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<http://www.westchesterputnamonestop.com/>

Approved by WPWIB June 29, 2012

Westchester-Putnam Workforce Investment Area Three-Year Strategic Plan  
2012-2015

Developed by

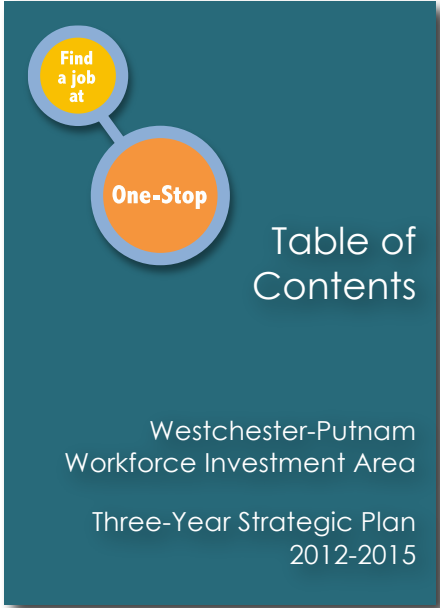


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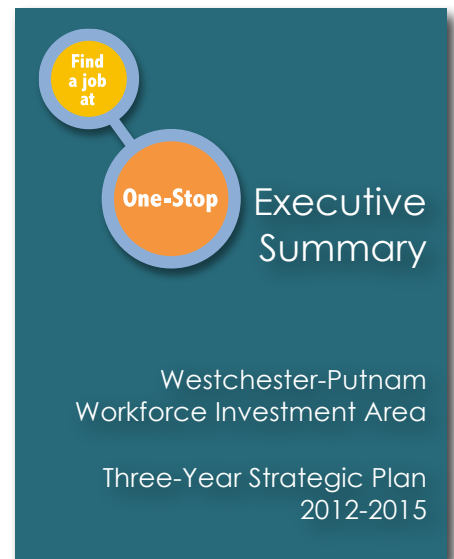
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## Executive Summary

Developing a skilled workforce and economic development are intertwined. Building a dynamic skilled workforce is essential to economic development, while a vigorous economic environment creates jobs. The Westchester-Putnam Workforce Investment Board's ongoing relationship with the Economic Development Office helps to create the synergy to build a robust community with opportunities for success. This strategic plan focuses on a regional perspective to build relationships and infrastructure that will allow us to emerge stronger than ever.

The One-Stops' services concentrate on connecting employers and job seekers, providing training to underemployed incumbent workers, and serving youth. Partnering with training providers allows participants to earn industry-recognized credentials and recognized postsecondary credentials. We rely on a pipeline strategy that will help move workers of all ages and skill levels toward a career lattice that will allow them to attain higher-paying jobs.

Westchester and Putnam Counties reflect the changing face of America, with dramatic contrasts in income, educational attainment, and work experience. In the 2010, the counties joined New York City in having a population with a majority of black, Hispanic and Asian residents.<sup>1</sup> The rapidly-growing population of people who were born outside the United States has now reached one in four residents.

Educational attainment in the region also reflects a wide range, but overall represents an extraordinarily educated population, with 45% of the workforce holding a bachelor's degree or higher. The region is part of the New York Intellectual Capital Campaign.

The economic environment in the two counties has seen large lay-offs from many established business locations, including IBM, Starwood Hotels and Resorts, and Bakers Pride Oven Company. On the other hand, the region has emerged as a central location for biotechnology companies, now marketed as 'Bio-Hud Valley.'

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<sup>1</sup> Roberts, Sam. "Non-Hispanic Whites Are Now a Minority in the 23-County New York Region", *The New York Times*. March 27, 2011.

The Westchester-Putnam Workforce Investment Area planning process focuses on developing the capacity to operate in this diverse and shifting environment. Building powerful alliances with businesses will develop the dialogue necessary to be aware of and responsive to employer needs for a skilled workforce.

The organization of WPWIB's economic sector outreach has shown tremendous promise, yet still has great potential for continuing growth. The Sector Partners played a key role in developing the strategic plan to ensure that the needs of businesses are met and that focused outreach to the sectors will continue to expand, and we will explore ways that Putnam County's Red Carpet Team can become more involved and collaborate with the Business Sector Partners.

Our youth programs focus on the pipeline strategy to enable youth to gain education and experience that will move them into the adult workforce in high-paying careers. Involving sector partners in youth programs will open opportunities for young people to gain work experience through internships. A wide range of careers, particularly those with projected growth, fall under the broad category of STEM (Science, Technology, Engineering, Mathematics). We want to expand the understanding of the variety of STEM career opportunities, from healthcare to biotech to green jobs and promote the attainment of postsecondary credentials.

Intensive research, with a commitment to using evidence-based best practices, helped to inform the planning and will continue to be an important part of program development. We are committed to developing and using logic models to guide program implementation.

The WPWIB will develop rapid-response strategies to ensure that we are able to identify workforce needs and match job seekers with employers as quickly as the demand develops. Online services have already grown, but as technology, social media and user interfaces evolve quickly, we must be proactive to ensure we keep pace with changes.

