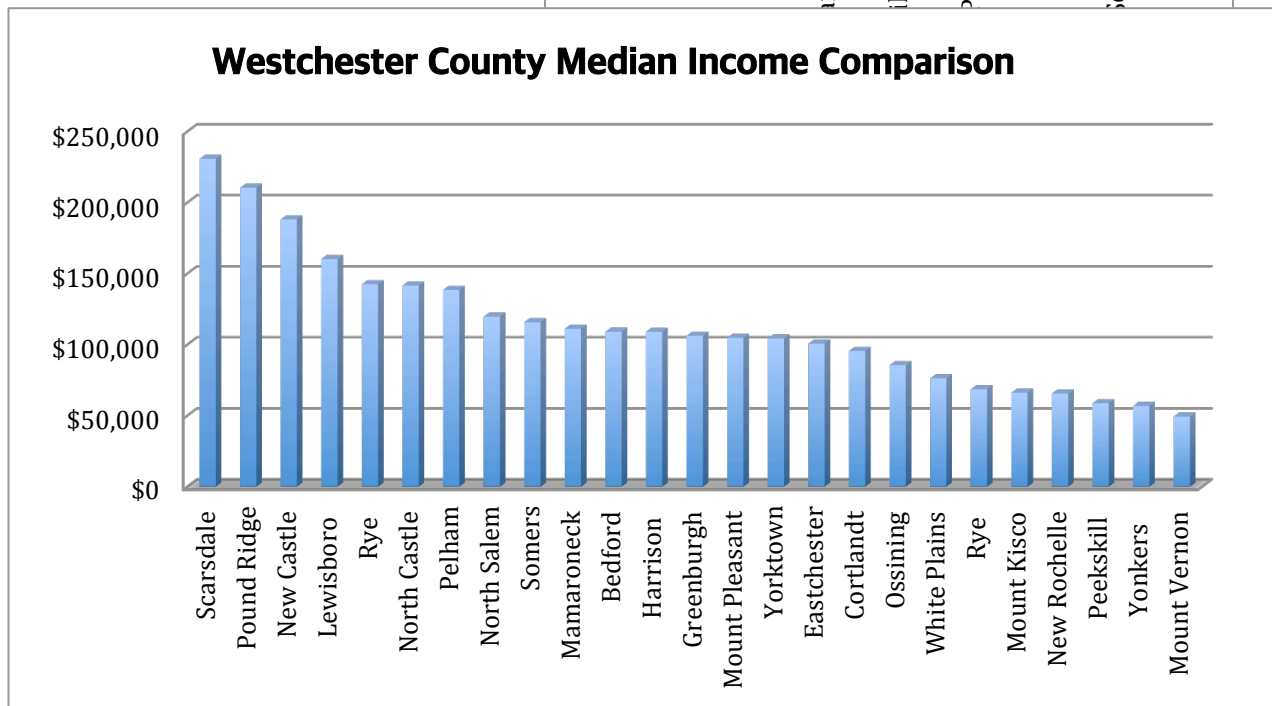
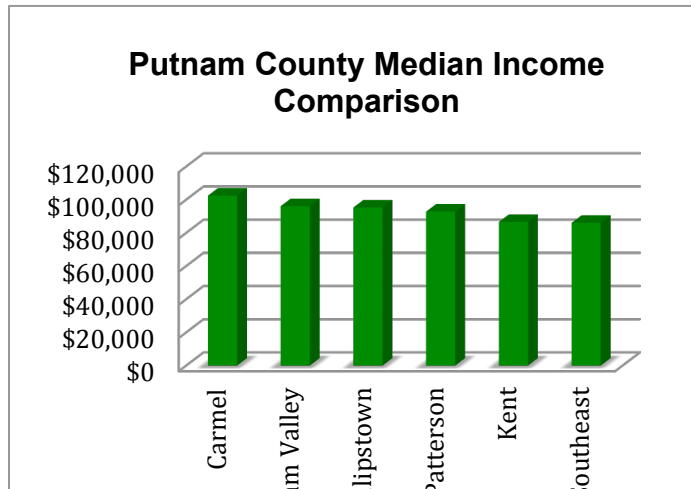
<sup>1</sup> *Income Gap in Westchester, Metro Area, Among Nation’s Widest*, The Armonk Daily Voice. March 19, 2014. Retrieved from <http://armonk.dailyvoice.com/news/income-gap-westchester-metro-area-among-nations-widest> May 16, 2015.

<sup>2</sup> Picchi, Anne. How high income inequality is hurting America's health. CBS News MoneyWatch, April 2, 2015. Retrieved from <http://www.cbsnews.com/news/how-high-income-inequality-is-hurting-americas-health/> May 16, 2015.



Median income ranges from a low of \$49,346 in Mount Vernon to a high of \$230,750 in Scarsdale, where family income is 4.7 times that of Mount Vernon families.

In contrast to the large income disparities in Westchester County, the median income ranges from a low of \$86,034 to a high of \$102,457 among Putnam County's towns, a difference of just \$16,423 versus Westchester's median income spread of \$181,404 between the highest and lowest income towns.



## Hudson Valley Economy

The Hudson Valley region shows signs of economic growth. Westchester Magazine reports that leasing activity in the first quarter of 2015 was the largest in two years, recording “488,474 square feet in transactions in the first quarter of the year, marking a whopping 70.6 percent increase in deal velocity compared with the 286,104 square feet leased the

previous quarter...tenants currently in the market for office space have combined requirements totaling approximately 700,000 square feet”<sup>3</sup>

## Labor Force Data, including Unemployment

The most recent summary of the labor market from the New York State Department of Labor for the Hudson Valley Region (Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester Counties) indicates the following trends:

For the 12-month period ending in July 2015, private sector employment in the Hudson Valley increased by 10,500 or 1.4 percent, to 780,300. Five of nine private industry sectors gained jobs in July compared to a year ago. Jobs were added in educational and health services (+7,200), leisure and hospitality (+4,300), other services (+2,000), trade, transportation and utilities (+500), and construction (+200). Job losses were centered in financial activities (-1,700), manufacturing (-1,500), information (-300), and professional and business services (-200). The government sector shed 1,000 jobs over the period.

Educational and health services remain the region’s leading job generators. The sector grew by 3.9 percent over the period – its strongest July year-over-year growth in 17 years. Meanwhile, the region’s leisure and hospitality industry has continued performing admirably, especially in the Orange-Rockland-Westchester labor market area, where the sector grew by 6.2 percent- its fastest July year-to-year growth on record. (Source: *Labor Statistics for the Hudson Valley Region*, <http://www.labor.ny.gov/stats/hud/default.asp>)

<b>Annual Average Unemployment Rates and Labor Force Participation Rates for the Past Five Calendar Years (CY).</b>					
	<i>CY 2010</i>	<i>CY 2011</i>	<i>CY 2012</i>	<i>CY 2013</i>	<i>CY 2014</i>
Westchester County Unemployment rate (%)	7.4%	7.1%	7.3%	6.3%	5.1%
<i>Labor Force (data in thousands)</i>					
<i>Employment</i>	443.5	440.3	442.7	446.1	446.2
<i>Unemployment</i>	35.2	33.5	34.6	29.8	24.1
	<i>CY 2010</i>	<i>CY 2011</i>	<i>CY 2012</i>	<i>CY 2013</i>	<i>CY 2014</i>
Putnam County	7.2%	6.9%	7.1%	6.1%	4.9%

<sup>3</sup> *Westchester County Business Buzz*, Westchester Magazine Digital Edition, April 23, 2015. Retrieved from <http://www.westchestermagazine.com/Blogs/914INC-Incoming/April-2015/Westchester-County-Business-Buzz-April-23-2015/>

Unemployment rate (%)					
<i>Labor Force (data in thousands)</i>					
<i>Employment</i>	48.8	48.0	47.9	48.1	47.8
<i>Unemployment</i>	3.8	3.6	3.7	3.1	2.5
Source: <i>New York State Department of Labor, Labor Statistics</i>					

## Hudson Valley Job Vacancies

As of August 2015, the following vacancies were listed on the New York State Department of Labor website.

Title	Positions
<u>Architecture and Engineering</u>	268
<u>Arts, Design, Sports, and Media</u>	212
<u>Building/Grounds Maintenance</u>	273
<u>Business and Financial Operations</u>	621
<u>Community and Social Services</u>	407
<u>Computer and Mathematical</u>	780
<u>Construction and Extraction</u>	244
<u>Education, Training and Library</u>	125
<u>Farming, Fishing and Forestry</u>	426
<u>Food Preparation and Serving Related</u>	592
<u>Healthcare Practitioner and Technical</u>	842
<u>Healthcare Support</u>	504
<u>Installation, Maintenance and Repair</u>	322
<u>Legal</u>	26
<u>Life, Physical and Social Science</u>	209
<u>Management</u>	955
<u>Office, Clerical and Secretarial</u>	1306
<u>Personal Care, Service, and Gaming</u>	385
<u>Production</u>	414
<u>Protective Service</u>	342
<u>Sales and Related</u>	2811
<u>Transportation and Material Moving</u>	1401

(Source: New York State Department of Labor web site,  
<http://labor.ny.gov/jobs/regional.shtm>)

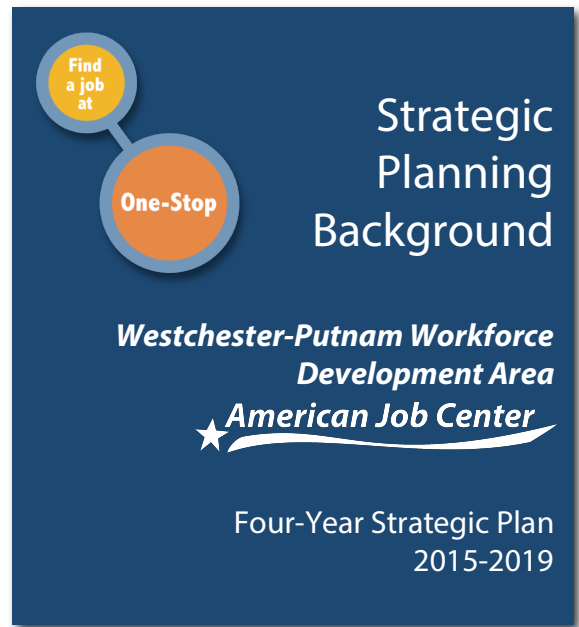
<b>Employment Data – April 2015</b>		
	Putnam County	Westchester County
Unemployed	2,052	20,795
Employed	47,689	447,511
Total Labor Force	49,741	468,306
Unemployment Rate	4.1%	4.4%
Source: <i>Local Unemployment and Labor Force Statistics from Bureau of Labor Statistics</i>		

Employment by industry shows that the largest percentage of the employed population in both Westchester County (27.5%) and Putnam County (28.3%) works in the category of educational services, health care, and social assistance.

<b>Civilian Employed Population 16 years and over by Industry</b>				
<b>Industry</b>	<b>Westchester County</b>		<b>Putnam County</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Agriculture, forestry, fishing and hunting, and mining	779	0.2%	148	0.3%
Construction	30,404	6.7%	4,208	8.3%
Manufacturing	19,815	4.3%	2,315	4.6%
Wholesale trade	11,063	2.4%	1,222	2.4%
Retail trade	43,271	9.5%	5,394	10.7%
Transportation and warehousing, and utilities	17,930	3.9%	1,949	3.9%
Information	15,032	3.3%	1,962	3.9%
Finance and insurance, and real estate and rental and leasing	47,433	10.4%	4,055	8.0%
Professional, scientific, and management, and administrative and waste management services	63,810	14.0%	6,042	12.0%
Educational services, and health care and social assistance	125,451	27.5%	14,297	28.3%
Arts, entertainment, and recreation, and accommodation and food services	36,638	8.0%	3,408	6.8%

Other services, except public administration	27,595	6.0%	2,121	4.2%
Public administration	17,604	3.9%	3,338	6.6%
Source: U.S. Census Bureau, <i>2009-2013 5-Year American Community Survey</i>				

Further details are available in Appendix II: Current Labor Statistics for the Hudson Valley.



# Strategic Planning Background

## Federal and State Requirements and Context

The U.S. Department of Labor works with the State Departments of Labor, which in turn work with the local Workforce Development Boards to develop coordinated strategic plans that embody the overall priorities established by law.

## History of Planning

The Westchester-Putnam Workforce Board first engaged in a formal strategic planning process with the publication of the 2000 Strategic Plan. A second plan was developed for 2002 to 2005. In coordination with the New York State Department of Labor strategic planning initiative, the Westchester-Putnam Workforce Development Area prepared a Three-Year Strategic Plan covering July 2005 to June 2008 and a subsequent Local Plan Modification that covered July 2008 to June 2009. The WIB engaged LHC Creative Strategies for Development to assist with developing the 2012-2105 Strategic Plan and the current 2015-2019 Strategic Plan. The plans helped to align state and local initiatives. For the Local Plan Modification, local WIBs were specifically charged with developing strategies and efficiencies for dealing with reductions in funding. Implementation of the requirements under WIOA legislation provides the central focus for the 2015-2019 Strategic Plan.



## Strategic Planning Process

The current strategic plan was developed under a process that included participation by key constituencies from within the Workforce Investment delivery system and from the larger community of employers, government, training providers, youth services and business coalitions.

WPWB is committed to using evidence-based planning and used planning resources available from the Department of Labor, including the technical assistance website at *workforce3one.org*.

### Vision, Mission and Values Validation and Revision

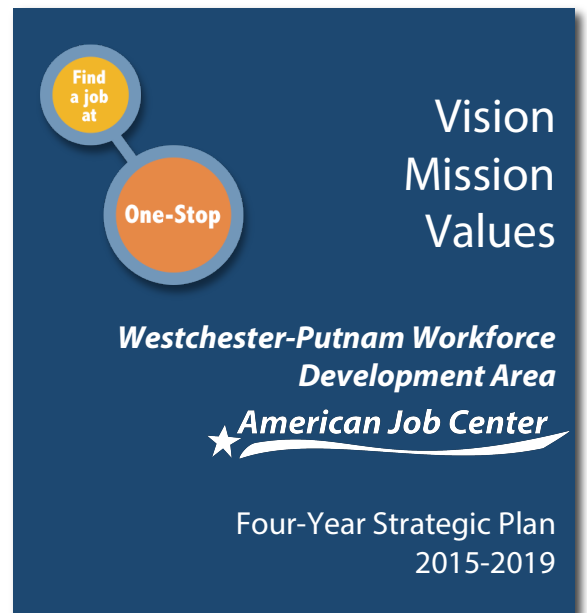
A key part of the strategic planning process is review of the WPWB's vision, mission and values to ensure that they reflect the current state of the organization. In light of the new WIOA legislation, it was particularly important to revisit these key items to ensure that they aligned with the state and federal programs. The vision, mission and values were presented to the full board for review and brainstorming, and they were adjusted to meet the new federal requirements, while still embracing strong and positive goals for the WPWB.

After the suggestions were consolidated and the language revised, the WPWB reviewed and approved the revised Vision, Mission and Values.

### Analysis of labor market data



Plans were created in consultation with the region's Labor Market Analyst, who provided updated data, trends and demographic information.



## Vision

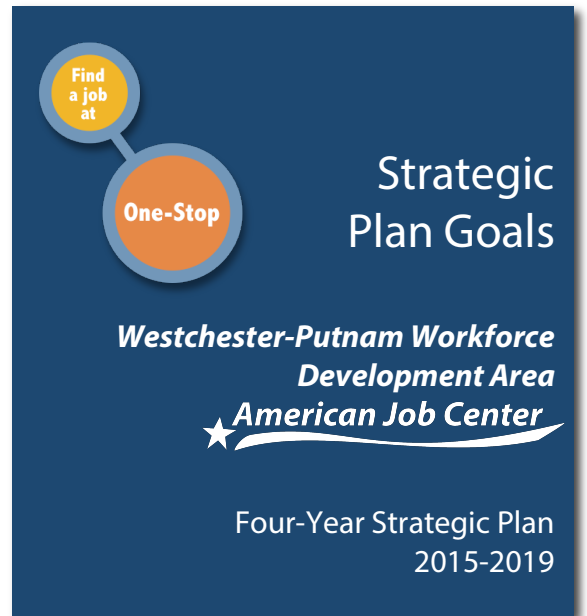
To use innovation, information, technology, and collaborative partnerships to provide individuals with tools to build in-demand job skills and credentials, thus developing a highly-qualified workforce for businesses and strengthening the regional economy.