The U.S. Department of Labor has stressed that the local Workforce Investment Boards play a critical role in working with community partners to develop grants that address the needs of the communities. In a recent ETA question and answer session, Assistant Secretary Jane Oates stated, "Reaching out and identifying resources and challenges as part of a strategic planning process is key to improving the prosperity of workers and their families, businesses, and the communities in which they live. This means taking into account public resources at all levels and private resources and aligning them to achieve strategic goals."<sup>2</sup> WPWIB takes this charge very seriously and will work with its community partners to achieve alignment of resources.

Functional alignment of services with our workforce partners, including the libraries, BOCES, community colleges, veterans' agencies, community service organizations, the Urban League, and organizations for people with disabilities, will allow the WPWIB to leverage resources and deliver services more effectively. Bringing the variety of players together to develop plans for alignment presents challenges and opportunities. We will explore opportunities for centralizing services between the Westchester and Putnam locations to create efficiencies wherever possible,

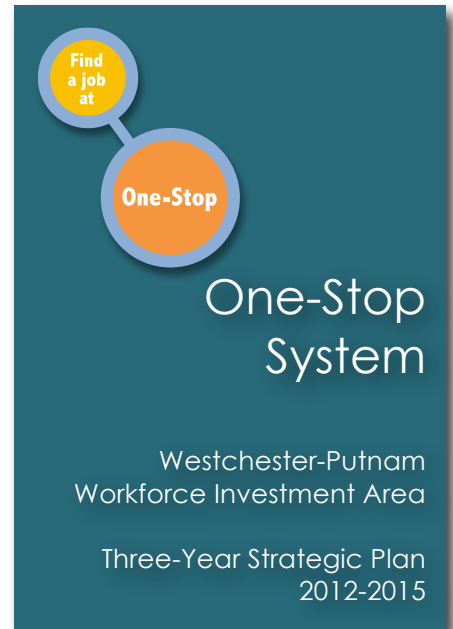
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<sup>2</sup> DOL's Strategic Plan - Live Q&A Session with ETA. [www.dol.gov/sec/stratplan/chat/chat-eta-static.htm](http://www.dol.gov/sec/stratplan/chat/chat-eta-static.htm)

to ensure that we are consistently operating as one system, while still recognizing and responding to the distinct needs of different regions. In addition, the WPWIB must align its plans with state and regional economic and workforce development initiatives.

The Three-Year Strategic Plan represents the thoughtful and dedicated planning efforts of representatives from throughout the region's business, economic, educational and workforce development communities. These stakeholders cooperated to develop the plan as a thoughtful road map with meaningful benchmarks and evaluative measures that will guide our progress over the next three years.

Recognizing that the plan is robust and ambitious, the WPWIB affirmed its commitment to accomplishing its goals. During the three-year period, progress toward the goals will be evaluated, new data and changes in the economy and labor market will be evaluated. The objectives will be modified as necessary to meet emerging needs. The plan was created to have the flexibility to grow, evolve, and respond to new opportunities to build a workforce that will invigorate the economy.



## One-Stop System

### Workforce Investment History

Established under the Workforce Investment Act of 1998 (WIA), the Workforce Investment system is charged with providing workforce development in active cooperation with the private sector, particularly employers. The workforce investment system was developed to provide universal access to training and employment services for consumers through One-Stop Centers located in communities, with state and local entities coordinating federally-funded employment services into a single system. The system is committed to ongoing improvement in both efficiency and effectiveness of service delivery.

### Leadership and Locations

The Westchester-Putnam Workforce Investment Board (WPWIB) 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 WPWIB, 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 Employment Centers, affiliate sites and other access points throughout the area.

### Infrastructure

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



## Employment Service Locations

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

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

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

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

During the month of May, the Westchester-Putnam Workforce Investment Board observed One-Stop Month, with the theme of “Connecting People.” During One-Stop Month, we put the spotlight on individuals or businesses that have benefited from our services as well as highlight our successes. A series of events were targeted to the business community and workshops were presented for customers in need of job help. Events included 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.

### 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 Employment 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.

The WPWIB 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 Investment 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 WPWIB 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 WPWIB, 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 Green Sector**

Westchester and Putnam Counties include an emergent green economy spanning many industries and adding a significant number of local jobs. Essential to the region's economic vitality, the green sector includes local providers of traditional green products and services as well as those companies—in any industry—that are actively implementing sustainability measures and require a green workforce.

The Westchester-Putnam One-Stop Employment Center, in partnership with the Business Council of Westchester and the Westchester Green Business Challenge, is leading the sector partnership. The work of the partners is to engage with employers in the region in order to identify the workforce gaps and needs that exist to determine the education and training programs that will meet the needs of employers.

### **Green Sector partnership activities include:**

- Home Energy Assessment Program: The Green sector worked with Westchester County to apply to the U.S. Department of Energy to apply for a \$200,000 grant. This program trained workers to complete volunteers to complete energy audits, for which they are paid

\$100 per audit. The project provides free home energy assessment to Westchester homeowners.

- Sales Training: Two separate programs were offered, one by Pace University and one by Westchester Community College. These programs targeted building contractors performing home energy audits. Nine companies participated with 24 employees being trained.
- Summer Internship Program: Funded by Walmart Foundation, the Westchester-Putnam Workforce Investment Board (WPWIB), in partnership with The WorkPlace, Inc. in Fairfield, CT, offered a summer internship/fellowship program that placed individuals pursuing green careers with employers.
- Selling Green for the Energy Industry. As a part of an effort to “green” Westchester and Putnam Counties, three businesses, Robison Oil, Bruni and Campisi and Bright Homes have their employees learning to sell green energy systems to local residents.