## Mission

The Westchester Putnam Workforce Board provides an environment where job seekers and employers interact to meet the needs for a highly qualified regional workforce. We will strengthen partnerships with business sectors, service providers and the public education system to offer career services and various training modalities to youth and adults. Seeking innovative solutions driven by regional business needs, we will develop model programs, pursue funding opportunities, and share leading edge practices.

## Values

- Creating an Environment Where Businesses and Employees Succeed
- Matching Customer Training and Skills to Trending Business Needs
- Accountability and Transparency
- Innovation and Collaboration
- Customer Choice
- Streamlining Services for Efficiency
- Connections and Communication



## Strategic Plan Goals

Seven comprehensive goals have been identified for the Four-Year Strategic Plan. These goals, which are aligned with the Vision, Mission and Values, will guide the Westchester-Putnam Workforce Board in expanding and enhancing services in coordination with businesses and partners.

These goals are aligned with the WIOA legislation and are designed to help the WPWB move forward in creating a streamlined, more effective workforce system that leverages the key relationships with business sectors and partnerships with educational and community partners.

Goal 1 – Create a transparent and accountable system

Goal 2 – Expand and retool Sector Partnership strategies

Goal 3 – Build capacity and develop a strong infrastructure

Goal 4 - Serve all customers eligible for WIOA services

Goal 5 – Engage and expand partnerships

Goal 6 – Develop a strong local system with regional impact and engagement

Goal 7 – Seek funding outside of WIOA

# Goal 1

## Create a transparent and accountable system

### Actions

- **Create a dynamic communications system for:**
  - Board
  - Community/public
  - Youth Services Providers
  - Sub-committees
  - One-Stop operators
  - Partners
  - Training Providers
- **Explore use of social media for communications**
- **Consolidate multiple One-Stop websites to create a single unified online portal for businesses and job seekers**
  - **Use web portal to communicate with businesses and customers:**
    - ▲ Collect and analyze data from local and regional area to evaluate the current status of local industry and develop effective solutions
    - ▲ Post performance records of contractors and partners
    - ▲ Provide real-time labor market information
- **Evaluate how to optimize and coordinate various intake, case management, and data collection systems in use by partners to provide efficient access to services**
- **Develop protocols for partners to access and use OSOS**
- **Review and implement requirements for reporting under WIOA using required Common Measures to ensure all necessary data is collected and reported**

### Outcomes

- Stronger internal and external communication among partners
- Businesses putting customers to work
- Capacity for delivering required accountability measures and assessment data
- Promoting active involvement in Board meetings
- Community awareness of available services

## Goal 2

### Expand and retool Sector Partnership strategies

#### Actions

- **Establish structure for Sector Partners to share expertise and input on skill needs within their industries**
  - Identify industry-recognized credentials appropriate to the Hudson Valley economy
  - Work with partners to strategize innovative and effective solutions to address workforce needs
- **Build Sector Academies to train workers as determined by business needs**
- **Define career pathways for specific industries**
- **Provide opportunities for various training modalities, including internships, on the job training (OJT), and standard occupational skills**
- **Develop apprenticeships in cooperation with industry and labor partners**
- **Work with Sector Partners to train incumbent workers and new hires**
- **Develop industry credentials in collaboration with state-wide industry partners**
- **Enhance online portal capabilities for direct interaction between employers and job seekers**

#### Outcomes

- **Enhanced relationships and outcomes**
- **Expanded opportunities for youth**
- **Filling workforce needs for highly-qualified employees**
- **Innovative model programs and best practices**
- **Established industry credentials and career pathways**

# Goal 3

## Build capacity and develop a strong infrastructure

### Actions

- **Establish and enhance the role of the One-Stop Operator as responsible for oversight**
  - Manage One-Stop Partnerships
    - ▲ Define roles of all required partners and integrate into the One-Stop system to ensure that all services are delivered
  - Meet monthly with Partners
  - Report to Board on services, outcomes and areas where change is needed
- **Implement WIOA requirements for Board composition**
  - Review list of required representatives and propose candidates as needed
  - Develop process for formal nominations for certain groups as specified under WIOA
- **Plan for certification of One-Stop operations**
  - Take advantage of two-year delay
  - Ask board to re-certify current team of providers
  - Develop work plan for competitive services certification
- **Assess space and capacity for co-location of services**
  - Wagner-Peyser • Youth Services
- **Train and cross-train staff:**
  - To understand how to interpret labor market information and make it available to customers
  - To use customer-centered service delivery practices
- **Define roles and hire project managers for services:**
  - Business Sector Manager
  - Youth Work Experience Manager
  - Project Manager for implementing projects such as *Just Add One* and *Workplace Attributes*
- **Streamline customer engagement and implement strategies such as Boot Camp**
- **Develop marketing and promotion strategies**
  - Branding identity
  - Use of common identifier: American Job Center

### Outcomes

- Clearly defined and consistent management structure
- Increased capacity for providing services
- Effective Board with representation from key organizations
- Enhanced staff development
- Compliance with WIOA requirements
- Increased awareness of One-Stop services

# Goal 4

Serve all customers eligible for WIOA services

## Actions

- Expand relationships with training partners, including colleges and universities to provide training to meet employer needs (e.g., Empire State College)
- Strengthen services provided through the web portal as a place where businesses and customers can interact
- One-Stop will work together with partners to assess who is in the customer pool and build focus on priority customer groups, drawing on experts for guidance when needed:
  - People with disabilities
  - Basic skills deficient
  - Low-income
  - TANF recipients
  - Youth
- Redefine services for In School and Out of School youth under WIOA:
  - Provide paid and unpaid work experience
  - Develop new programs in the following areas
    - ▲ Financial Education
    - ▲ Entrepreneurial Skills Training
    - ▲ Access to Labor Market Information
    - ▲ Transition to post-secondary education
  - Support the needs of youth in these areas
    - ▲ Foster Care
    - ▲ Reentry

## Outcomes

- Offering customer choice
- Preparing youth to enter the workforce with in-demand skills
- Providing high quality services to job seekers that are:
  - Accessible
  - Available
- Providing businesses with a trained skilled workforce to meet their employment needs



# Goal 5

## Engage and Expand Partners

### Actions

- Work with partners to help them identify and understand the benefits provided by the One-Stop
- Identify shared customers and differentiate between similar and unique services among partners
- Demonstrate how working with the One-Stop will help to streamline services and reduce administrative costs
- Create effective MOUs to define commitment
- Establish formula for allocation for sharing cost of benefits of One-Stop
  - May be cash or in-kind
  - Sliding scale to accommodate partners with smaller budgets
  - Will be established by Governor if consensus is not reached
- Create clear steps for partners to deliver an integrated network of services to customers, including a shared referral process
- Work together to identify information for each partner:
  - Services provided
  - Customers
  - Funding
  - Number Served
- Show how partners can take advantage of the capabilities of the One-Stop Operating System (OSOS) as a case management system

### Outcomes

- Effective services for customers with coordinated access to resources
- Eliminate silos
- Coordination of services
- Avoid duplication of efforts
- Reduced administrative costs for partners

# Goal 6

Develop a strong local system with regional impact and engagement

## Actions

- **Coordinate with other providers to align with Governor's strategic plan**
- **Develop regional Sector strategies**
  - Work with Sector leaders regionally and statewide to develop and establish industry certifications and credentials
- **Collaborate on regional initiatives:**
  - Ready to Work
  - Manufacturing and Advanced Manufacturing
  - Hospitality
  - Casinos
- **Create cooperative apprenticeship opportunities:**
  - SEIU 1199 health care apprenticeship
  - Labor
- **Access and use labor market information and economic statistics available through regional and statewide sources**

## Outcomes

- **Enhanced regional collaboration**
- **Expanded opportunities for job seekers and businesses**
- **Defined industry credentials and certifications**

# Goal 7

Seek funding outside of WIOA

## Actions

- Recruit and build pool of contract grant writers to respond to funding opportunities
- Create replicable models and best practices under Sector Partnerships
- Explore opportunities to develop innovative programs
- Consider options for revenue generation

## Outcomes

- Resources to support or enhance existing services
- Expanded opportunities to develop new services
- Potential for increased innovation

# Implementation Timeline

<b>Goal 1: Create a transparent and accountable system</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Create a dynamic communications system for: <ul style="list-style-type: none"> <li>▪ Board</li> <li>▪ Community/public</li> <li>▪ Youth Services Providers</li> <li>▪ Sub-committees</li> <li>▪ One-Stop operators</li> <li>▪ Partners</li> <li>▪ Training</li> </ul>	2016	Ongoing
Explore use of social media for communications	2016	As needed
Use web portal to communicate with businesses and customers: <ul style="list-style-type: none"> <li>▪ Collect and analyze data from local and regional area to evaluate the current status of local industry and develop effective solutions</li> <li>▪ Post performance records of contractors and partners</li> <li>▪ Provide real-time labor market information</li> </ul>	2017-2018	As needed
Evaluate how to optimize and coordinate various intake, case management, and data collection systems in use by partners to provide efficient access to services	2016-2017	Every three years
Develop protocols for partners to access and use OSOS	2016	As needed
Review and implement requirements for reporting under WIOA using required Common Measures to ensure all necessary data is collected and reported	2016-2019	As guidance is issued

<b>Goal 2: Expand and retool Sector Partnership strategies</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Establish structure for Sector Partners to share expertise and input on skill needs within their industries <ul style="list-style-type: none"> <li>▪ Identify industry-recognized credentials appropriate to the Hudson Valley economy</li> <li>▪ Work with partners to strategize innovative and effective solutions to address workforce needs</li> </ul>	2016	Ongoing
Build Sector Academies to train workers as determined by business needs	2016-2017	Ongoing
Define career pathways for specific industries	2016-2017	As needed
Provide opportunities for various training modalities, including internships, on the job training (OJT), and standard occupational skills	2016-2019	Ongoing
Develop apprenticeships in cooperation with industry and labor partners	2016-2019	Ongoing
Work with Sector Partners to train incumbent workers and new hires	2016-2019	Ongoing

<b>Goal 2: Expand and retool Sector Partnership strategies</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Develop industry credentials in collaboration with state-wide industry partners	2016-2017	As needed
Enhance online portal capabilities for direct interaction between employers and job seekers	2017-2018	As needed

<b>Goal 3: Build capacity and develop a strong infrastructure</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Establish and enhance the role of the One-Stop Operator as responsible for oversight <ul style="list-style-type: none"> <li>▪ Manage One-Stop Partnerships</li> <li>▪ Define roles of all required partners and integrate into the One-Stop system to ensure that all services are delivered <ul style="list-style-type: none"> <li>▪ Meet monthly with Partners</li> <li>▪ Report to Board on services, outcomes and areas where change is needed</li> </ul> </li> </ul>	2015-2016	Ongoing
Implement WIOA requirements for Board composition <ul style="list-style-type: none"> <li>▪ Review list of required representatives and propose candidates as needed</li> <li>▪ Develop process for formal nominations for certain groups as specified under WIOA</li> </ul>	2015-2016	As terms expire
Plan for certification of One-Stop operations <ul style="list-style-type: none"> <li>▪ Take advantage of two-year delay</li> <li>▪ Ask board to re-certify current team of providers</li> <li>▪ Develop work plan for competitive services certification</li> </ul>	2015-2016	One time
Assess space and capacity for co-location of services <ul style="list-style-type: none"> <li>▪ Wagner-Peyser</li> <li>▪ Youth Services</li> </ul>	2015-2016	One time
Train and cross-train staff: <ul style="list-style-type: none"> <li>▪ To understand how to interpret labor market information and make it available to customers</li> <li>▪ To use customer-centered service delivery practices</li> </ul>	2015-2016	As needed
Define roles and hire project managers for services: <ul style="list-style-type: none"> <li>▪ Business Sector Manager</li> <li>▪ Youth Work Experience Manager</li> <li>▪ Project Manager for implementing projects such as <i>Just Add One</i> and <i>Workplace Attributes</i></li> </ul>	2015	When contract terms expire
Streamline customer engagement and implement strategies such as Boot Camp	2015-2016	As needed

<b>Goal 3: Build capacity and develop a strong infrastructure</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Develop marketing and promotion strategies <ul style="list-style-type: none"> <li>▪ Branding identity</li> <li>▪ Use of common identifier: American Job Center</li> </ul>	2015-2016	As needed

<b>Goal 4: Serve all customers eligible for WIOA services</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Expand relationships with training partners, including colleges and universities to provide training to meet employer needs (e.g., Empire State College)	2015-2016	Ongoing
Strengthen services provided through the web portal as a place where businesses and customers can interact	2017-2018	As needed
One-Stop will work together with partners to assess who is in the customer pool and build focus on priority customer groups, drawing on experts for guidance when needed: <ul style="list-style-type: none"> <li>▪ People with disabilities</li> <li>▪ Basic skills deficient</li> <li>▪ Low-income</li> <li>▪ TANF recipients</li> <li>▪ Youth</li> </ul>	2015-2016	Ongoing
Redefine services for In School and Out of School youth under WIOA: <ul style="list-style-type: none"> <li>▪ Provide paid and unpaid work experience</li> <li>▪ Develop new programs in the following areas</li> </ul>	2015-2016	Ongoing
Redefine services for In School and Out of School youth under WIOA: <ul style="list-style-type: none"> <li>▪ Provide paid and unpaid work experience</li> <li>▪ Develop new programs in the following areas</li> <li>▪ Financial Education</li> <li>▪ Entrepreneurial Skills Training</li> <li>▪ Access to Labor Market Information</li> <li>▪ Transition to post-secondary education               <ul style="list-style-type: none"> <li>▪ Support the needs of youth in these areas:</li> </ul> </li> <li>▪ Foster Care</li> <li>▪ Reentry</li> </ul>	2015-2016	Ongoing

<b>Goal 5: Engage and Expand Partners</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Work with partners to help them identify and understand the	2015	As needed

<b>Goal 5: Engage and Expand Partners</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
benefits provided by the One-Stop		
Identify shared customers and differentiate between similar and unique services among partners	2015	As needed
Demonstrate how working with the One-Stop will help to streamline services and reduce administrative costs	2015	As needed
Create effective MOUs to define commitment	2015	Annual
Establish formula for allocation for sharing cost of benefits of One-Stop <ul style="list-style-type: none"> <li>▪ May be cash or in-kind</li> <li>▪ Sliding scale to accommodate partners with smaller budgets</li> <li>▪ Will be established by Governor if consensus is not reached</li> </ul>	2015	Reviewed periodically
Create clear steps for partners to deliver an integrated network of services to customers, including a shared referral process	2015-2016	As needed
Work together to identify information for each partner: <ul style="list-style-type: none"> <li>▪ Services provided</li> <li>▪ Customers</li> <li>▪ Funding</li> <li>▪ Number Served</li> </ul>	2015-2016	As needed
Show how partners can take advantage of the capabilities of the One-Stop Operating System (OSOS) as a case management system	2016-2017	Ongoing

<b>Goal 6: Develop a strong local system with regional impact and engagement</b>		
<b>Actions</b>	<b>Target Date</b>	<b>Recurs</b>
Coordinate with other providers to align with Governor's strategic plan	2016	Ongoing
Develop regional Sector strategies <ul style="list-style-type: none"> <li>▪ Work with Sector leaders regionally and statewide to develop and establish industry certifications and credentials</li> </ul>	2017-2018	Ongoing
Collaborate on regional initiatives: <ul style="list-style-type: none"> <li>▪ Ready to Work</li> <li>▪ Manufacturing and Advanced Manufacturing</li> <li>▪ Hospitality</li> <li>▪ Casinos</li> </ul>	2016-2017	Ongoing
Create cooperative apprenticeship opportunities: <ul style="list-style-type: none"> <li>▪ SEIU 1199 health care apprenticeship</li> <li>▪ Labor</li> </ul>	2016-2017	Ongoing

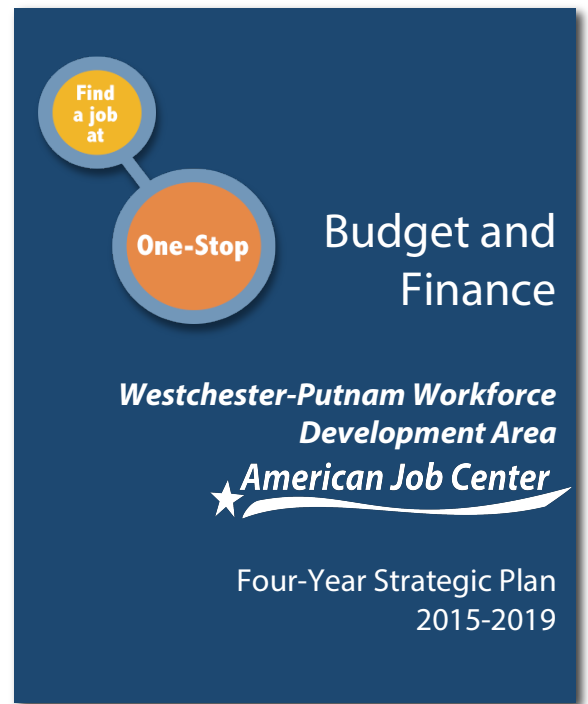
## Goal 6: Develop a strong local system with regional impact and engagement

Actions	Target Date	Recurs
Access and use labor market information and economic statistics available through regional and statewide sources	2015-2016	Ongoing

## Goal 7: Seek funding outside of WIOA

Actions	Target Date	Recurs
Recruit and build pool of contract grant writers to respond to funding opportunities	2015	As needed
Create replicable models and best practices under Sector Partnerships	2016-2017	Ongoing
Explore opportunities to develop innovative programs	2016-2017	Ongoing
Consider options for revenue generation	2015-2016	Ongoing





## Budget and Finance

Implementing workforce initiatives is inextricably linked with funding for the programs. The Westchester Putnam Workforce Board receives funding under formula dollars from federal funding allocated through the state and discretionary dollars that come from a variety of sources, including special programs and grants. The WPWB operates on a fiscal year that runs from July 1 to June 30.

Formula Funds are used for programs for youth, adults, and dislocated workers. Discretionary Funds are used for special programs like Career Pathways, or the Foster Care Summer Youth Employment program. Primary funding comes from the New York State Department of Labor. Additional funds come from sources like a grant from the United States Department of Labor, FEMA's National Emergency Grant for remediation of Hurricanes Sandy and Irene, or from local sources like the Westchester County Department of Social Services.

The Westchester Putnam Workforce Board has demonstrated careful stewardship that allows it to stretch limited dollars through effective budgeting to cover the most possible programming. The WPWB financials show tight budgeting of allocated funds, while still achieving stated program goals and objectives.

In addition, WPWB has been committed to exploring opportunities for grant funding that will allow it to implement new and innovative programs. The WDB has also shown a willingness to take on new projects and programs with a commendable success rate.

Because of its vigilant financial planning, the WPWB remains viable and is able to weather fluctuations in funding while still delivering its key services.

## 2012-2013 Summary

Formula Funds allocated by the State were used for administration and grants of the primary programs of the WIA for youth, adults, dislocated workers and administration.

There were a number of new allocations to Discretionary Funds in 2012-2013, including NEG Hurricanes Sandy and Irene. Allocations for 2012 included: Sandy - \$3,743,567, Irene - \$920,420, The Disability Employment Initiative - \$2,285, New York Youth Works - \$280,500, DSS Non-Custodial Parent - \$597,745 and NYSDOL Utility Reimbursements - \$105,085.

<b>Formula Funds</b>	<b>Program Y 2012 Allocations</b>
Youth	\$1,266,871
Adult	\$1,307,637
Dislocated Worker	\$1,239,785
Administration	\$314,320
<b>Total</b>	<b>4,128,613</b>
<b>Discretionary Funds</b>	
NEG Hurricane Sandy	\$3,743,567
NEG Hurricane Irene	\$920,421
Career Pathways	\$37,884
Foster Care Summer Youth Employment	\$50,000
DSS Non-Custodial Parent	\$597,746
Youth Build	\$358,342
Strive for the Future-Westchester	\$210,899
Summer TANF	\$378,304
Disability Employment Initiative	\$2,286
NYSDOL - Utility Reimbursements	\$105,085
WCDSS Private Sector Summer Jobs	\$35,000
New York Youth Works	\$280,500
<b>Total</b>	<b>\$10,848,646</b>

## 2013-2014 Summary

During 2013-2014, Business Services expanded on-the-job training offerings: Local/County OJT, State/NEG and Hire Westchester. Throughout 2013 and continuing in 2014, Business Services processed a dramatic increase in applications for training programs, including nearly \$500,000 in State NEG/OJT through an emergency Hurricane Sandy grant and over \$300,000 drawn from Local County OJT funds.

<b>Formula Funds</b>	<b>Program Y 2013-2014 Allocations</b>
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Youth	\$1,099,895
Adult	\$1,076,153
Dislocated Worker	\$1,400,527
Dislocated Worker Supplemental Administration	\$127,384
<b>Total</b>	<b>\$397,397</b>
	<b>\$4,533,924</b>

**Discretionary Funds**

NEG Hurricane Sandy	\$6,848,400
NEG Hurricane Irene	738,860
Career Pathways	\$70,500
Foster Care Summer Youth Employment	\$50,000
Youth Build	\$829,046
Strive for the Future-Westchester	\$512,500
Summer TANF	\$383,077
WCDSS Private Sector Summer Jobs	\$40,000
On-the-Job National Energy Grant	\$415,268
WIA Telephone	\$105,085
Volunteer Income Tax Assistance Program	\$50,000
Single Stop USA Vol Inc Tax Assistance Program	\$50,000

**Total** **\$14,626,660**

**2014-2015 Summary**

Total Program Year 2014-2015 allocation was \$11,597,759. Major categories for funding allocations were distributed as follows.

**Formula Program Funds**

- a. Adult \$2,003,556  
(includes salaries, OTPS, programs, training and contract services/special projects)
- b. Youth \$1,796,211  
(includes salaries, OTPS, programs, training and contract services/special projects)
- c. Dislocated Worker \$1,999,142  
(includes salaries, OTPS, programs, training and contract services/special projects)
- d. Administrative \$1,059,735  
(includes salaries, OTPS, and contract services/special projects)

**Discretionary Program Funds**

- e. NEG Hurricane Sandy \$2,187,544
- f. Youth Build \$383,049
- g. Strive For the Future \$380,081
- h. Summer TANF 2014 \$442,754

i. Hire Westchester-Putnam	\$129,821
j. Ready-to-Work	\$1,215,866
<b>Total</b>	<b>\$11,597,759</b>

### **Grant Funding**

In October 2014, the WPWIB was one of 23 national recipients of the USDOL Ready to Work grant of \$10 million dollars, which will train and or retrain over 500 healthcare workers in the Hudson Valley for high demand and high paying healthcare jobs. This grant will support a regional collaborative initiative among the Regions, Workforce Boards, One-Stop Centers, local colleges and universities, and healthcare businesses.

## Westchester Putnam WBD PY 2015 Budget

Westchester Putnam WBD PY 2015 Youth Programs Budget				
BUDGET TOTALS				
PY2015 (Jul 15-Jun 16)	PY14 Carry Forward	PY2015 Allocation	WCDSS	Total
WDAY WIOA Youth	\$250,042	\$1,086,421		\$1,336,463
WDAY- WCDSS Program			\$200,000	\$200,000
Summer TANF			\$495,324	\$495,324
Summer Foster Care			\$60,000	\$60,000
Private Summer Sector			\$40,000	\$40,000
YouthBuild	\$-	\$346,007		\$346,007
Strive For Future	\$-	\$210,076		\$210,076
<b>Total</b>	<b>\$250,042</b>	<b>\$1,642,503</b>	<b>\$795,324</b>	<b>\$2,687,869</b>

PY2015 WDAY (WIOA) Youth Budget Detail	
REVENUE	
PY 2014 Carry Forward	\$250,042
PY2015 Allocation	\$1,086,421
<b>Total Revenue</b>	<b>\$1,336,463</b>
EXPENDITURES	
<b>In-House:</b>	
Salaries	\$60,875
Fringe	\$41,564
Other than personnel cost (OTPS)	\$40,280
<b>Sub-total (In-house)</b>	<b>\$142,719</b>
<b>Contractual:</b>	
Youth Work Experience	\$318,924
WWDAY Program	\$657,536
City of Mount Vernon Youth Bureau	\$112,774
The Guidance Center of Westchester	\$114,000
PNW BOCES	\$58,236
WESTCOP	\$45,851
City of White Plains Youth Bureau	\$95,000
The Children's Village, Inc.	\$111,674
WESTHAB	\$120,000
<b>Sub-total (Contractual)</b>	<b>\$1,119,178</b>
11% Carry forward	\$217,284
<b>Total Expenditures</b>	<b>\$1,336,463</b>

<b>PY2015 WDAY (WCDSS) Youth Budget Detail</b>	
<b>REVENUE</b>	
PY2015 Allocation	\$200,000
<b>Total Revenue</b>	<b>\$200,000</b>
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Other than personnel cost (OTPS)	\$252
<b>Sub-total (In-house)</b>	<b>\$252</b>
<b>Contractual:</b>	
WWDAY Program	
City of Mount Vernon Youth Bureau	\$35,613
The Guidance Center of Westchester	\$36,000
PNW BOCES	\$18,390
WESTCOP	\$14,479
City Of White Plains Youth Bureau	\$30,000
The Children's Village, Inc.	\$35,266
WESTHAB	\$30,000
<b>Sub-total (Contractual)</b>	<b>\$199,748</b>
<b>Total Expenditures</b>	<b>\$ 200,000</b>

<b>PY2015 Summer TANF Budget Detail</b>	
<b>REVENUE</b>	
Summer TANF	\$495,324
<b>Total Revenue</b>	<b>\$495,324</b>
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Other than personnel cost (OTPS)	\$252
<b>Sub-total (In-house)</b>	<b>\$252</b>
<b>Contractual:</b>	
WESTCOP, Inc.	\$42,900
WESTHAB, Inc.	\$35,100
City of Peekskill Youth Bureau	\$38,572
The Jewish Board of Family and Children's Services	\$39,000
New Rochelle Housing Authority	\$26,000
White Plains Youth Bureau	\$38,270
Mount Vernon Youth Bureau	\$37,889
Slater Center	\$32,500
Theodore D. Young Community Center	\$26,000
Children's Village	\$39,000
The Guidance Center of Westchester	\$31,452
SER of Westchester	\$26,000

<b>PY2015 Summer TANF Budget Detail</b>	
New Rochelle Youth Bureau	\$32,500
<b>Sub-total (Contractual)</b>	<b>\$199,748</b>
<b>Total Expenditures</b>	<b>\$ 200,000</b>

<b>PY2015 Summer Employment Foster Care Budget Detail</b>	
<b>REVENUE</b>	
WCDSS	\$60,000
<b>Total Revenue</b>	<b>\$60,000</b>
<b>EXPENDITURES</b>	
County Parks & Recreation (6/1/2015-10/31/2015)	\$60,000
<b>Total Expenditures</b>	<b>\$60,000</b>

<b>PY2015 Youth Build (9/2012-12/2015) Budget Detail</b>		
<b>REVENUE</b>		
<b>Item</b>	<b>Undo Budgeted</b>	<b>WIA Budgeted</b>
Undo	\$192,428	
PY14 Carry Forward		\$153,580
<b>Total Revenue</b>	<b>\$192,428</b>	<b>\$153,580</b>
<b>EXPENDITURES</b>		
<b>Item</b>	<b>Undo Budgeted</b>	<b>WIA Budgeted</b>
Salaries & Fringe	\$81,190	
OTPS	\$48,943	
<b>Total In-House</b>	<b>\$130,133</b>	<b>\$-</b>
<b>Contracts</b>		
Westcop		
USDOL Youth Build	\$62,295	
<b>PY14 Carry Forward</b>		\$50,000
<b>Sub-total</b>	<b>\$62,295</b>	<b>\$50,000</b>
City of Peekskill		
USDOL Youth Build	\$-	
<b>PY14 Carry Forward</b>		\$103,580
<b>Sub-total</b>		<b>\$103,580</b>
<b>Total Expenditures</b>	<b>\$192,428</b>	<b>\$153,580</b>

<b>PY2015 Youth Strive For The Future (9/1/2012-12/31/2015) Budget Detail</b>		
<b>REVENUE</b>		
<b>Item</b>	<b>Strive National Budgeted</b>	<b>WIA Budgeted</b>
Strive National	\$69,226	\$140,850
<b>Total Revenue</b>	<b>\$69,226</b>	<b>\$140,850</b>
<b>EXPENDITURES</b>		
<b>Item</b>	<b>Strive National Budgeted</b>	<b>WIA Budgeted</b>
<b>Contracts</b>		
Westhab	\$44,919	\$140,850
Family Services of Westchester	\$24,306	
<b>Total Contracts</b>	<b>\$69,226</b>	<b>\$140,850</b>

<b>Westchester Putnam WBD PY 2015 Adult DLW One-Stop Operating Budget</b>			
<b>BUDGET TOTALS</b>			
<b>PY2015 (Jul 15-Jun 16)</b>	<b>PY14 Carry Forward</b>	<b>PY2015 Allocation</b>	<b>Total</b>
<b>Adult</b>	\$238,465	\$1,057,714	<b>\$1,296,179</b>
<b>DLW</b>	\$269,553	\$1,351,642	<b>\$1,621,194</b>
<b>Ready-to-Work</b>		\$2,954,757	<b>\$2,954,757</b>
<b>WCDSS Occupational Skill</b>		\$100,000	<b>\$100,000</b>
<b>Total</b>	<b>\$508,017</b>	<b>\$5,464,113</b>	<b>\$5,872,130</b>

<b>PY2015 WIOA Adult Funding Budget Detail</b>	
<b>REVENUE</b>	
<b>PY14 Carry Forward</b>	\$238,465
PY15 Allocation	\$1,057,714
<b>Total Revenue</b>	<b>\$1,296,179</b>
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Salaries	\$234,960
Fringe	\$170,149
Other than personnel cost (OTPS)	\$120,660
<b>Sub-total (In-house)</b>	<b>\$525,769</b>
<b>Contractual:</b>	
Putnam	\$75,555
Training ( ITA/OJT)	\$344,791
Incumbent Worker Training	\$105,771



<b>PY2015 WIOA Adult Funding Budget Detail</b>	
EMSI	\$11,500
Sector Manager	\$21,250
<b>Sub-total (Contractual)</b>	<b>\$558,867</b>
20% Carry forward	\$211,543
<b>Sub-total (Contractual)</b>	<b>\$770,410</b>
<b>Total Expenditures</b>	<b>\$1,296,179</b>

<b>PY2015 DLW Funding Budget Detail</b>	
<b>REVENUE</b>	
<b>PY14 Carry Forward</b>	\$269,553
PY15 Allocation	<b>\$1,351,642</b>
<b>Total Revenue</b>	\$1,621,194
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Salaries	\$234,960
Fringe	\$170,149
Other than personnel cost (OTPS)	\$120,660
<b>Sub-total (In-house)</b>	<b>\$525,769</b>
<b>Contractual:</b>	
Putnam	\$97,732
Training ( ITA/OJT)	\$482,472
Incumbent Worker Training	\$212,143
EMSI	\$11,500
Sector Manager	\$21,250
<b>Sub-total (Contractual)</b>	<b>\$825,097</b>
20% Carry forward	\$270,328
<b>Sub-total (Contractual)</b>	<b>\$1,095,425</b>
<b>Total Expenditures</b>	<b>\$1,621,194</b>

<b>PY2015 Ready-to-Work Budget Detail</b>	
<b>REVENUE</b>	
PY15 Allocation	\$2,954,757
<b>Total Revenue</b>	\$2,954,757
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Salaries	\$124,014
Fringe	\$73,080

<b>PY2015 Ready-to-Work Budget Detail</b>	
Other than personnel cost (OTPS)	\$20,267
<b>Sub-total (In-house)</b>	<b>\$197,094</b>
<b>Contractual:</b>	
Project Manager	\$812,600
Web Portal	\$100,000
Training Costs	\$815,419
OJT	\$522,906
Stipends and Incentives	\$180,000
Boot Camp	\$240,000
Uniforms	\$45,000
Certificates	\$15,000
Promotional Material	\$26,738
<b>Sub-total (Contractual)</b>	<b>\$2,757,663</b>
<b>Total Expenditures</b>	<b>\$2,954,757</b>

<b>PY2015 WCDSS Occupational Skills Budget Detail</b>	
<b>REVENUE</b>	
PY15 Allocation	\$100,000
<b>Total Revenue</b>	<b>\$100,000</b>
<b>EXPENDITURES</b>	
<b>Contractual:</b>	
Various Trainings Providers (TBD)	\$100,000
<b>Total Expenditures</b>	<b>\$100,000</b>

<b>Westchester Putnam WBD PY 2015 Budget</b>			
<b>BUDGET TOTALS</b>			
<b>PY2015 (Jul 15-Jun 16)</b>	<b>PY14 Carry Forward</b>	<b>PY2015 Allocation</b>	<b>Total</b>
<b>WIA Carry Forward</b>	\$83,673		\$83,673
<b>Youth</b>		\$124,713	\$124,713
<b>Adult</b>		\$117,524	\$117,524
<b>DLW</b>		\$150,182	\$150,182
<b>Youth Build</b>		\$130,133	\$130,133
<b>Ready-To-Work</b>		\$197,094	\$197,094
<b>Total</b>	<b>\$83,673</b>	<b>\$719,647</b>	<b>\$803,320</b>

<b>PY2015 DLW Funding Budget Detail</b>	
<b>REVENUE</b>	
<b>PY14 Carry Forward</b>	\$83,673
PY15 Allocation	<b>\$719,647</b>
<b>Total Revenue</b>	\$803,320
<b>EXPENDITURES</b>	
<b>In-House:</b>	
Salaries	\$332,250
Fringe	\$159,862
Other than personnel cost (OTPS)	\$109,135
<b>Sub-total (In-house)</b>	<b>\$601,247</b>
<b>Contractual:</b>	
Concorde Staffing	\$20,000
Grant Writing Services	\$70,000
Other Administrative Cost	\$33,589
<b>Sub-total (Contractual)</b>	<b>\$123,589</b>
<b>20% Carry forward</b>	<b>\$78,484</b>
<b>Total Expenditures</b>	<b>\$803,320</b>



## Performance Standards

Performance standards under WIOA have been modified to reflect the changes in services in the new legislation. Under WIOA, core indicators have been added to recognize factors such as credential attainment, earnings, service to employers, and training, reflecting the focus on “achieving positive outcomes for individuals served.” Other measures, including literacy and numeracy gains are eliminated under WIOA.