## **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 Employment Center placed and underwrote the cost of summer interns.
- NorMet has joined as a partner on a number of pending federal grants which, if funded, will allow for training of new and incumbent workers in the region.
- 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 WPWIB 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 employment counselors are available at each employment 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 Employment 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 Employment 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 Employment 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 and executed training provider contract with Westchester County.

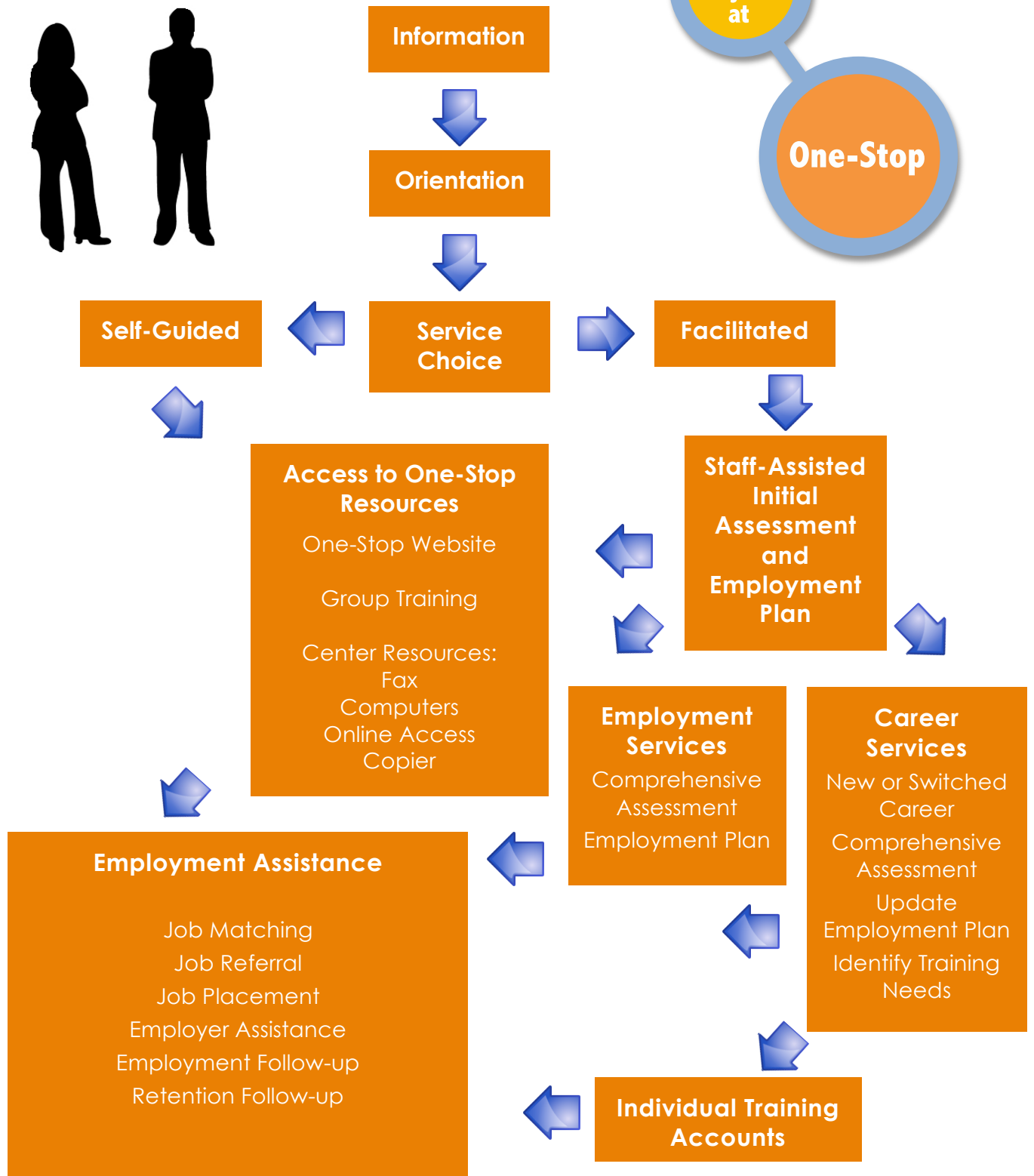
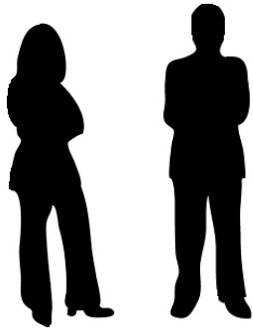
## **Customized Training**

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, WPWIB 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.

# One Stop Flow of Service





## Youth Services

Youth Services are provided under contract with ten local youth services agencies in Westchester County. Putnam County has a single contract with one vendor to provide youth services.

### **Westchester Workforce Development Academy for Youth (WWDAY)**

The Westchester Workforce Development Academy for Youth (WWDAY), which is the WPWIB-funded year-round initiative, 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 18) and out-of-school (for ages 19 to 21).

Westchester 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

For youth aged 14 to 18, the WWDAY operates in-school programs in six high schools in Westchester County, including Peekskill, White Plains, Port Chester, New Rochelle, Mount Vernon, and Nelly Thornton High Schools, and Putnam, Northern Westchester BOCES in Putnam County. Academy and school staffs are able to provide coordinated services during the course of the day. The Academy has allowed the WPWIB to expand and strengthen our partnership with the local high schools.