Where WIA allowed states to receive incentive awards for exceeding their performance levels, WIOA instead has the potential to impose sanctions on states that fail to meet their performance targets.

The proposed performance standards require revisions to the collection and evaluation of assessment data and some measures are still being developed or refined. While WIOA took effect in July 2015, the WIA performance measures continue to apply through PY 2015, ending June 30, 2016. Final regulations are scheduled to be published in January 2016, and use of WIOA Performance Standards is scheduled to begin in July 2016.

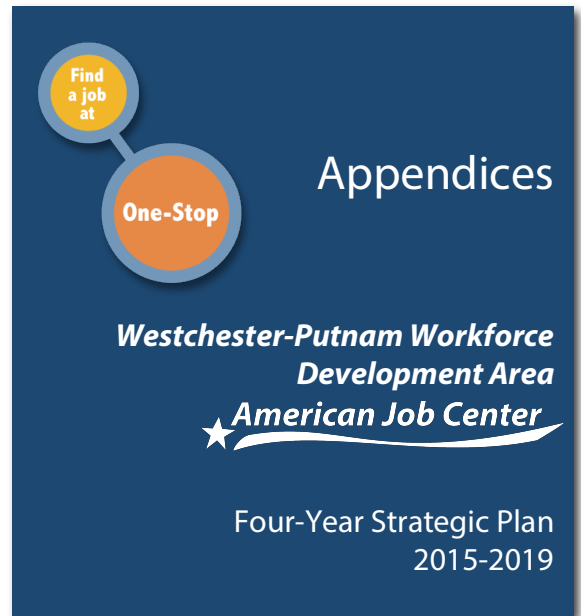
WIOA Performance Standards	
Performance Measure	Indicator
<b>Adults and Dislocated Worker Measures</b>	
Entry into unsubsidized employment (Entered Employment)	Measured in Q2 after exit.
Retention in unsubsidized employment (Employment Retention)	Measured in Q4 after exit.
Earnings change after entry into	Measured as median earnings in Q2 after exit only.

<b>WIOA Performance Standards</b>	
<b>Performance Measure</b>	<b>Indicator</b>
unsubsidized employment (Average Earnings)	Median is defined as the numerical value that separates the higher half from the lower half of earnings.
Credential Rate	Percentage of participants who obtain a recognized postsecondary credential or diploma during participation or within one year after program exit.
In Program Skills Gain	Percentage of participants in education leading to credential or employment during program year, achieving measurable gains.
<b>Youth Measures</b>	
Placement in Employment, Education, or Training	Measured in Q2 after exit.
Retention in Employment, Education, or Training	Percentage of participants in education, training, or unsubsidized employment; measured in Q4 after exit.
Earnings after entry into unsubsidized employment	Median earnings of participants in unsubsidized employment during Q2 after exit.
Credential rate	Percentage of participants who obtain a recognized credentials or secondary diploma during participation or within one year after program exit.
In Program Skills Gain	Percentage of participants in education leading to credential or employment during program year, achieving measurable gains.
<b>Employer Measures</b>	
Indicators of effectiveness in serving employers	To be determined

## **Performance Tracking – One Stop Operating System (OSOS)**

Performance data for all measures are tracked using a unified system, One Stop Operating System (OSOS). As part of WIOA, partner organizations will be trained to enter performance data into OSOS.

# Appendices



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## Appendix I: Westchester Putnam Workforce Development Area Information

### 2015-2016 Workforce Development Board (WDB)

The Westchester-Putnam Workforce Development Board (WDB) provides policy directions and program oversight to the One-Stop Career Centers and workforce development programs in Westchester and Putnam counties. The board is appointed by Westchester County Executive Robert P. Astorino and Putnam County Executive MaryEllen Odell. The WIB members are appointed in accordance with the Federal Workforce Investment Act and represent public and private sector businesses.

#### Westchester Putnam Workforce Board Members

Rosa Barksdale	President/CEO	Barksdale Health Care
James Bernardo	President	Candela Systems Corporation
Thomas Capurso	Business Representative	IBEW Local Union 3
Edward Cooke	Council Representative	Northeast Regional Council of Carpenters
Joseph DiCarlo	Senior VP, Human Resources	WESTMED Practice Partners
Richard Friedman	General Manager	DoubleTree by Hilton, Tarrytown
Dr. Marsha Gordon	President/CEO	The Business Council of Westchester
Richard Greenwald	President	Concorde Personnel Temporary Staffing
Wiley Harrison	President	Business of Your Business, LLC
Thom Kleiner	Regional Representative for the Hudson Valley	New York State Department of Labor
Allison Madison	President	Madison Approach Staffing
Daniel Magnus	President	Elevation Burger
Anthony Marmo	President	Clover Heating & Cooling
Kevin McGuire	Commissioner	Department of Social Services
Dr. Belinda S. Miles	President	Westchester Community College
William Mooney, III	Director	Westchester County Office of Economic Development
Claudia Murphy	Director	Southern Westchester BOCES
Dr. Iris Pagan	Director	Westchester County Youth Bureau
Matthew Pepe	Assistant President	Construction Industry Council
Michael Piazza	Commissioner of Putnam DSS	Putnam County Department of Social Services
Mark Ridgeway	District Manager	NYSED (ACCESS-VR)
Karl Rohde	Director	Putnam County Veteran Service Agency
Robert O. Sanders	CEO	Hospitality Resource Group Inc.
James D. Schutzer	Vice President	J.D. Moschitto & Associates, Inc.
Nick Simard	Vice President	InspiraMedia
David Singer, Chair	President	Robison Oil
Richard St. Paul	CEO/President	Law Office of Richard St. Paul, Esq., PLLC
Leonard J. Vallender	President	Fenbar Precision Machinists, Inc.

## Westchester-Putnam Workforce Development Area Partners

The following organizations are partnering with the Westchester Putnam Workforce Development Board to provide services:

- Putnam/Northern Westchester BOCES
- Southern Westchester BOCES
- Westchester Community College
- NYS Department of Labor
- Putnam County Department of Social Services
- Urban League of Westchester
- Westcop - Westchester Community Opportunity Program
- Business Council of Westchester
- Westchester Library System
- Putnam Department of Social Services
- Hudson Valley Region United Way 211



## Training Providers

The following organizations are designated as Training Providers for the Westchester Putnam Workforce Development Board:

- Hudson Valley Career Training
- Heritage Auto School
- Selfoss Group
- Southern Westchester BOCES
- Eagle Eye Security Solutions
- Gerard Leblanc
- Greyston Foundations
- Westchester School for Dental
- Creative Direction Construction & Design, LLC.
- Putnam/ Northern Westchester BOCES
- Hospitality Resource Group
- Big Apple Occupational Safety
- Childcare Council of Westchester
- NCADD
- Putnam Driving School
- Enterprise Training Solution
- New York of Esthetics & Day Spa Inc.
- Women's Enterprise Development Center, Inc.
- Brewster Institute of Technology

## Appendix II: Local Area Unemployment Statistics

New York State, Labor Market Regions, Metropolitan Areas, Counties,  
and Municipalities of at Least 25,000 Population

**Data Source: Local Area Unemployment Statistics Program**

(Data are not seasonally adjusted. Data are preliminary and subject to revision.)

### Putnam County Local Area Unemployment Statistics

#### PUTNAM UNEMPLOYMENT RATE

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	5.0%	4.9%	4.4%	4.1%	4.3%	4.3%	4.8%						
2014	5.7%	5.8%	5.3%	4.5%	4.8%	4.8%	5.2%	4.9%	4.7%	4.3%	4.4%	4.2%	4.9%
2013	7.5%	7.1%	6.4%	5.9%	6.0%	6.2%	6.2%	6.0%	5.8%	5.6%	5.2%	5.0%	6.1%
2012	7.6%	7.7%	7.2%	6.8%	7.2%	7.4%	7.9%	7.2%	6.9%	6.6%	6.4%	6.6%	7.1%
2011	7.5%	7.3%	6.8%	6.6%	6.7%	7.0%	7.1%	6.9%	7.1%	6.8%	6.7%	6.9%	6.9%
2010	7.9%	7.8%	7.4%	7.0%	7.0%	7.1%	7.3%	7.1%	7.1%	6.9%	7.0%	6.8%	7.2%
2009	6.2%	6.6%	6.6%	6.3%	6.7%	6.8%	6.8%	6.8%	7.0%	6.9%	6.8%	6.9%	6.7%
2008	4.2%	4.2%	4.0%	3.7%	4.3%	4.4%	4.6%	4.7%	4.7%	4.5%	4.7%	5.1%	4.4%
2007	3.7%	3.6%	3.2%	3.0%	3.2%	3.3%	3.5%	3.3%	3.5%	3.3%	3.4%	3.5%	3.4%
2006	3.9%	3.9%	3.8%	3.6%	3.6%	3.6%	3.7%	3.4%	3.3%	3.0%	3.1%	2.9%	3.5%
2005	4.1%	4.1%	3.7%	3.5%	3.6%	3.8%	3.8%	3.5%	3.7%	3.5%	3.8%	3.4%	3.7%
2004	4.5%	4.5%	4.3%	3.8%	3.8%	4.0%	4.0%	3.7%	3.8%	3.6%	3.6%	3.7%	4.0%
2003	4.4%	4.2%	3.9%	3.7%	3.8%	4.1%	4.1%	4.0%	4.1%	3.9%	4.0%	3.8%	4.0%
2002	4.4%	4.4%	4.3%	3.9%	3.9%	4.1%	4.1%	3.7%	3.7%	3.5%	3.6%	3.6%	3.9%
2001	3.2%	3.2%	2.9%	2.6%	2.7%	3.0%	3.2%	3.4%	3.4%	3.4%	3.5%	3.6%	3.2%
2000	3.4%	3.6%	3.1%	2.6%	2.9%	2.9%	3.0%	2.9%	3.0%	2.7%	2.6%	2.4%	2.9%
1999	2.8%	3.0%	2.8%	2.8%	2.8%	3.3%	3.4%	3.0%	3.1%	2.7%	2.4%	2.1%	2.9%
1998	3.1%	3.1%	2.8%	2.4%	2.6%	2.8%	2.8%	2.6%	2.7%	2.5%	2.3%	2.3%	2.7%
1997	3.6%	3.5%	3.3%	2.9%	2.9%	3.2%	3.2%	3.1%	3.1%	2.7%	2.6%	2.4%	3.0%
1996	4.2%	4.1%	3.9%	3.6%	4.0%	3.8%	3.9%	3.4%	3.2%	3.1%	2.9%	2.8%	3.6%
1995	4.6%	4.4%	4.1%	4.1%	4.1%	4.0%	4.1%	3.9%	3.9%	3.5%	3.2%	3.2%	3.9%
1994	5.4%	5.5%	5.2%	4.6%	4.4%	4.8%	4.9%	4.7%	4.5%	4.3%	4.0%	3.8%	4.7%
1993	6.0%	5.9%	5.5%	4.8%	5.2%	5.7%	5.6%	5.4%	5.5%	5.1%	4.8%	4.6%	5.3%
1992	6.6%	7.0%	6.6%	5.8%	6.0%	6.3%	6.0%	5.8%	6.1%	5.5%	5.3%	5.3%	6.0%
1991	5.1%	5.5%	5.6%	5.0%	5.4%	5.3%	5.6%	5.3%	5.4%	5.2%	4.9%	5.2%	5.3%
1990	2.9%	3.2%	3.0%	3.0%	3.2%	3.2%	3.3%	3.3%	3.4%	3.3%	3.7%	3.7%	3.3%

#### PUTNAM LABOR FORCE

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	49,000	49,100	49,500	49,700	50,200	50,700	51,000						
2014	49,900	50,200	50,500	50,000	50,400	51,000	51,200	50,500	49,600	50,100	49,800	49,300	50,200
2013	50,400	50,700	50,700	51,100	51,500	52,200	52,600	52,000	51,100	50,700	50,700	50,200	51,200

**PUTNAM LABOR FORCE**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2012	50,600	51,200	51,200	51,300	51,600	52,300	52,400	51,800	51,500	52,000	51,500	51,200	51,600
2011	51,100	51,300	51,500	51,400	51,600	51,900	52,200	52,100	51,300	51,800	51,500	51,500	51,600
2010	51,800	52,100	52,300	52,900	52,900	53,400	53,800	53,500	52,400	52,400	52,000	51,700	52,600
2009	55,100	54,800	54,800	55,000	55,100	56,100	56,600	55,800	54,400	54,200	54,400	53,900	55,000
2008	55,600	55,100	55,400	55,600	55,900	57,000	57,700	56,900	55,900	56,000	55,900	55,700	56,100
2007	55,300	55,000	55,100	54,900	55,100	56,600	57,200	56,100	55,300	55,500	56,000	55,800	55,700
2006	55,600	55,400	55,600	55,600	55,800	57,200	57,500	56,800	55,700	56,200	56,300	56,400	56,200
2005	55,300	55,100	55,100	55,500	55,800	56,800	57,500	57,100	55,900	56,300	56,200	56,300	56,100
2004	54,700	54,500	54,500	54,600	54,600	55,900	56,800	56,200	54,800	55,500	55,800	55,800	55,300
2003	54,100	53,900	54,000	54,100	54,000	55,100	55,400	54,900	53,700	54,200	54,500	54,400	54,400
2002	52,500	53,200	53,200	53,300	53,700	54,700	55,000	54,500	53,800	54,100	53,700	54,000	53,800
2001	52,400	52,300	52,400	52,100	52,100	53,200	53,500	52,600	52,000	52,400	52,500	52,800	52,500
2000	51,900	51,900	51,900	51,700	51,600	52,800	52,900	52,500	51,300	51,700	51,800	52,200	52,000
1999	55,300	54,600	54,200	54,200	55,100	56,900	57,000	57,000	54,500	55,100	54,900	55,200	55,300
1998	52,300	52,200	52,200	52,800	53,600	55,500	56,400	56,200	53,900	54,200	54,000	54,100	54,000
1997	50,300	49,900	50,500	50,400	51,200	53,000	54,400	54,400	52,500	52,700	52,700	52,700	52,100
1996	47,400	47,200	47,900	48,400	49,200	51,300	53,300	53,300	50,800	50,900	50,200	50,400	50,000
1995	48,200	48,100	48,000	48,200	48,600	50,100	50,800	51,300	49,000	49,100	48,600	48,500	49,000
1994	47,800	47,400	47,000	47,200	47,800	49,100	50,400	50,700	48,500	49,000	49,100	48,800	48,600
1993	47,400	47,300	47,400	47,700	48,600	50,300	51,000	51,300	48,400	48,100	47,900	47,500	48,600
1992	48,000	47,600	47,800	47,800	47,900	49,900	51,000	51,200	47,800	47,500	47,900	47,700	48,500
1991	48,000	47,700	47,900	48,200	48,400	49,900	50,800	50,100	48,100	48,300	47,800	47,600	48,600
1990	46,800	46,300	46,900	47,200	47,900	49,500	50,500	51,100	47,600	47,500	47,400	47,700	48,000