## Youth Service In-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

## Youth Service Out-of-School Locations

Westchester One-Stop  
Employment Center  
120 Bloomingdale Road, 2nd Floor  
White Plains, NY 10605  
(914) 995-3910

Putnam Workforce Partnership  
110 Old Route 6 Center  
Carmel, NY 10512  
(845) 808-1651

Yonkers Employment Center\*  
20 So. Broadway, Suite 1209  
Yonkers, NY 10701  
(914) 964-0105

Peekskill Employment Center  
201 James Street  
Peekskill, NY 10566  
(914) 737-3490

Mount Vernon Employment  
Center  
100 East First Street  
Mt. Vernon, NY 10550  
(914) 813-6555

Westhab  
85 Executive Boulevard  
Elmsford, New York 10523  
(914) 345-2800

Children's Village  
One Echo Hills  
Dobbs Ferry, NY 10522  
(914) 693-0600

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

For youth aged 19 to 21, services are provided in an out-of-school program operated in the One-Stop centers and at targeted partner locations, including WestHab and Children's Village. Youth are afforded the full array of services of the One-Stop.

### **Private Sector Youth Employment Program**

Last summer, the WPWIB's private sector summer jobs initiative placed 184 youth in unsubsidized employment with 55 local businesses. This private sector summer jobs initiative, which was the brain child of the County Executive Astorino in his first year, is a partnership led by the Business Council of Westchester and seven youth services agencies, including The Youth Bureaus of White Plains, Peekskill, and Mount Vernon, SER of Westchester, Westhab Inc., The Children's Village, and Westchester Community Opportunity Program Inc. The initiative was a response to uncertainty of public funding for summer youth employment and has become a national model that is being replicated around the state and country. Last year, employers' total wages paid to the participants are estimated to be about \$258,000.

### **2011 Temporary Assistance to Needy Families (TANF) Summer Youth Employment Program**

Despite the uncertainty about public funding, the NYSOTA provided \$231,000 to the Westchester County Department of Social Services, which the commissioner awarded to the WIB to operate the Summer TANF Youth Employment program. Through contracts with ten youth service agencies, the program provided employment to 192 youth with 66 employers. This program provided summer employment for TANF-eligible youth between the ages of 14 to 20 years old.

### **Foster Care Summer Youth Employment Program**

The Westchester County Department of Social Services Commissioner continues the tradition of providing \$60,000 in funding for the foster care youth to work in the county parks during the summer. This program provides summer employment for youth 16-21 years of age who are participants in the County's Foster Care system. Employment

is coordinated through the Westchester County Department of Parks and Recreation. The program employed 38 youth.

### **Summer Jobs Express**

We are fortunate to receive from The New York State Department of Labor \$1.2 million as a part of a statewide pilot summer employment initiative called Summer Jobs Express that provided employment to youth ages 14 to 21. Ten local youth services agencies were contracted to operate this program that placed 424 youth with 75 businesses throughout the county.

### **Youth Works**

The One-Stop was awarded a grant from New York's State Department of Labor to run the NY Youth Works Program for the upcoming 2012 summer. The program is designed to encourage businesses to hire unemployed, disadvantaged youth between the ages of 16 to 24. The program will support job training and employment for eligible youth who live in Yonkers, Mount Vernon and New Rochelle.

The Business Services Team has begun extensive discussions about Youth Works with its partners throughout the Hudson Valley, including reaching out to past and present employers willing to hire those employees certified to participate in the program.

### **Putnam County Youth Program Summary**

In 2012, the Putnam WIA Youth program enrolled thirteen out-of-school youth; eleven obtained their GEDs. Of these eleven, four secured employment in the retail industry and one was promoted to store manager. One achieved a state certification in Cosmetology and is employed at a local area salon. One is continuing post secondary education for an Associate's degree in Cosmetology/Business. One is employed at a local pre-school and is attending college for a degree in Early Childhood Education. Three are enrolled in college, pursuing degrees in Criminal Justice (1) and Business Administration (2). One gained employment in the construction field. The two remaining out-of-school youth continue to participate at their work sites while working towards obtaining their GEDs. Two in-school youth are enrolled in the Work Experience program.

### **Putnam County TANF Summer Youth**

Last summer, Putnam Community Action Program, a component of Westchester Community Opportunity Program, Inc., administered the TANF Summer Youth Employment Program in Putnam County. The total program budget was \$18,184. Through this program, they were able to find employment for nine young people between the ages of 14 and 20. One of the keys to the success of the program was factoring in participant interests when making placements to ensure a positive experience. To minimize transportation issues, all the youth were placed in job sites as close as possible to their homes.

County employer sites included the Office for the Aging, the Parks and Recreation Department and the Department of Social Services. The private employer sites were Oregon Hardware, Creative Kids Childcare Center, the Brewster Public Library, Camp Floridan and Putnam Ridge Nursing Home. Based on their successful job performance, two participants were offered permanent positions when the program concluded.

The Business Services Team has begun extensive discussions about Youth Works with its partners throughout the Hudson Valley, including reaching out to past and present employers willing to hire those employees certified to participate in the program. We are reaching out to businesses to enroll new employers.

### **Career Connections Initiative Pilot Programs**

The Career Connections Initiative addresses youth issues through two programs – The College Internship Clearinghouse and the Big 5. These initiatives are geared to enhance the skill sets of youth through hands-on work experience related to youth’s field of study, create a talent pool for local businesses, retain the talent pool of college graduates in the county, and attract businesses to locate to Westchester because of the talent pool.

#### **College Internship Clearinghouse**

The College Internship Clearinghouse will be a resource for local businesses to register internship opportunities for students who attend local colleges and universities. The colleges and universities will be required to register as participating colleges, which will enable their students to apply for internships that are available through the clearinghouse.

The Westchester-Putnam WIB and Youth Council have been asked by the Westchester County Coalition for Business Development to handle the development and coordination of the project.

#### **Workplace Attributes - The Big Five**

The Big 5 Campaign was adopted by the workforce investment board in the northern part of the state as a way to inform youth of the top 5 skill sets employers expect youth to possess. They surveyed businesses throughout the region to identify the skill sets needed. The list was narrowed down to the top 5 in which there was a commonality throughout all the industries. Posters were developed listing the top 5 skill sets and were displayed in the schools, local businesses, libraries, and malls. When asked, youth could name the Big 5. This is a proposed project to develop a business-sponsored area wide campaign that identifies the 5 key characteristics that employers expect youth to have when they come to work.

### **Special Projects**

The WPWIB offers services that will help the residents of Westchester County as well as provided new job opportunities to our customers. These program help the WPWIB meet its social and economic responsibilities.

## **2012 Westchester County Earned Income Tax Program**

For the past several years, the WPWIB has been managing a group of volunteers who help prepare taxes under the Volunteer Income Tax Assistance program, in order to help residents take advantage of the Earned Income Tax Credit (“EITC”). For each dollar earned through EITC tax credit, two dollars are spent at local businesses. The IRS reported that this year the program helped 6,404 taxpayers earned a total of \$7.5 million in Federal refunds and \$3.4 million in tax credits. Thanks to the hard work of the volunteers and partners, there was a 12% increase in the amount of tax refunds and 34% increase in the number of taxpayers served. This year, the County is managing tax sites in White Plains, Yonkers, Mt. Vernon, Peekskill, and Ossining. With funding received from Singe Stop USA, we were able to expand tax services to the students and their families at Westchester Community College’s Valhalla campus.

## **Hurricane Irene/Tropical Storm Lee**

The United States Department of Labor awarded the New York State Department of Labor (NYSDOL) a disaster National Emergency Grant (NEG) for up to \$16.1 million to hire temporary workers to assist in recovery of damages caused by Hurricane Irene and Tropical Storm Lee in the New York counties impacted by the disaster. The goal of this program was to employ 70 individuals who temporarily or permanently lost their employment as a result of Hurricane Irene or Tropical Storm Lee and/or eligible dislocated workers as defined under the Workforce Investment Act who are unemployed and not receiving unemployment compensation or other types of income support and or long-term unemployed individuals (defined as jobless for 27 weeks or more). The program hired 69 individuals of which 60 are still employed.

## **Westchester County Free Home Energy Audit Program**

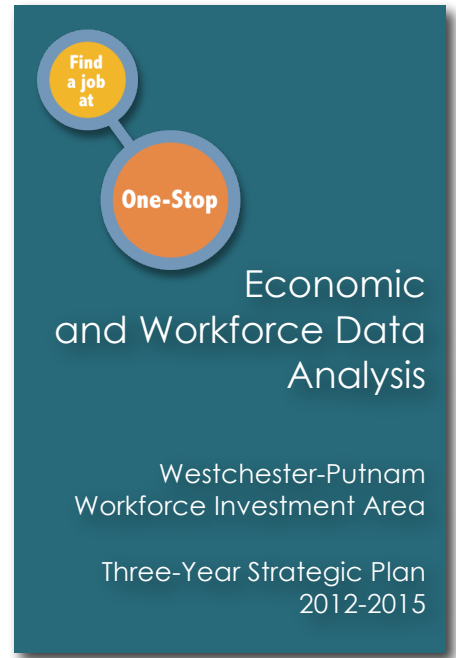
In 2010, Westchester County was awarded a \$200,000 grant by the Department of Energy (DOE) American Recovery and Reinvestment Act (ARRA) funds, to conduct free Home Energy Audits for Westchester County residents. The program conducts home energy assessments and show ways that homeowners can save on energy bills. The program started in August 2010 and will run until November 30, 2012. During the second year of the program, over 1,265 assessments were completed. The program is scheduled to conclude in November 2012.

## **Career Pathways Program**

Career Pathways is a partnership led by Westchester Community Opportunity Program (Westcop) and three other WIBs in the Hudson Valley. Begun in 2009, Career Pathways is intended to help welfare recipients start careers in high-demand occupations that would lead to self-sufficient employment. The WPWIB served 124 participants and placed 49 in several Industry Pathway occupations, including Service, Health, Environmental Remediation, and Security. Fifty-five (55) have completed training, and obtained a combination of employment retention from 30 to 180 days. This project is performance-based and has generated \$78,500.00 non-WIA revenue for the WPWIB.