**PUTNAM EMPLOYED**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	46,500	46,600	47,300	47,700	48,100	48,500	48,600						
2014	47,000	47,200	47,800	47,800	48,000	48,600	48,500	48,100	47,300	47,900	47,600	47,200	47,800
2013	46,700	47,100	47,400	48,100	48,400	49,000	49,300	48,900	48,100	47,900	48,100	47,700	48,100
2012	46,800	47,200	47,500	47,800	47,900	48,500	48,300	48,100	48,000	48,600	48,200	47,900	47,900
2011	47,300	47,500	48,000	48,100	48,100	48,200	48,500	48,500	47,700	48,300	48,100	47,900	48,000
2010	47,700	48,100	48,400	49,200	49,300	49,600	49,800	49,700	48,700	48,800	48,400	48,200	48,800
2009	51,700	51,100	51,200	51,500	51,400	52,300	52,700	52,100	50,600	50,500	50,700	50,100	51,300
2008	53,300	52,800	53,200	53,600	53,500	54,500	55,000	54,300	53,300	53,500	53,300	52,900	53,600
2007	53,300	53,000	53,400	53,300	53,400	54,700	55,100	54,300	53,400	53,700	54,100	53,900	53,800
2006	53,400	53,300	53,500	53,600	53,800	55,100	55,400	54,900	53,800	54,500	54,600	54,800	54,200
2005	53,000	52,800	53,100	53,500	53,800	54,600	55,300	55,100	53,800	54,300	54,100	54,400	54,000
2004	52,200	52,100	52,200	52,500	52,500	53,600	54,500	54,100	52,700	53,500	53,800	53,800	53,100
2003	51,700	51,600	51,900	52,100	52,000	52,900	53,200	52,700	51,500	52,100	52,400	52,300	52,200
2002	50,200	50,800	51,000	51,200	51,600	52,500	52,800	52,500	51,900	52,100	51,800	52,000	51,700
2001	50,700	50,600	50,900	50,700	50,700	51,600	51,800	50,800	50,200	50,600	50,700	50,900	50,800

**PUTNAM EMPLOYED**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2000	50,100	50,100	50,200	50,400	50,100	51,200	51,300	50,900	49,700	50,300	50,500	51,000	50,500
1999	53,800	53,000	52,700	52,700	53,500	55,000	55,100	55,300	52,800	53,600	53,600	54,000	53,800
1998	50,700	50,600	50,800	51,600	52,200	54,000	54,900	54,700	52,400	52,800	52,800	52,900	52,500
1997	48,500	48,100	48,800	49,000	49,700	51,300	52,700	52,800	50,900	51,300	51,300	51,500	50,500
1996	45,400	45,300	46,000	46,700	47,200	49,400	51,300	51,500	49,200	49,300	48,800	49,000	48,200
1995	46,000	46,000	46,000	46,200	46,600	48,100	48,700	49,300	47,100	47,400	47,100	47,000	47,100
1994	45,200	44,800	44,500	45,000	45,600	46,700	47,900	48,300	46,300	46,900	47,100	47,000	46,300
1993	44,500	44,500	44,800	45,400	46,100	47,500	48,200	48,500	45,700	45,600	45,600	45,300	46,000
1992	44,800	44,200	44,700	45,100	45,000	46,700	47,900	48,300	44,900	44,900	45,400	45,200	45,600
1991	45,500	45,100	45,200	45,800	45,800	47,300	47,900	47,400	45,500	45,800	45,500	45,100	46,000
1990	45,400	44,800	45,500	45,800	46,300	47,900	48,800	49,400	46,000	45,900	45,600	45,900	46,400

**PUTNAM UNEMPLOYED**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	2,500	2,400	2,200	2,100	2,100	2,200	2,400						
2014	2,900	2,900	2,700	2,200	2,400	2,500	2,600	2,500	2,300	2,200	2,200	2,100	2,500
2013	3,800	3,600	3,200	3,000	3,100	3,200	3,300	3,100	3,000	2,800	2,600	2,500	3,100
2012	3,800	3,900	3,700	3,500	3,700	3,900	4,100	3,700	3,600	3,500	3,300	3,400	3,700
2011	3,800	3,800	3,500	3,400	3,400	3,600	3,700	3,600	3,600	3,500	3,400	3,500	3,600
2010	4,100	4,100	3,900	3,700	3,700	3,800	3,900	3,800	3,700	3,600	3,700	3,500	3,800
2009	3,400	3,600	3,600	3,400	3,700	3,800	3,900	3,800	3,800	3,700	3,700	3,700	3,700
2008	2,300	2,300	2,200	2,100	2,400	2,500	2,700	2,700	2,600	2,500	2,700	2,800	2,500
2007	2,100	2,000	1,800	1,700	1,800	1,900	2,000	1,900	1,900	1,800	1,900	1,900	1,900
2006	2,200	2,200	2,100	2,000	2,000	2,100	2,100	1,900	1,900	1,700	1,700	1,600	2,000
2005	2,300	2,300	2,000	1,900	2,000	2,100	2,200	2,000	2,100	2,000	2,100	1,900	2,100
2004	2,500	2,500	2,400	2,100	2,100	2,200	2,300	2,100	2,100	2,000	2,000	2,000	2,200
2003	2,400	2,300	2,100	2,000	2,100	2,200	2,300	2,200	2,200	2,100	2,200	2,100	2,200
2002	2,300	2,300	2,300	2,100	2,100	2,300	2,200	2,000	2,000	1,900	2,000	2,000	2,100
2001	1,700	1,700	1,500	1,400	1,400	1,600	1,700	1,800	1,800	1,800	1,800	1,900	1,700
2000	1,800	1,800	1,600	1,400	1,500	1,500	1,600	1,500	1,500	1,400	1,400	1,300	1,500
1999	1,600	1,700	1,500	1,500	1,500	1,900	1,900	1,700	1,700	1,500	1,300	1,200	1,600
1998	1,600	1,600	1,400	1,300	1,400	1,500	1,600	1,500	1,400	1,400	1,300	1,200	1,400
1997	1,800	1,800	1,700	1,400	1,500	1,700	1,800	1,700	1,600	1,400	1,400	1,300	1,600
1996	2,000	1,900	1,800	1,800	2,000	1,900	2,100	1,800	1,600	1,600	1,500	1,400	1,800
1995	2,200	2,100	1,900	2,000	2,000	2,000	2,100	2,000	1,900	1,700	1,500	1,500	1,900
1994	2,600	2,600	2,500	2,200	2,100	2,300	2,500	2,400	2,200	2,100	2,000	1,800	2,300
1993	2,800	2,800	2,600	2,300	2,500	2,900	2,800	2,800	2,600	2,500	2,300	2,200	2,600
1992	3,200	3,300	3,200	2,800	2,900	3,200	3,100	3,000	2,900	2,600	2,500	2,600	2,900
1991	2,500	2,600	2,700	2,400	2,600	2,700	2,800	2,700	2,600	2,500	2,300	2,500	2,600
1990	1,400	1,500	1,400	1,400	1,500	1,600	1,700	1,700	1,600	1,600	1,800	1,800	1,600

## Westchester County Local Area Unemployment Statistics

### WESTCHESTER UNEMPLOYMENT RATE

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	5.3%	5.2%	4.7%	4.4%	4.6%	4.6%	5.0%						
2014	5.9%	6.0%	5.5%	4.6%	5.0%	5.0%	5.4%	5.2%	5.0%	4.7%	4.7%	4.5%	5.1%
2013	7.6%	7.3%	6.6%	6.0%	6.2%	6.3%	6.4%	6.2%	6.1%	5.8%	5.4%	5.2%	6.3%
2012	7.8%	7.9%	7.4%	6.9%	7.2%	7.5%	7.8%	7.4%	7.1%	6.8%	6.5%	6.7%	7.3%
2011	7.8%	7.7%	7.1%	6.6%	6.7%	7.0%	7.2%	7.1%	7.1%	6.9%	6.8%	7.0%	7.1%
2010	8.1%	8.1%	7.7%	7.1%	7.1%	7.1%	7.4%	7.2%	7.2%	7.1%	7.2%	7.0%	7.4%
2009	6.7%	7.2%	7.1%	6.6%	7.0%	7.2%	7.2%	7.2%	7.4%	7.2%	7.0%	7.2%	7.1%
2008	4.6%	4.6%	4.4%	3.9%	4.5%	4.7%	4.9%	5.0%	5.1%	5.0%	5.2%	5.6%	4.8%
2007	4.1%	4.0%	3.6%	3.2%	3.4%	3.6%	3.9%	3.7%	3.8%	3.6%	3.7%	3.9%	3.7%
2006	4.2%	4.4%	4.1%	3.8%	3.8%	3.8%	4.0%	3.7%	3.7%	3.2%	3.3%	3.2%	3.8%
2005	4.5%	4.5%	3.9%	3.7%	3.9%	4.0%	4.1%	3.8%	4.2%	3.8%	4.0%	3.7%	4.0%
2004	5.3%	5.2%	5.1%	4.3%	4.3%	4.5%	4.4%	4.1%	4.2%	3.9%	4.0%	4.1%	4.4%
2003	4.9%	4.8%	4.4%	4.1%	4.2%	4.6%	4.5%	4.3%	4.6%	4.4%	4.5%	4.4%	4.5%
2002	5.2%	5.1%	4.9%	4.5%	4.4%	4.5%	4.5%	4.3%	4.2%	4.1%	4.2%	4.2%	4.5%
2001	3.8%	3.7%	3.4%	3.1%	3.2%	3.6%	3.7%	3.9%	4.1%	4.1%	4.3%	4.4%	3.8%
2000	4.0%	4.1%	3.7%	3.1%	3.3%	3.3%	3.4%	3.3%	3.4%	3.1%	3.2%	3.0%	3.4%
1999	3.5%	3.8%	3.5%	3.2%	3.2%	3.6%	3.7%	3.5%	3.6%	3.2%	2.9%	2.8%	3.4%
1998	3.9%	3.9%	3.6%	3.0%	3.2%	3.4%	3.3%	3.3%	3.4%	3.1%	2.8%	2.9%	3.3%
1997	4.2%	4.2%	3.8%	3.4%	3.5%	3.8%	4.0%	3.9%	3.9%	3.5%	3.2%	3.1%	3.7%
1996	4.7%	4.5%	4.4%	4.0%	4.1%	4.1%	4.5%	4.0%	4.0%	3.6%	3.5%	3.4%	4.1%
1995	4.9%	4.8%	4.4%	4.2%	4.3%	4.4%	4.8%	4.7%	4.6%	4.1%	3.9%	3.8%	4.4%
1994	5.7%	5.7%	5.4%	4.9%	4.7%	5.0%	5.2%	5.0%	4.9%	4.5%	4.2%	4.0%	4.9%
1993	6.5%	6.3%	5.8%	5.2%	5.4%	5.7%	5.6%	5.5%	5.4%	5.2%	5.0%	4.9%	5.5%
1992	6.8%	7.0%	6.5%	5.7%	5.9%	6.3%	6.2%	6.2%	6.4%	5.9%	5.8%	5.7%	6.2%
1991	5.3%	5.7%	5.6%	4.9%	5.5%	5.4%	5.5%	5.5%	5.5%	5.3%	5.2%	5.4%	5.4%
1990	3.5%	3.5%	3.2%	3.1%	3.2%	3.2%	3.5%	3.8%	3.8%	3.6%	4.1%	4.0%	3.5%

### WESTCHESTER LABOR FORCE

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	466,200	461,600	465,200	468,700	474,200	481,600	485,100						
2014	469,900	467,300	469,500	465,300	469,900	479,400	483,100	475,900	465,700	468,400	466,700	462,900	470,300
2013	474,300	470,700	470,600	473,800	477,800	488,200	490,500	482,800	473,600	469,600	471,300	466,600	475,800
2012	468,500	468,600	470,300	471,500	477,800	486,800	489,700	483,100	477,400	481,100	477,300	476,000	477,300
2011	471,400	469,700	471,500	470,900	473,200	479,400	482,500	478,800	472,900	473,600	471,700	470,800	473,900
2010	473,900	473,500	474,800	479,600	478,400	487,000	490,500	487,900	478,400	475,700	473,300	471,300	478,700
2009	489,000	486,700	486,500	487,100	488,000	497,700	501,500	494,900	482,300	480,400	481,000	476,600	487,600
2008	491,700	487,400	490,200	491,400	493,300	503,700	509,600	503,100	494,700	496,200	495,200	493,500	495,800
2007	486,600	483,800	485,200	482,400	484,200	497,500	502,800	493,900	487,000	488,400	492,200	491,000	489,600
2006	482,300	481,800	482,900	481,900	483,900	495,400	498,900	493,100	483,100	487,500	488,500	489,800	487,400

**WESTCHESTER LABOR FORCE**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2005	476,500	474,900	473,600	477,000	480,300	488,400	494,900	491,000	481,400	483,900	483,600	484,200	482,500
2004	473,800	472,100	472,800	471,800	471,800	482,700	490,100	485,300	473,200	478,800	481,400	481,800	478,000
2003	469,600	468,200	469,300	469,500	468,600	479,000	480,800	476,200	466,100	470,900	473,600	472,600	472,000
2002	461,200	466,200	466,400	466,800	469,900	478,500	481,400	477,500	471,200	473,100	470,500	472,300	471,200
2001	463,000	461,200	462,400	459,000	459,600	469,400	471,800	463,800	459,700	463,400	464,600	466,800	463,700
2000	460,700	460,500	460,000	458,600	456,900	467,600	468,800	464,800	454,300	458,200	459,800	463,300	461,100
1999	451,400	449,800	450,000	448,600	450,500	464,000	466,900	460,900	453,200	454,700	454,900	456,200	455,100
1998	453,100	450,500	450,800	449,200	451,900	464,000	466,100	460,200	448,900	449,000	451,200	453,100	454,000
1997	441,300	441,700	446,100	443,900	448,900	461,100	468,400	465,700	452,200	453,900	455,600	458,700	453,100
1996	432,800	435,200	438,300	437,900	442,200	455,600	462,500	456,800	442,900	447,400	447,700	450,300	445,800
1995	433,000	432,600	434,400	432,800	433,500	445,100	452,700	447,300	433,900	437,000	437,300	436,500	438,000
1994	435,200	434,800	434,100	432,700	438,200	447,600	451,700	447,800	435,500	438,000	439,100	438,700	439,400
1993	441,900	441,300	441,800	438,500	444,600	456,600	458,300	452,600	437,900	437,800	439,100	440,800	444,300
1992	449,700	445,400	447,500	449,600	452,300	465,400	471,100	463,900	451,000	449,200	449,500	450,100	453,700
1991	457,900	456,900	457,900	462,000	461,200	472,700	478,700	469,600	458,600	455,300	452,700	453,400	461,400
1990	466,500	465,400	467,400	466,900	470,200	484,200	493,200	485,100	469,100	468,300	465,100	464,600	472,100

**WESTCHESTER EMPLOYED**

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	441,300	437,600	443,300	447,900	452,500	459,500	460,800						
2014	442,200	439,100	443,600	443,700	446,400	455,300	457,200	451,200	442,400	446,400	444,900	442,100	446,200
2013	438,200	436,300	439,600	445,500	448,500	457,200	459,300	453,000	444,800	442,200	445,800	442,300	446,100
2012	432,100	431,800	435,600	438,900	443,200	450,500	451,400	447,300	443,500	448,200	446,200	443,900	442,700
2011	434,700	433,700	438,100	439,800	441,500	445,800	447,700	445,000	439,100	441,000	439,700	438,000	440,300
2010	435,700	435,300	438,300	445,800	444,700	452,200	454,200	452,700	443,800	442,100	439,100	438,100	443,500
2009	456,000	451,500	452,100	455,000	453,800	461,700	465,400	459,500	446,700	445,800	447,300	442,500	453,100
2008	469,300	465,100	468,600	472,000	471,100	480,000	484,800	478,000	469,400	471,300	469,500	465,900	472,100
2007	466,800	464,600	467,700	466,900	467,800	479,400	483,200	475,800	468,300	470,600	474,000	472,100	471,400
2006	462,100	460,600	463,100	463,600	465,500	476,400	478,800	474,900	465,400	471,600	472,200	474,200	469,000
2005	455,000	453,400	455,300	459,200	461,700	468,800	474,500	472,500	461,500	465,600	464,300	466,500	463,200
2004	448,600	447,600	448,500	451,500	451,700	460,900	468,600	465,400	453,400	459,900	462,400	462,300	456,700
2003	446,800	445,900	448,600	450,300	448,900	457,100	459,300	455,600	444,800	450,000	452,300	452,000	451,000
2002	437,100	442,300	443,600	446,000	449,300	456,900	459,500	457,100	451,400	454,000	450,500	452,700	450,000
2001	445,400	444,100	446,500	444,900	445,100	452,700	454,200	445,700	440,800	444,300	444,600	446,300	446,200
2000	442,200	441,800	443,100	444,300	441,900	452,000	452,800	449,300	438,800	443,900	445,300	449,500	445,400
1999	435,800	432,600	434,100	434,100	436,300	447,100	449,800	444,800	436,700	440,200	441,500	443,500	439,700
1998	435,400	432,800	434,700	435,600	437,700	448,200	450,500	445,000	433,900	435,000	438,300	440,100	438,900
1997	422,600	423,100	429,100	428,900	433,100	443,400	449,700	447,500	434,400	438,100	441,100	444,300	436,300
1996	412,400	415,500	419,000	420,500	424,100	436,900	441,500	438,400	425,300	431,100	432,200	435,200	427,700
1995	411,800	412,000	415,100	414,500	414,900	425,300	431,000	426,200	413,700	418,900	420,400	419,800	418,600
1994	410,300	410,000	410,700	411,700	417,700	425,300	428,400	425,400	414,300	418,400	420,500	421,200	417,800