## **Strive Program**

The Westchester County Department of Social Services has asked the WPWIB to develop a program to serve non-custodial parents receiving safety net funds to employment. Providing a wide variety of services that will help non-custodial parents, who are currently receiving public assistance under the WCDSS Safety Net Program, to prepare for, find and retain employment will increase their chances of making required child support payments and to discontinue receipt of public assistance and be self sufficient. Sixty-six (66) were employed through this program.



## Economic and Workforce Data Analysis

### Census Data and Regional Demographics

<b>Westchester County Data</b>	
# <u>750,071</u>	Population (Total, all ages)
# <u>610,649</u>	Population of labor force age (15-64)
# <u>104,843</u>	Population age 15-24 (Emerging labor force)
<b>Putnam County Data</b>	
<u>79,293</u>	Population (Total, all ages)
<u>66,920</u>	Population of labor force age (15-64)
<u>9,886</u>	Population age 15-24 (Emerging labor force)

Westchester and Putnam Counties are among the 23 counties near New York City where non-Hispanic whites are a minority of the population.<sup>3</sup> The counties represent a wide disparity in family income levels and educational attainment, particularly in Westchester County, where some of the poorest neighborhoods are adjacent to some of the wealthiest. A large population of immigrants creates great demand for English language classes, but educational attainment among foreign-born individuals and the region’s general population, varies widely.

<sup>3</sup> Roberts, Sam. “Non-Hispanic Whites Are Now a Minority in the 23-County New York Region”, *The New York Times*, March 27, 2011.

## Labor Force Data, including Unemployment

<i>Annual Average Unemployment Rates and Labor Force Participation Rates for the Past Five Calendar Years (CY).</i>					
	<i>CY 2007</i>	<i>CY 2008</i>	<i>CY 2009</i>	<i>CY 2010</i>	<i>CY 2011</i>
Westchester County Unemployment rate (%)	3.8%	4.8%	7.2%	7.3%	6.8%
<i>Labor Force (data in thousands)</i>					
<i>Employment</i>	471.5	470.4	451.0	440.8	440.6
<i>Unemployment</i>	18.5	23.7	34.9	34.8	32.1
	<i>CY 2007</i>	<i>CY 2008</i>	<i>CY 2009</i>	<i>CY 2010</i>	<i>CY 2011</i>
Putnam County Unemployment rate (%)	3.4%	4.4%	6.8%	6.9%	6.6%
<i>Labor Force (data in thousands)</i>					
<i>Employment</i>	53.8	53.4	51.1	50.5	50.5
<i>Unemployment</i>	1.9	2.5	3.7	3.7	3.5

The most recent summary of the labor market from the New York State Department of Labor indicates the following trends:

Private sector employment in the Hudson Valley Region increased 11,300 or 1.6 percent, to 726,900 for the 12-month period ending March 2012. Employment gains were recorded in trade, transportation and utilities (+4,800), educational and health services (+4,500), professional and business services (+3,300), and financial activities (+1,900). Meanwhile, job losses were centered in the following industries: manufacturing (-1,400), leisure and hospitality (-800), information (-700), and natural resources, mining and construction (-600). The Government sector shed 900 jobs over the year.<sup>4</sup>

These figures are based on the entire Hudson Valley Region, including Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester Counties.

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

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<sup>4</sup> Current Labor Statistics for the Hudson Valley. New York State Department of Labor website: <http://www.labor.ny.gov/stats/hud/default.asp>



## Employment Outlook and Projected Job Openings

A recent report from Governor Andrew Cuomo indicates that the job market in New York State is recovering strongly.

New York State's private sector continues steady growth while the labor force expands at a rapid pace, the State Labor Department reported today. New York State's economy added 6,100 private sector jobs, or 0.1%, in May 2012. Since the beginning of the state's economic recovery in November 2009, New York State has added 336,900 private sector jobs and regained all of the private sector jobs it lost during the recession. The state's private sector job count now stands at 7,321,400 - an all-time high.

In May 2012, New York State's labor force increased by 28,200, the largest jump in monthly labor force levels since late 2001. This increase impacted the state's unemployment rate, which rose from 8.5% in April to 8.6% in May 2012.

"The latest statistics show that New York's private sector employers continued to add jobs, while over 28,000 jobseekers re-entered the labor force. As the economy continues to improve, more people tend to enter the labor force. As a result, the increase in the number of job seekers pushed up the state's jobless rate in May," said Bohdan M. Wynnyk, Deputy Director of the Division of Research and Statistics.<sup>5</sup>

Westchester and Putnam Counties represent relatively strong job outlooks, with unemployment rates that are lower than the national or state averages. The One-Stops face challenges in operating as a unified system, because although the counties are adjacent, they have distinctly different employers. Westchester County is home to a variety of businesses, from large corporations to mid-sized businesses to sole proprietor operated entrepreneurial start-ups. In contrast, Putnam County's major employers are the county and the healthcare system. According to Gordon McAleer of McAleer & Associates, the Hudson Valley region's job outlook is stronger than the state or national projections.