### WESTCHESTER EMPLOYED

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
1993	413,300	413,700	416,300	415,700	420,400	430,600	432,700	427,500	414,100	414,800	417,300	419,400	419,700
1992	419,200	414,200	418,500	424,200	425,600	436,000	441,900	435,000	422,000	422,500	423,500	424,600	425,600
1991	433,600	431,000	432,300	439,200	435,900	447,100	452,600	444,000	433,300	431,300	429,300	428,800	436,500
1990	450,300	448,900	452,300	452,400	454,900	468,700	476,100	466,500	451,400	451,300	446,200	446,000	455,400

### WESTCHESTER UNEMPLOYED

Year	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Ann. Avg.
2015	24,900	24,000	21,800	20,800	21,700	22,100	24,300						
2014	27,600	28,200	25,900	21,600	23,500	24,200	25,900	24,600	23,200	22,000	21,800	20,800	24,100
2013	36,100	34,400	31,000	28,300	29,400	31,000	31,200	29,800	28,800	27,400	25,600	24,300	29,800
2012	36,400	36,800	34,700	32,600	34,600	36,300	38,300	35,800	33,900	32,900	31,200	32,100	34,600
2011	36,700	36,000	33,400	31,100	31,800	33,600	34,800	33,800	33,700	32,600	32,000	32,800	33,500
2010	38,200	38,200	36,500	33,800	33,700	34,700	36,300	35,200	34,600	33,600	34,300	33,200	35,200
2009	33,000	35,200	34,500	32,100	34,200	36,100	36,100	35,400	35,600	34,600	33,700	34,200	34,500
2008	22,400	22,300	21,600	19,400	22,200	23,600	24,900	25,200	25,300	24,900	25,700	27,600	23,700
2007	19,800	19,200	17,500	15,500	16,400	18,100	19,500	18,100	18,700	17,700	18,200	18,900	18,100
2006	20,200	21,200	19,800	18,300	18,300	19,100	20,100	18,300	17,700	15,800	16,300	15,600	18,400
2005	21,500	21,500	18,300	17,800	18,600	19,600	20,400	18,600	20,000	18,300	19,300	17,700	19,300
2004	25,200	24,500	24,300	20,200	20,100	21,700	21,500	19,900	19,700	18,900	19,100	19,500	21,200
2003	22,900	22,300	20,800	19,200	19,800	22,000	21,600	20,600	21,300	20,800	21,300	20,600	21,100
2002	24,100	23,900	22,800	20,800	20,600	21,600	21,900	20,400	19,900	19,200	19,900	19,700	21,200
2001	17,600	17,100	15,900	14,200	14,600	16,700	17,500	18,100	18,900	19,100	19,900	20,500	17,500
2000	18,500	18,800	16,900	14,200	15,000	15,600	16,000	15,500	15,500	14,300	14,500	13,800	15,700
1999	15,600	17,200	15,900	14,500	14,200	16,800	17,100	16,100	16,500	14,500	13,400	12,700	15,400
1998	17,800	17,800	16,100	13,600	14,300	15,800	15,600	15,200	15,000	14,000	12,800	13,000	15,100
1997	18,700	18,600	17,100	14,900	15,800	17,700	18,800	18,200	17,700	15,700	14,500	14,400	16,800
1996	20,300	19,700	19,300	17,300	18,100	18,700	20,900	18,300	17,600	16,300	15,500	15,100	18,100
1995	21,100	20,600	19,300	18,300	18,600	19,800	21,800	21,100	20,100	18,100	16,800	16,700	19,400
1994	24,900	24,800	23,400	21,000	20,500	22,300	23,300	22,400	21,200	19,600	18,600	17,600	21,600
1993	28,600	27,600	25,500	22,900	24,200	25,900	25,500	25,100	23,800	23,000	21,700	21,400	24,600
1992	30,500	31,200	29,000	25,500	26,800	29,300	29,200	28,900	29,100	26,700	26,000	25,500	28,100
1991	24,300	25,900	25,600	22,900	25,300	25,600	26,100	25,700	25,300	24,000	23,400	24,500	24,900
1990	16,200	16,500	15,000	14,600	15,200	15,500	17,100	18,500	17,600	16,900	18,900	18,600	16,700

## Appendix III: Labor Market Statistics

Current Labor Statistics for the Hudson Valley Region

New York State Department of Labor

<http://www.labor.ny.gov/stats/hud/default.asp>

<b>Labor Market Profile</b> <b>Resident Civilian Labor Force and Nonfarm Employment</b> <b>HUDSON VALLEY REGION</b> July 2015, June 2015, July 2014							
Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
Resident Civilian Labor Force	1,139,300	1,131,800	1,137,200	7,500	0.7%	2,100	0.2%
Employed	1,081,800	1,078,900	1,074,900	2,900	0.3%	6,900	0.6%
Unemployed	57,500	52,800	62,400	4,700	8.9%	-4,900	-7.9%
<b>Hudson Valley Region Unemployment Rate</b>	<b>5.0%</b>	<b>4.7%</b>	<b>5.5%</b>	<b>0.3</b>		<b>-0.5</b>	
NYS Unemployment Rate	5.4%	5.2%	6.5%	0.2		-1.1	
US Unemployment Rate	5.6%	5.5%	6.5%	0.1		-0.9	
<b>Total Nonfarm</b>	<b>935,700</b>	<b>938,500</b>	<b>926,200</b>	<b>-2,800</b>	<b>-0.3%</b>	<b>9,500</b>	<b>1.0%</b>
<b>Total Private</b>	<b>780,300</b>	<b>780,000</b>	<b>769,800</b>	<b>300</b>	<b>0.0%</b>	<b>10,500</b>	<b>1.4%</b>
<b>Goods-producing</b>	<b>93,200</b>	<b>92,000</b>	<b>94,500</b>	<b>1,200</b>	<b>1.3%</b>	<b>-1,300</b>	<b>-1.4%</b>
<b>Natural Resources, Mining and Construction</b>	<b>49,100</b>	<b>47,300</b>	<b>48,900</b>	<b>1,800</b>	<b>3.8%</b>	<b>200</b>	<b>0.4%</b>
<b>Manufacturing</b>	<b>44,100</b>	<b>44,700</b>	<b>45,600</b>	<b>-600</b>	<b>-1.3%</b>	<b>-1,500</b>	<b>-3.3%</b>
<b>Service-Providing</b>	<b>842,500</b>	<b>846,500</b>	<b>831,700</b>	<b>-4,000</b>	<b>-0.5%</b>	<b>10,800</b>	<b>1.3%</b>
<b>Private Service-Providing</b>	<b>687,100</b>	<b>688,000</b>	<b>675,300</b>	<b>-900</b>	<b>-0.1%</b>	<b>11,800</b>	<b>1.7%</b>
<b>Trade, Transportation and Utilities</b>	<b>182,800</b>	<b>184,800</b>	<b>182,300</b>	<b>-2,000</b>	<b>-1.1%</b>	<b>500</b>	<b>0.3%</b>
<b>Information</b>	<b>16,300</b>	<b>16,300</b>	<b>16,600</b>	<b>0</b>	<b>0.0%</b>	<b>-300</b>	<b>-1.8%</b>
<b>Financial Activities</b>	<b>44,000</b>	<b>44,700</b>	<b>45,700</b>	<b>-700</b>	<b>-1.6%</b>	<b>-1,700</b>	<b>-3.7%</b>
<b>Professional and Business Services</b>	<b>106,500</b>	<b>107,000</b>	<b>106,700</b>	<b>-500</b>	<b>-0.5%</b>	<b>-200</b>	<b>-0.2%</b>
<b>Education and Health Services</b>	<b>192,600</b>	<b>194,700</b>	<b>185,400</b>	<b>-2,100</b>	<b>-1.1%</b>	<b>7,200</b>	<b>3.9%</b>
<b>Leisure and Hospitality</b>	<b>100,800</b>	<b>97,100</b>	<b>96,500</b>	<b>3,700</b>	<b>3.8%</b>	<b>4,300</b>	<b>4.5%</b>
<b>Other Services</b>	<b>44,100</b>	<b>43,400</b>	<b>42,100</b>	<b>700</b>	<b>1.6%</b>	<b>2,000</b>	<b>4.8%</b>
<b>Government</b>	<b>155,400</b>	<b>158,500</b>	<b>156,400</b>	<b>-3,100</b>	<b>-2.0%</b>	<b>-1,000</b>	<b>-0.6%</b>



<b>Labor Market Profile</b> <b>Resident Civilian Labor Force and Nonfarm Employment</b> <b>DUTCHESS-PUTNAM MSA</b> July 2015, June 2015, July 2014							
Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
Resident Civilian Labor Force	195,200	194,300	196,000	900	0.5%	-800	-0.4%
Employed	185,700	185,400	185,400	300	0.2%	300	0.2%
Unemployed	9,500	8,900	10,600	600	6.7%	-1,100	10.4%
<b>Dutchess-Putnam MSA Unemployment Rate</b>	<b>4.9%</b>	<b>4.6%</b>	<b>5.4%</b>	<b>0.3</b>		<b>-0.5</b>	
NYS Unemployment Rate	5.4%	5.2%	6.5%	0.2		-1.1	
US Unemployment Rate	5.6%	5.5%	6.5%	0.1		-0.9	
<b>Total Nonfarm</b>							
<b>Total Nonfarm</b>	<b>143,100</b>	<b>143,900</b>	<b>142,700</b>	<b>-800</b>	<b>-0.6%</b>	<b>400</b>	<b>0.3%</b>
<b>Total Private</b>	<b>118,100</b>	<b>118,100</b>	<b>117,400</b>	<b>0</b>	<b>0.0%</b>	<b>700</b>	<b>0.6%</b>
<b>Goods-producing</b>	<b>18,100</b>	<b>18,200</b>	<b>18,600</b>	<b>-100</b>	<b>-0.5%</b>	<b>-500</b>	<b>-2.7%</b>
<b>Natural Resources, Mining and Construction</b>	<b>7,600</b>	<b>7,600</b>	<b>7,900</b>	<b>0</b>	<b>0.0%</b>	<b>-300</b>	<b>-3.8%</b>
<b>Manufacturing</b>	<b>10,500</b>	<b>10,600</b>	<b>10,700</b>	<b>-100</b>	<b>-0.9%</b>	<b>-200</b>	<b>-1.9%</b>
<b>Service-Providing</b>	<b>125,000</b>	<b>125,700</b>	<b>124,100</b>	<b>-700</b>	<b>-0.6%</b>	<b>900</b>	<b>0.7%</b>
<b>Private Service-Providing</b>	<b>100,000</b>	<b>99,900</b>	<b>98,800</b>	<b>100</b>	<b>0.1%</b>	<b>1,200</b>	<b>1.2%</b>
<b>Trade, Transportation and Utilities</b>	<b>24,500</b>	<b>24,700</b>	<b>24,100</b>	<b>-200</b>	<b>-0.8%</b>	<b>400</b>	<b>1.7%</b>
Wholesale Trade	3,200	3,200	3,200	0	0.0%	0	0.0%
Retail Trade	17,500	17,500	17,100	0	0.0%	400	2.3%
Transportation, Warehousing and Utilities	3,800	4,000	3,800	-200	-5.0%	0	0.0%
<b>Information</b>	<b>1,900</b>	<b>1,900</b>	<b>1,900</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Financial Activities</b>	<b>5,000</b>	<b>5,000</b>	<b>5,100</b>	<b>0</b>	<b>0.0%</b>	<b>-100</b>	<b>-2.0%</b>
<b>Professional and Business Services</b>	<b>11,900</b>	<b>11,900</b>	<b>11,600</b>	<b>0</b>	<b>0.0%</b>	<b>300</b>	<b>2.6%</b>
<b>Education and Health Services</b>	<b>34,700</b>	<b>34,900</b>	<b>34,100</b>	<b>-200</b>	<b>-0.6%</b>	<b>600</b>	<b>1.8%</b>
Educational Services	10,800	11,100	10,700	-300	-2.7%	100	0.9%
Health Care and Social Assistance	23,900	23,800	23,400	100	0.4%	500	2.1%
<b>Leisure and Hospitality</b>	<b>15,100</b>	<b>14,600</b>	<b>15,300</b>	<b>500</b>	<b>3.4%</b>	<b>-200</b>	<b>-1.3%</b>
<b>Other Services</b>	<b>6,900</b>	<b>6,900</b>	<b>6,700</b>	<b>0</b>	<b>0.0%</b>	<b>200</b>	<b>3.0%</b>
<b>Government</b>	<b>25,000</b>	<b>25,800</b>	<b>25,300</b>	<b>-800</b>	<b>-3.1%</b>	<b>-300</b>	<b>-1.2%</b>
Federal Government	1,300	1,300	1,300	0	0.0%	0	0.0%

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**DUTCHESS-PUTNAM MSA**  
 July 2015, June 2015, July 2014

Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
State Government	5,800	5,800	6,000	0	0.0%	-200	-3.3%
Local Government	17,900	18,700	18,000	-800	-4.3%	-100	-0.6%
Local Government Education	10,100	12,100	10,300	-2,000	-16.5%	-200	-1.9%

Labor Market Profile – Orange-Rockland Westchester MSA

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**ORANGE-ROCKLAND-WESTCHESTER MSA**  
 July 2015, June 2015, July 2014

Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
Resident Civilian Labor Force	819,400	813,300	815,900	6,100	0.8%	3,500	0.4%
Employed	778,000	775,600	771,600	2,400	0.3%	6,400	0.8%
Unemployed	41,300	37,700	44,300	3,600	9.5%	-3,000	-6.8%
<b>Orange-Rockland-Westchester MSA Unemployment Rate</b>	<b>5.0%</b>	<b>4.6%</b>	<b>5.4%</b>	<b>0.4</b>		<b>-0.4</b>	
NYS Unemployment Rate	5.4%	5.2%	6.5%	0.2		-1.1	
US Unemployment Rate	5.6%	5.5%	6.5%	0.1		-0.9	
<b>Total Nonfarm</b>	<b>705,000</b>	<b>706,500</b>	<b>696,600</b>	<b>-1,500</b>	<b>-0.2%</b>	<b>8,400</b>	<b>1.2%</b>
<b>Total Private</b>	<b>593,400</b>	<b>594,500</b>	<b>584,300</b>	<b>-1,100</b>	<b>-0.2%</b>	<b>9,100</b>	<b>1.6%</b>
<b>Goods-producing</b>	<b>66,500</b>	<b>65,400</b>	<b>67,500</b>	<b>1,100</b>	<b>1.7%</b>	<b>-1,000</b>	<b>-1.5%</b>
<b>Natural Resources, Mining and Construction</b>	<b>37,900</b>	<b>36,300</b>	<b>37,500</b>	<b>1,600</b>	<b>4.4%</b>	<b>400</b>	<b>1.1%</b>
Specialty Trade Contractors	24,900	24,300	24,700	600	2.5%	200	0.8%
<b>Manufacturing</b>	<b>28,600</b>	<b>29,100</b>	<b>30,000</b>	<b>-500</b>	<b>-1.7%</b>	<b>-1,400</b>	<b>-4.7%</b>
Computer and Electronic Product Manufacturing	3,300	3,300	3,400	0	0.0%	-100	-2.9%
Chemical Manufacturing	4,900	5,000	5,200	-100	-2.0%	-300	-5.8%
<b>Service-Providing</b>	<b>638,500</b>	<b>641,100</b>	<b>629,100</b>	<b>-2,600</b>	<b>-0.4%</b>	<b>9,400</b>	<b>1.5%</b>
<b>Private Service-Providing</b>	<b>526,900</b>	<b>529,100</b>	<b>516,800</b>	<b>-2,200</b>	<b>-0.4%</b>	<b>10,100</b>	<b>2.0%</b>
<b>Trade, Transportation and Utilities</b>	<b>141,500</b>	<b>143,100</b>	<b>141,600</b>	<b>-1,600</b>	<b>-1.1%</b>	<b>-100</b>	<b>-0.1%</b>

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**ORANGE-ROCKLAND-WESTCHESTER MSA**

July 2015, June 2015, July 2014

Wholesale Trade	27,600	27,500	28,400	100	0.4%	-800	-2.8%
Goods							
Merchant Wholesalers, Durable	12,800	12,700	12,400	100	0.8%	400	3.2%
Retail Trade	90,500	90,900	90,300	-400	-0.4%	200	0.2%
Food and Beverage Stores	21,500	21,700	21,700	-200	-0.9%	-200	-0.9%
Grocery Stores	18,100	18,200	18,500	-100	-0.5%	-400	-2.2%
Health and Personal Care Stores	6,500	6,500	6,400	0	0.0%	100	1.6%
Stores							
Clothing and Clothing Accessories	13,000	12,900	13,200	100	0.8%	-200	-1.5%
General Merchandise Stores	13,800	13,800	13,700	0	0.0%	100	0.7%
Department Stores	9,300	9,300	9,400	0	0.0%	-100	-1.1%
Utilities							
Transportation, Warehousing and Utilities	23,400	24,700	22,900	-1,300	-5.3%	500	2.2%
Utilities	4,400	4,300	4,400	100	2.3%	0	0.0%
Transportation and Warehousing	19,000	20,400	18,500	-1,400	-6.9%	500	2.7%
<b>Information</b>	<b>13,300</b>	<b>13,300</b>	<b>13,600</b>	<b>0</b>	<b>0.0%</b>	<b>-300</b>	<b>-2.2%</b>
Telecommunications	4,900	4,900	4,900	0	0.0%	0	0.0%
<b>Financial Activities</b>	<b>35,900</b>	<b>36,600</b>	<b>37,400</b>	<b>-700</b>	<b>-1.9%</b>	<b>-1,500</b>	<b>-4.0%</b>
Finance and Insurance	23,300	23,700	24,500	-400	-1.7%	-1,200	-4.9%
Activities							
Credit Intermediation and Related	8,100	8,400	8,400	-300	-3.6%	-300	-3.6%
Depository Credit Intermediation	5,200	5,300	5,400	-100	-1.9%	-200	-3.7%
Insurance Carriers and Related	9,900	10,200	10,400	-300	-2.9%	-500	-4.8%
Activities							
Real Estate and Rental and Leasing	12,600	12,900	12,900	-300	-2.3%	-300	-2.3%
<b>Professional and Business Services</b>	<b>88,500</b>	<b>89,200</b>	<b>89,100</b>	<b>-700</b>	<b>-0.8%</b>	<b>-600</b>	<b>-0.7%</b>
Professional, Scientific, and Technical							
Services	37,900	38,000	38,200	-100	-0.3%	-300	-0.8%
Management of Companies and Enterprises	11,600	11,800	11,800	-200	-1.7%	-200	-1.7%
Administrative and Support and Waste Management and Remediation Services	39,000	39,400	39,100	-400	-1.0%	-100	-0.3%
Services							
Administrative and Support	37,300	37,800	37,000	-500	-1.3%	300	0.8%
Employment Services	8,200	8,300	7,800	-100	-1.2%	400	5.1%
<b>Education and Health Services</b>	<b>141,600</b>	<b>143,700</b>	<b>135,100</b>	<b>-2,100</b>	<b>-1.5%</b>	<b>6,500</b>	<b>4.8%</b>
Educational Services	27,100	28,200	25,800	-1,100	-3.9%	1,300	5.0%

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**ORANGE-ROCKLAND-WESTCHESTER MSA**

July 2015, June 2015, July 2014

Health Care and Social Assistance	114,500	115,500	109,300	-1,000	-0.9%	5,200	4.8%
Ambulatory Health Care Services	45,000	45,100	42,000	-100	-0.2%	3,000	7.1%
Hospitals	23,800	23,800	22,800	0	0.0%	1,000	4.4%
General Medical and Surgical Hospitals	20,600	20,600	19,900	0	0.0%	700	3.5%
Social Assistance	20,300	20,900	19,700	-600	-2.9%	600	3.0%
<b>Leisure and Hospitality</b>	<b>73,300</b>	<b>71,000</b>	<b>69,000</b>	<b>2,300</b>	<b>3.2%</b>	<b>4,300</b>	<b>6.2%</b>
Accommodation and Food Services	52,300	53,000	50,100	-700	-1.3%	2,200	4.4%
Food Services and Drinking Places	46,200	47,400	43,800	-1,200	-2.5%	2,400	5.5%
Full-Service Restaurants	24,300	24,200	23,900	100	0.4%	400	1.7%
<b>Other Services</b>	<b>32,800</b>	<b>32,200</b>	<b>31,000</b>	<b>600</b>	<b>1.9%</b>	<b>1,800</b>	<b>5.8%</b>
<b>Government</b>	<b>111,600</b>	<b>112,000</b>	<b>112,300</b>	<b>-400</b>	<b>-0.4%</b>	<b>-700</b>	<b>-0.6%</b>
Federal Government	9,600	9,600	9,500	0	0.0%	100	1.1%
State Government	15,400	15,400	15,500	0	0.0%	-100	-0.6%
Local Government	86,600	87,000	87,300	-400	-0.5%	-700	-0.8%
Local Government Education	44,900	51,400	45,200	-6,500	-12.6%	-300	-0.7%

Labor Market Profile – Sullivan County

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**SULLIVAN COUNTY**

July 2015, June 2015, July 2014

Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
Resident Civilian Labor Force	35,400	34,200	35,600	1,200	3.5%	-200	-0.6%
Employed	33,500	32,400	33,500	1,100	3.4%	0	0.0%
Unemployed	1,900	1,800	2,200	100	5.6%	-300	-13.6%
<b>Sullivan County Unemployment Rate</b>	<b>5.3%</b>	<b>5.3%</b>	<b>6.0%</b>	<b>0.0</b>		<b>-0.7</b>	
NYS Unemployment Rate	5.4%	5.2%	6.5%	0.2		-1.1	
US Unemployment Rate	5.6%	5.5%	6.5%	0.1		-0.9	
<b>Total Nonfarm</b>	<b>26,900</b>	<b>25,900</b>	<b>26,800</b>	<b>1,000</b>	<b>3.9%</b>	<b>100</b>	<b>0.4%</b>
<b>Total Private</b>	<b>21,200</b>	<b>19,800</b>	<b>21,100</b>	<b>1,400</b>	<b>7.1%</b>	<b>100</b>	<b>0.5%</b>
<b>Goods-Producing</b>	<b>2,400</b>	<b>2,300</b>	<b>2,400</b>	<b>100</b>	<b>4.3%</b>	<b>0</b>	<b>0.0%</b>

**Labor Market Profile**  
**Resident Civilian Labor Force and Nonfarm Employment**  
**SULLIVAN COUNTY**

July 2015, June 2015, July 2014

Category	Jul 2015	Jun 2015	Jul 2014	Net Month	% Month	Net Year	% Year
Natural Resources, Mining and Construction	900	800	900	100	12.5%	0	0.0%
Manufacturing	1,500	1,500	1,500	0	0.0%	0	0.0%
Service-Providing	24,500	23,600	24,400	900	3.8%	100	0.4%
Private Service-Providing	18,800	17,500	18,700	1,300	7.4%	100	0.5%
Trade, Transportation and Utilities	4,500	4,500	4,500	0	0.0%	0	0.0%
Information	200	200	200	0	0.0%	0	0.0%
Financial Activities	1,000	1,000	1,000	0	0.0%	0	0.0%
Professional and Business Services	1,500	1,400	1,500	100	7.1%	0	0.0%
Education and Health Services	6,000	5,800	5,900	200	3.4%	100	1.7%
Leisure and Hospitality	4,100	3,200	4,100	900	28.1%	0	0.0%
Other Services	1,500	1,400	1,500	100	7.1%	0	0.0%
Government	5,700	6,100	5,700	-400	-6.6%	0	0.0%

## Appendix IV: Job Projection Data for the Mid-Hudson Region

### Projected Job Openings in the Mid-Hudson Region

Mid-Hudson Region Projected Job Openings						
SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
43-4051	Customer Service Representatives	807	651	\$111,270	\$46,830	HS diploma or equiv
41-2011	Cashiers	513	630	\$17,030	\$22,730	Less than HS
41-2031	Retail Salespersons	1,835	584	\$17,630	\$33,610	Less than HS
43-6011	Executive Secretaries and Executive Administrative Assistants	125	503	\$48,280	\$73,480	HS diploma or equiv
43-5081	Stock Clerks and Order Fillers	307	496	\$17,090	\$28,450	Less than HS
43-4171	Receptionists and Information Clerks	97	461	\$22,030	\$35,290	HS diploma or equiv
43-9061	Office Clerks, General	149	409	\$18,390	\$36,700	HS diploma or equiv
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	323	379	\$19,010	\$31,750	Less than HS
11-1021	General and Operations Managers	292	379	\$62,860	\$169,900	Bachelor's deg
11-9199	Managers, All Other	388	352	\$62,080	\$136,070	HS diploma or equiv
41-3099	Sales Representatives, Services, All Other	65	330	\$33,110	\$94,560	HS diploma or equiv
43-9199	Office and Administrative Support Workers, All Other	14	326	\$27,150	\$41,500	HS diploma or equiv
41-1011	First-Line Supervisors of Retail Sales Workers	869	321	\$30,270	\$61,570	HS diploma or equiv
33-9032	Security Guards	193	303	\$20,320	\$31,420	HS diploma or equiv
43-3031	Bookkeeping, Accounting, and Auditing Clerks	237	294	\$29,390	\$49,870	HS diploma or equiv
11-2022	Sales Managers	303	292	\$86,650	\$187,200	Bachelor's deg
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	407	285	\$25,560	\$43,630	HS diploma or equiv
31-1014	Nursing Assistants	161	263	\$25,970	\$36,180	Postsecondary non-deg award

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	121	251	\$19,480	\$37,040	Less than HS
31-1011	Home Health Aides	68	250	\$18,030	\$28,020	Less than HS
53-3033	Light Truck or Delivery Services Drivers	169	243	\$21,580	\$45,980	HS diploma or equiv
43-1011	First-Line Supervisors of Office and Administrative Support Workers	201	238	\$41,420	\$71,140	HS diploma or equiv
25-9041	Teacher Assistants	56	232	\$19,550	\$33,660	Some college, no deg
39-9021	Personal Care Aides	147	229	\$20,850	\$30,290	Less than HS
35-3031	Waiters and Waitresses	114	218	\$16,900	\$23,560	Less than HS
37-2012	Maids and Housekeeping Cleaners	136	212	\$18,280	\$34,900	Less than HS
11-3031	Financial Managers	410	206	\$83,250	\$184,000	Bachelor's deg
11-3011	Administrative Services Managers	52	201	\$64,580	\$139,090	Bachelor's deg
11-2021	Marketing Managers	384	199	\$105,840	\$187,200	Bachelor's deg
25-3099	Teachers and Instructors, All Other	179	191	\$24,630	\$74,290	Bachelor's deg
53-3022	Bus Drivers, School or Special Client	20	183	\$29,390	\$44,240	HS diploma or equiv
47-2061	Construction Laborers	26	176	\$29,510	\$61,980	Less than HS
49-9071	Maintenance and Repair Workers, General	290	170	\$27,050	\$53,630	HS diploma or equiv
39-9011	Childcare Workers	298	158	\$18,980	\$30,100	HS diploma or equiv
11-1011	Chief Executives	21	150	\$112,270	\$187,200	Bachelor's deg
13-2011	Buyers and Purchasing Agents, Farm Products	536	148	\$52,910	\$101,780	Bachelor's deg
35-2021	Food Preparation Workers	42	146	\$18,620	\$27,620	Less than HS

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
43-9021	Data Entry Keyers	42	142	\$21,240	\$36,310	HS diploma or equiv
37-3011	Landscaping and Groundskeeping Workers	16	135	\$21,080	\$37,580	Less than HS
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	299	132	\$16,870	\$21,060	Less than HS
15-1199	Computer Occupations, All Other	542	126	\$53,490	\$94,690	Bachelor's deg
41-9099	Sales and Related Workers, All Other	36	124	\$18,450	\$39,670	HS diploma or equiv
47-2031	Carpenters	17	123	\$33,490	\$73,810	HS diploma or equiv
43-3071	Tellers	419	122	\$24,060	\$31,490	HS diploma or equiv
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,255	121	\$37,640	\$102,340	HS diploma or equiv
51-9199	Production Workers, All Other	60	121	\$20,530	\$32,330	HS diploma or equiv
43-3021	Billing and Posting Clerks	18	118	\$29,600	\$45,960	HS diploma or equiv
21-1093	Social and Human Service Assistants	32	117	\$24,620	\$44,470	HS diploma or equiv
31-9092	Medical Assistants	73	116	\$26,240	\$40,220	Postsecondary non-deg award
43-6013	Medical Secretaries	120	115	\$27,920	\$44,950	HS diploma or equiv
11-9051	Food Service Managers	129	112	\$48,960	\$80,510	HS diploma or equiv
11-3021	Computer and Information Systems Managers	108	108	\$93,310	\$173,060	Bachelor's deg
43-5071	Shipping, Receiving, and Traffic Clerks	111	107	\$19,480	\$36,190	HS diploma or equiv
23-2011	Paralegals and Legal Assistants	83	107	\$29,260	\$64,820	Associate's deg
49-3023	Automotive Service Technicians and Mechanics	122	106	\$26,800	\$53,090	HS diploma or equiv
13-1199	Business Operations Specialists, All Other	123	102	\$41,790	\$93,450	HS diploma or equiv



**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
11-9151	Social and Community Service Managers	27	102	\$58,210	\$92,110	Bachelor's deg
41-4011	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	203	99	\$60,800	\$144,490	Bachelor's deg
15-1151	Computer User Support Specialists	253	98	\$36,980	\$66,720	Some college, no deg
29-2061	Licensed Practical and Licensed Vocational Nurses	150	98	\$38,060	\$53,220	Postsecondary non-deg award
29-1141	Registered Nurses	1,590	90	\$58,430	\$87,500	Associate's deg
43-4071	File Clerks	17	90	\$17,500	\$31,550	HS diploma or equiv
13-2082	Tax Preparers	10	90	\$29,670	\$54,010	HS diploma or equiv
53-3032	Heavy and Tractor-Trailer Truck Drivers	697	89	\$32,100	\$56,190	Postsecondary non-deg award
35-2014	Cooks, Restaurant	166	88	\$20,330	\$33,730	Less than HS
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	318	86	\$27,910	\$46,740	HS diploma or equiv
27-1024	Graphic Designers	29	85	\$34,340	\$66,120	Bachelor's deg
49-9099	Installation, Maintenance, and Repair Workers, All Other	82	83	\$26,530	\$51,330	HS diploma or equiv
43-6012	Legal Secretaries	22	81	\$40,920	\$51,200	HS diploma or equiv
41-3031	Securities, Commodities, and Financial Services Sales Agents	226	80	\$38,810	\$126,940	Bachelor's deg
37-3019	Grounds Maintenance Workers, All Other	1	80	--	--	--
13-2051	Financial Analysts	217	77	\$57,100	\$126,300	Bachelor's deg
11-9111	Medical and Health Services Managers	487	76	\$76,250	\$144,080	Bachelor's deg
27-2012	Producers and Directors	37	73	\$55,080	\$146,710	Bachelor's deg
31-9099	Healthcare Support Workers, All Other	7	73	\$28,570	\$40,490	HS diploma or equiv