The diversified economic structure and population growth contribute to the brighter picture for the region. In January 2012, the unemployment rate for the Hudson Valley stood at 7.4 percent, compared to the New York state rate of 8.0 percent and the national figure of 8.3 percent. The Hudson Valley outperformed the labor markets in the adjacent markets in Connecticut, New Jersey, and Pennsylvania. But the region still has a long way to go to reach the rate of 4.0 percent seen in 2007, before the start of the recession.<sup>6</sup>

The report goes on to cite job gains in the Putnam-Rockland-Westchester area over the period from May 2011 to May 2012 of 7,200 jobs (+1.3%) in the total Nonfarm sector and 7,700 jobs

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<sup>5</sup> *New York's Economic Recovery Continues to Add Jobs*. New York State Department of Labor, June 14, 2012. <http://labor.ny.gov/stats/pressreleases/pruistat.shtm>

<sup>6</sup> McAleer, Gordon. "Employment Outlook for 2012", *Times Herald-Record Online*, February 13, 2012. <http://www.recordonline.com/apps/pbcs.dll/article?AID=/20120213/BIZ/2012130317/-1/BIZ11>

(+1.6%) in private sector jobs. Statewide, the major industry sectors with the largest gains were Professional & Business Services (+58,500); Educational & Health Services [private sector] (+33,800); Leisure & Hospitality (+21,700); Trade, Transportation & Utilities (+21,700); and Financial Activities (+17,900).<sup>7</sup>

The New York State Department of Labor maintains a list of projections for job growth. The chart in *Appendix II: Projected Job Openings in the Hudson Valley* shows the Hudson Valley business areas with the greatest projected job growth and 100 or more annual average openings through 2018.

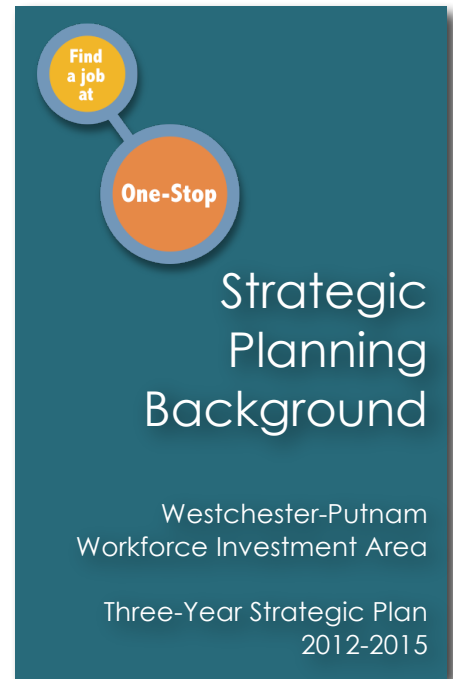
Healthcare and allied health jobs emerge as the clear leaders in number of projected openings, including the categories of Healthcare Practitioners and Technical Occupations, Personal Care and Service Occupations, Other Personal Care and Service Workers, Health Diagnosing and Treating Practitioners, and Healthcare Support Occupations.

Specific jobs with higher projected growth are Nursing, Psychiatric, and Home Health Aides; Community and Social Services Occupations; Counselors, Social Workers, and Other Community and Social Service Specialists; Health Technologists and Technicians; Registered Nurses; and Home Health Aides.

Leveraging the resources of the WPWIB's training providers will be essential in preparing workers with the skills for these job openings.

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<sup>7</sup> *op. cit.*, *New York's Economic Recovery Continues to Add Jobs*.



## Strategic Planning Background

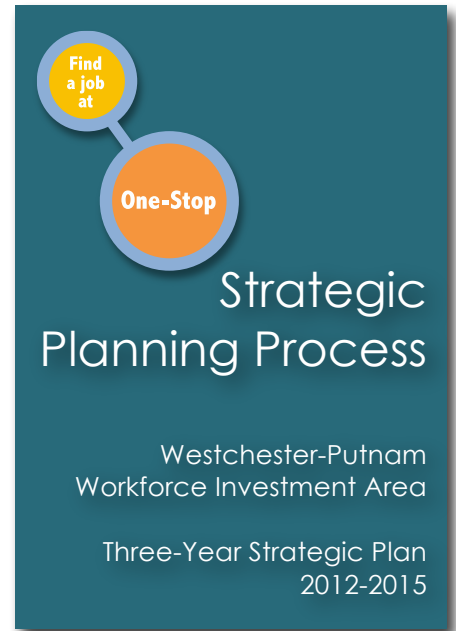
### Federal and State Requirements and Context

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

In accordance with the Paperwork Reduction Act, the Office of Management and Budget (OMB) approved the *State Integrated Workforce Plan Requirements for Workforce Investment Act Title I/Wagner-Peyser Act and Department of Labor Workforce Programs (Integrated Workforce Plan)* and *Planning Guidance for State Unified Plans and Unified Plan Modifications Submitted under Section 501 of the Workforce Investment Act (WIA)* under OMB control number 1205-0398.

### History of Planning

The Westchester-Putnam Workforce Investment 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 Investment 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 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.



## 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.

WPWIB 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*.

### 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.

### Public Comment and Meetings

The Westchester-Putnam WIB solicited public comment to gather input from a broad representative group of constituents.

A legal notice appeared in the *Journal News* for 30 days beginning on May 20, 2012, covering both Putnam and Westchester County notifying the public of our draft strategic plan and soliciting comments. The legal notice included the dates, times and locations of public hearings.

The draft strategic plan was made available to the community at large, including the Board, One-Stop staff, partners, Youth Council, Training Providers and contractors by posting on the Westchester-Putnam One-Stop website ([www.westchesterputnamonestop.com](http://www.westchesterputnamonestop.com)) from May 17 through June 16, 2012. Hard copies of the draft plan and information regarding the public hearing were made available in the One-Stop Centers throughout both counties.