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
35-1011	Chefs and Head Cooks	57	72	\$40,630	\$68,850	HS diploma or equiv
53-7051	Industrial Truck and Tractor Operators	26	72	\$22,780	\$37,980	Less than HS
53-7064	Packers and Packagers, Hand	9	71	\$17,160	\$25,840	Less than HS
13-1071	Human Resources Specialists	312	70	\$41,440	\$84,630	Bachelor's deg
35-3011	Bartenders	40	67	\$16,890	\$22,030	Less than HS
13-1161	Market Research Analysts and Marketing Specialists	203	66	\$43,860	\$89,230	Bachelor's deg
53-7199	Material Moving Workers, All Other	9	66	--	--	--
11-3121	Human Resources Managers	62	63	\$89,840	\$168,610	Bachelor's deg
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	60	63	\$33,620	\$61,040	Postsecondary non-deg award
21-1021	Child, Family, and School Social Workers	13	63	\$34,510	\$74,360	Bachelor's deg
23-1011	Lawyers	188	62	\$76,840	\$187,200	Doctoral or professional deg
51-2099	Assemblers and Fabricators, All Other	25	62	\$17,210	\$25,980	HS diploma or equiv
51-9198	Helpers--Production Workers	15	62	\$16,930	\$27,050	Less than HS
39-9099	Personal Care and Service Workers, All Other	3	62	\$18,830	\$40,690	HS diploma or equiv
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	51	61	\$26,870	\$48,270	HS diploma or equiv
43-3011	Bill and Account Collectors	38	61	\$29,060	\$50,400	HS diploma or equiv
21-1019	Counselors, All Other	14	61	\$29,220	\$48,070	Master's deg
11-3071	Transportation, Storage, and Distribution Managers	39	60	\$70,610	\$135,970	HS diploma or equiv
39-9041	Residential Advisors	22	59	\$20,670	\$31,500	HS diploma or equiv

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
47-2141	Painters, Construction and Maintenance	4	59	\$25,560	\$46,030	Less than HS
15-1121	Computer Systems Analysts	413	58	\$58,310	\$112,760	Bachelor's deg
41-3011	Advertising Sales Agents	45	58	--	--	--
35-3041	Food Servers, Nonrestaurant	25	58	\$19,610	\$33,890	Less than HS
13-1022	Wholesale and Retail Buyers, Except Farm Products	18	58	\$39,590	\$77,630	HS diploma or equiv
33-9099	Protective Service Workers, All Other	137	57	\$22,280	\$36,130	HS diploma or equiv
11-9021	Construction Managers	77	57	\$81,410	\$146,970	Bachelor's deg
13-2099	Financial Specialists, All Other	47	57	\$44,020	\$110,310	Bachelor's deg
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	43	57	\$17,040	\$23,990	Less than HS
31-9091	Dental Assistants	22	57	\$29,150	\$43,720	Postsecondary non-deg award
51-1011	First-Line Supervisors of Production and Operating Workers	110	54	\$44,890	\$82,910	Postsecondary non-deg award
21-1011	Substance Abuse and Behavioral Disorder Counselors	16	54	\$29,580	\$50,860	HS diploma or equiv
21-1099	Community and Social Service Specialists, All Other	14	54	\$34,090	\$65,040	Master's deg
51-4041	Machinists	8	54	\$19,040	\$43,620	HS diploma or equiv
53-3031	Driver/Sales Workers	34	53	\$19,900	\$42,450	HS diploma or equiv
43-5061	Production, Planning, and Expediting Clerks	91	52	\$32,950	\$58,420	HS diploma or equiv
37-2019	Building Cleaning Workers, All Other	--	51	--	--	--
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	46	51	\$22,240	\$49,690	HS diploma or equiv
35-9021	Dishwashers	43	51	\$16,840	\$20,660	Less than HS

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
29-2071	Medical Records and Health Information Technicians	156	48	\$27,750	\$46,650	Postsecondary non-deg award
11-9141	Property, Real Estate, and Community Association Managers	58	48	\$52,400	\$86,960	HS diploma or equiv
53-3021	Bus Drivers, Transit and Intercity	3	48	\$22,090	\$45,700	HS diploma or equiv
27-3041	Editors	37	47	\$34,930	\$90,330	Bachelor's deg
17-3029	Engineering Technicians, Except Drafters, All Other	17	47	\$45,760	\$63,130	Associate's deg
25-2021	Elementary School Teachers, Except Special Education	8	47	\$55,950	\$101,270	Bachelor's deg
43-4081	Hotel, Motel, and Resort Desk Clerks	112	46	\$17,490	\$30,980	HS diploma or equiv
15-1131	Computer Programmers	97	46	\$45,580	\$100,880	Bachelor's deg
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	21	46	\$32,810	\$59,110	HS diploma or equiv
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	25	45	\$54,900	\$100,040	Bachelor's deg
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	18	45	\$16,830	\$20,490	Less than HS
35-9099	Food Preparation and Serving Related Workers, All Other	--	44	--	--	--
13-1111	Management Analysts	240	44	\$51,230	\$126,840	Bachelor's deg
15-1142	Network and Computer Systems Administrators	159	43	\$56,610	\$101,320	Bachelor's deg
43-3051	Payroll and Timekeeping Clerks	41	43	\$30,380	\$52,220	HS diploma or equiv
11-2011	Advertising and Promotions Managers	10	43	\$64,060	\$182,880	Bachelor's deg
13-2052	Personal Financial Advisors	230	42	\$43,520	\$179,290	Bachelor's deg
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	59	42	\$51,710	\$87,810	HS diploma or equiv

**Mid-Hudson Region Projected Job Openings**

<b>SOC</b>	<b>Occupational Titles</b>	<b>Online Job Postings<sup>1</sup></b>	<b>NYS Career Center Participants<sup>2</sup></b>	<b>2013 Annual Wage (Entry)<sup>3</sup></b>	<b>2013 Annual Wage (Exp)<sup>3</sup></b>	<b>Typical Education<sup>3</sup></b>
21-1029	Social Workers, All Other	64	41	\$50,130	\$74,720	Bachelor's deg
41-1012	First-Line Supervisors of Non-Retail Sales Workers	64	41	\$54,620	\$142,050	HS diploma or equiv
13-1121	Meeting, Convention, and Event Planners	33	40	\$34,220	\$69,540	Bachelor's deg
11-3051	Industrial Production Managers	59	39	\$77,760	\$128,350	Bachelor's deg
43-5032	Dispatchers, Except Police, Fire, and Ambulance	28	39	\$23,390	\$49,610	HS diploma or equiv
25-2011	Preschool Teachers, Except Special Education	21	39	\$23,810	\$43,600	Associate's deg
43-9041	Insurance Claims and Policy Processing Clerks	39	38	\$29,500	\$45,790	HS diploma or equiv
47-2152	Plumbers, Pipefitters, and Steamfitters	25	37	\$40,490	\$80,590	HS diploma or equiv
21-1023	Mental Health and Substance Abuse Social Workers	16	37	\$37,890	\$72,960	Bachelor's deg
53-3041	Taxi Drivers and Chauffeurs	13	37	\$21,100	\$42,650	Less than HS
27-1011	Art Directors	3	36	\$69,770	\$162,510	Bachelor's deg
47-2111	Electricians	49	35	\$44,510	\$88,320	HS diploma or equiv
43-4141	New Accounts Clerks	9	34	\$28,010	\$36,290	HS diploma or equiv
27-3031	Public Relations Specialists	118	33	\$45,410	\$84,990	Bachelor's deg
39-9032	Recreation Workers	47	33	\$18,480	\$34,840	Bachelor's deg
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	21	33	\$52,030	\$94,610	HS diploma or equiv
25-2052	Special Education Teachers, Kindergarten and Elementary School	4	33	\$53,870	\$94,310	Bachelor's deg
41-3021	Insurance Sales Agents	107	32	\$43,200	\$104,060	HS diploma or equiv
29-2012	Medical and Clinical Laboratory Technicians	101	32	\$35,400	\$56,580	Associate's deg

**Mid-Hudson Region Projected Job Openings**

SOC	Occupational Titles	Online Job Postings <sup>1</sup>	NYS Career Center Participants <sup>2</sup>	2013 Annual Wage (Entry) <sup>3</sup>	2013 Annual Wage (Exp) <sup>3</sup>	Typical Education <sup>3</sup>
43-4111	Interviewers, Except Eligibility and Loan	70	32	\$27,210	\$42,020	HS diploma or equiv
39-5012	Hairdressers, Hairstylists, and Cosmetologists	9	32	\$17,840	\$26,290	Postsecondary non-deg award
53-1021	First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	30	31	\$35,030	\$62,550	HS diploma or equiv
51-9111	Packaging and Filling Machine Operators and Tenders	8	31	\$17,160	\$30,880	HS diploma or equiv
27-1025	Interior Designers	8	31	\$45,970	\$78,480	Bachelor's deg
47-4099	Construction and Related Workers, All Other	1	31	--	--	--
15-1132	Software Developers, Applications	611	30	\$64,360	\$112,320	Bachelor's deg
13-1031	Claims Adjusters, Examiners, and Investigators	65	30	\$43,710	\$81,130	HS diploma or equiv
27-3099	Media and Communication Workers, All Other	--	29	\$27,260	\$50,210	HS diploma or equiv
21-1012	Educational, Guidance, School, and Vocational Counselors	66	29	\$41,500	\$88,480	Master's deg
41-9022	Real Estate Sales Agents	52	29	\$49,210	\$112,420	HS diploma or equiv
17-2199	Engineers, All Other	56	27	\$58,120	\$110,440	Bachelor's deg
41-9041	Telemarketers	52	27	\$24,070	\$42,820	Less than HS
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	50	27	\$50,400	\$83,630	Postsecondary non-deg award
29-2052	Pharmacy Technicians	44	27	\$22,720	\$35,380	HS diploma or equiv
29-2041	Emergency Medical Technicians and Paramedics	22	27	\$25,380	\$43,240	Postsecondary non-deg award
43-9051	Mail Clerks and Mail Machine Operators, Except Postal Service	18	27	\$23,850	\$37,170	HS diploma or equiv
33-3051	Police and Sheriff's Patrol Officers	12	27	\$46,270	\$86,770	HS diploma or equiv
49-3021	Automotive Body and Related Repairers	10	27	\$25,600	\$47,080	HS diploma or equiv

**Mid-Hudson Region Projected Job Openings**

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27-1022	Fashion Designers	6	27	--	--	--
35-2012	Cooks, Institution and Cafeteria	1	27	\$24,820	\$42,470	Less than HS
47-3015	Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters	--	26	--	--	--
13-2072	Loan Officers	86	26	\$51,950	\$128,190	Bachelor's deg
51-3011	Bakers	17	26	\$17,490	\$33,730	Less than HS
53-6061	Transportation Attendants, Except Flight Attendants	9	26	\$17,010	\$30,350	HS diploma or equiv
43-9011	Computer Operators	5	26	\$25,470	\$44,350	HS diploma or equiv
35-2011	Cooks, Fast Food	4	26	\$16,890	\$22,350	Less than HS
35-2019	Cooks, All Other	--	25	--	--	--
11-2031	Public Relations and Fundraising Managers	79	25	\$92,080	\$161,650	Bachelor's deg
13-1151	Training and Development Specialists	66	25	\$38,860	\$77,550	Bachelor's deg
15-1152	Computer Network Support Specialists	17	25	\$52,100	\$91,490	Associate's deg

## Hudson Valley Projected Job Growth with 100 or More Annual Average Openings

<b>Hudson Valley Projected Job Growth with 100 or More Annual Average Openings</b>									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average Openings Total	Annual Average Openings From Growth	Annual Average Openings from Replacement
290000	2	Healthcare Practitioners and Technical Occupations	54180	62610	8430	15.6	1940	840	1100
390000	2	Personal Care and Service Occupations	46370	53240	6870	14.8	1770	690	1080
399000	2	Other Personal Care and Service Workers	30850	36120	5270	17.1	1220	530	690
291000	2	Health Diagnosing and Treating Practitioners	35440	41020	5580	15.7	1210	560	650
310000	3	Healthcare Support Occupations	34600	42860	8260	23.9	1200	830	370
311000	3	Nursing Psychiatric and Home Health Aides	26280	33050	6770	25.8	940	680	260
210000	3	Community and Social Services Occupations	21570	24400	2830	13.1	760	280	480
211000	3	Counselors Social Workers and Other Community and Social Service Specialists	20150	22850	2700	13.4	720	270	450
292000	3	Health Technologists and Technicians	18100	20910	2810	15.5	710	280	430
291111	3	Registered Nurses	18890	21870	2980	15.8	630	300	330
311011	3	Home Health Aides	13640	18430	4790	35.1	620	480	140
252021	3	Elementary School Teachers Except Special Education	11330	12580	1250	11	390	130	260
399021	3	Personal and Home Care Aides	7410	9950	2540	34.3	340	250	90
253000	3	Other Teachers and Instructors	10400	12040	1640	15.8	320	160	160
353021	3	Combined Food Preparation and Serving Workers Including Fast Food	8850	10180	1330	15	320	130	190
311012	3	Nursing Aides Orderlies and Attendants	11140	13080	1940	17.4	300	190	110
292061	3	Licensed Practical and Licensed Vocational Nurses	5850	6980	1130	19.3	290	110	180
251000	3	Postsecondary Teachers	9640	10600	960	10	270	100	170
319000	4	Other Healthcare Support Occupations	7000	8190	1190	17	210	120	90



**Hudson Valley Projected Job Growth with 100 or More Annual Average Openings**

SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average Openings Total	Annual Average Openings From Growth	Annual Average Openings from Replacement
395000	4	Personal Appearance Workers	7490	8400	910	12.1	200	90	110
193000	4	Social Scientists and Related Workers	4880	5380	500	10.2	190	50	140
252022	4	Middle School Teachers Except Special and Vocational Education	5770	6380	610	10.6	190	60	130
253099	4	Teachers and Instructors All Other	6810	7530	720	10.6	180	70	110
359021	4	Dishwashers	3100	3480	380	12.3	170	40	130
272000	4	Entertainers and Performers Sports and Related Workers	4830	5360	530	11	160	50	110
252011	4	Preschool Teachers Except Special Education	4830	5440	610	12.6	160	60	100
211093	4	Social and Human Service Assistants	3640	4300	660	18.1	150	70	80
399031	4	Fitness Trainers and Aerobics Instructors	3380	4320	940	27.8	150	90	60
395012	4	Hairdressers Hairstylists and Cosmetologists	5310	5860	550	10.4	140	60	80
252041	4	Special Education Teachers Preschool Kindergarten and Elementary School	3240	3790	550	17	140	60	80
291069	4	Physicians and Surgeons All Other	3850	4400	550	14.3	130	60	70
253021	4	Self-Enrichment Education Teachers	2880	3700	820	28.5	120	80	40
131111	4	Management Analysts	3470	3910	440	12.7	100	40	60

## Appendix V: Pertinent Regulations

- § H.R.803 - Workforce Innovation and Opportunity Act, Public Law No: 113-128 (07/22/2014)
- § Wagner-Peyser Act, as amended (29 U.S.C. 49 et seq.);
- § Workforce Investment Act of 1998, as amended (29 U.S.C. 2801, et seq.);
- § Workforce Investment Act of 1998 regulations, 20 CFR Parts 652 and 660-671;
- § Priority of Service for Covered Persons Regulations (Veterans' Priority of Service Regulations), 20 CFR 1010.100-330;
- § Trade Adjustment Assistance regulations, 20 CFR, part 618, 20 CFR, part 617, 29 CFR, part 90;
- § Trade Adjustment Assistance Extension Act of 2011 Pub. L. 112-40 (October 21, 2011);
- § Older Americans Act Of 1965 (OAA), Section 503(a)(1), 42 U.S.C. 3056a(a)(1);
- § Senior Community Service Employment Program regulations, 20 CFR 641.302-365;
- § Wagner-Peyser regulations, 20 CFR 653.107;
- § *State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs* (OMB No. 1205-0398);
- § *Planning Guidance for State Unified Plans and Unified Plan Modifications Submitted under Section 501 of the Workforce Investment Act (WIA)* (OMB No. 1205-0398));
- § TEGL No. 15-10, *Increasing Credential, Degree, and Certificate Attainment by Participants of the Public Workforce System*;
- § TEGL No. 02-07, *Leveraging Registered Apprenticeship as a Workforce Development Strategy for the Workforce Investment System*;
- § TEGL No. 26-09, *Workforce Investment Act (WIA) Waiver Policy and Waiver Decisions for PY 2009 and 2010*; and,
- § TEGL No. 30-09, *Layoff Aversion Definition and the Appropriate Use of Workforce Investment Act Funds or Incumbent Worker Training for Layoff Aversion Using a Waiver*.

## Appendix VI: References

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## Appendix VII: Assurances

Alignment to key obligations in the law: *Assurances* requires states to affirm that key obligations in the law have been met. A number of plan elements that were previously a part of the narrative are now among the 40 assurances included with the Integrated Workforce Plan. These assurances are vitally important as a commitment to upholding the requirements in the law and regulations. The assurances may form a basis for state self-monitoring of these requirements and for ETA's monitoring of states. Many of the assurances affect the required process for developing the Integrated Workforce Plan, such as the requirements for stakeholder consultation, public comment and various policies which states must have in place.