The public was invited to participate and provide feedback by either submitting written comments by traditional mail, fax, or email, or by speaking at a public hearing.

A series of public hearings were held at regional locations between May 17, 2012 and June 16, 2012. There were no attendees from the public. We received no comments during the public comment period.

In addition to the public hearings, the draft plan was presented in a series of meetings that included the joint Youth Council, Workforce Investment Board, Training Providers, Contractors and Businesses and modifications were made in response to their suggestions. Lists of participants with their affiliations and contact information were gathered and their comments were compiled and considered as the final plan was developed.

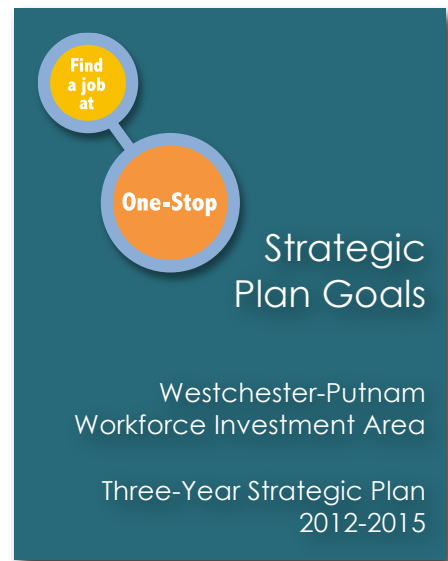


## Vision

The Westchester Putnam Workforce Investment Board is committed to working with businesses, educators, and community leaders to provide high-level and seamless core services to its customers and employers, responding to businesses and their changing needs by preparing a skilled regional workforce that will promote individual achievement and build a strong economy.

## Guiding Principles

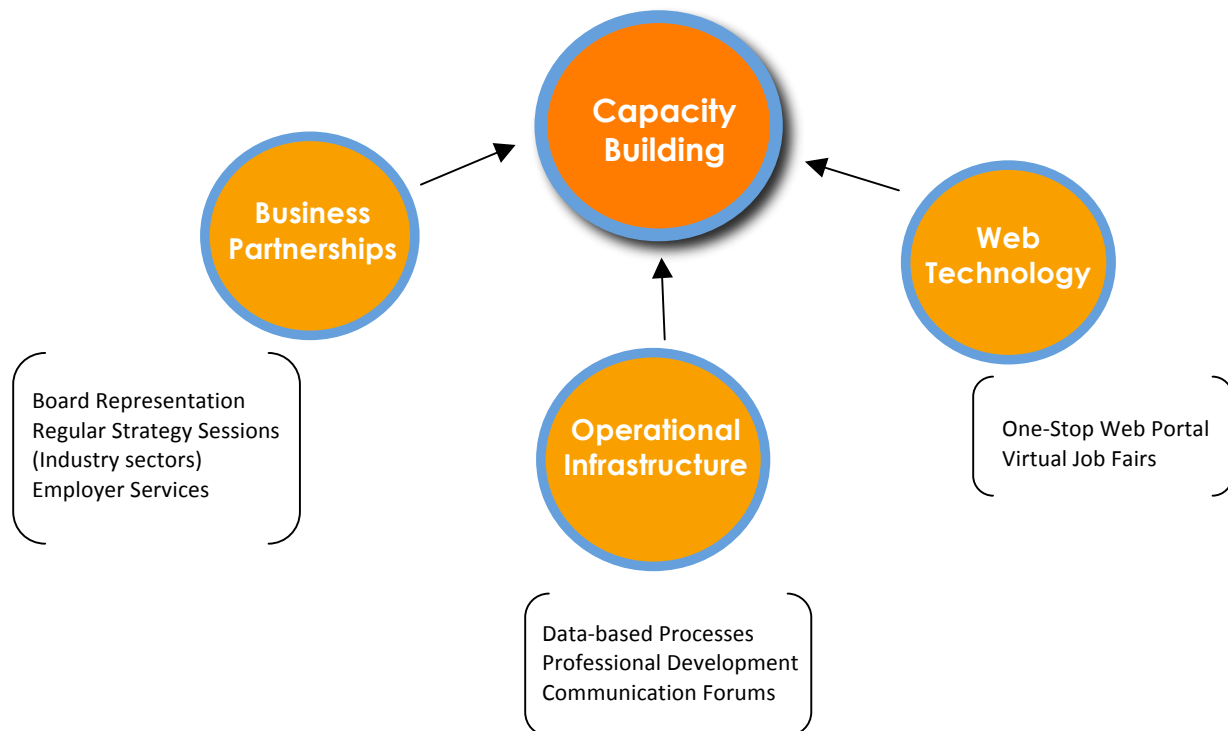
- **Providing dual-customer service by developing the regional workforce to meet employer needs**
- **Continuing to develop responsive program strategies to address priority needs for both customers and businesses**
- **Building collaboration with state and regional economic development efforts**
- **Managing cross-program and workforce partners alignment to meet needs efficiently and effectively**
- **Adapting evidence-based practices and evaluating progress**
- **Promoting increased attainment of industry-recognized credentials and recognized postsecondary credentials**
- **Creating a pipeline from youth through professionals to move workers along a career ladder from low-wage to high-wage jobs and from low-skill to high-skill jobs**



## Strategic Plan Goals

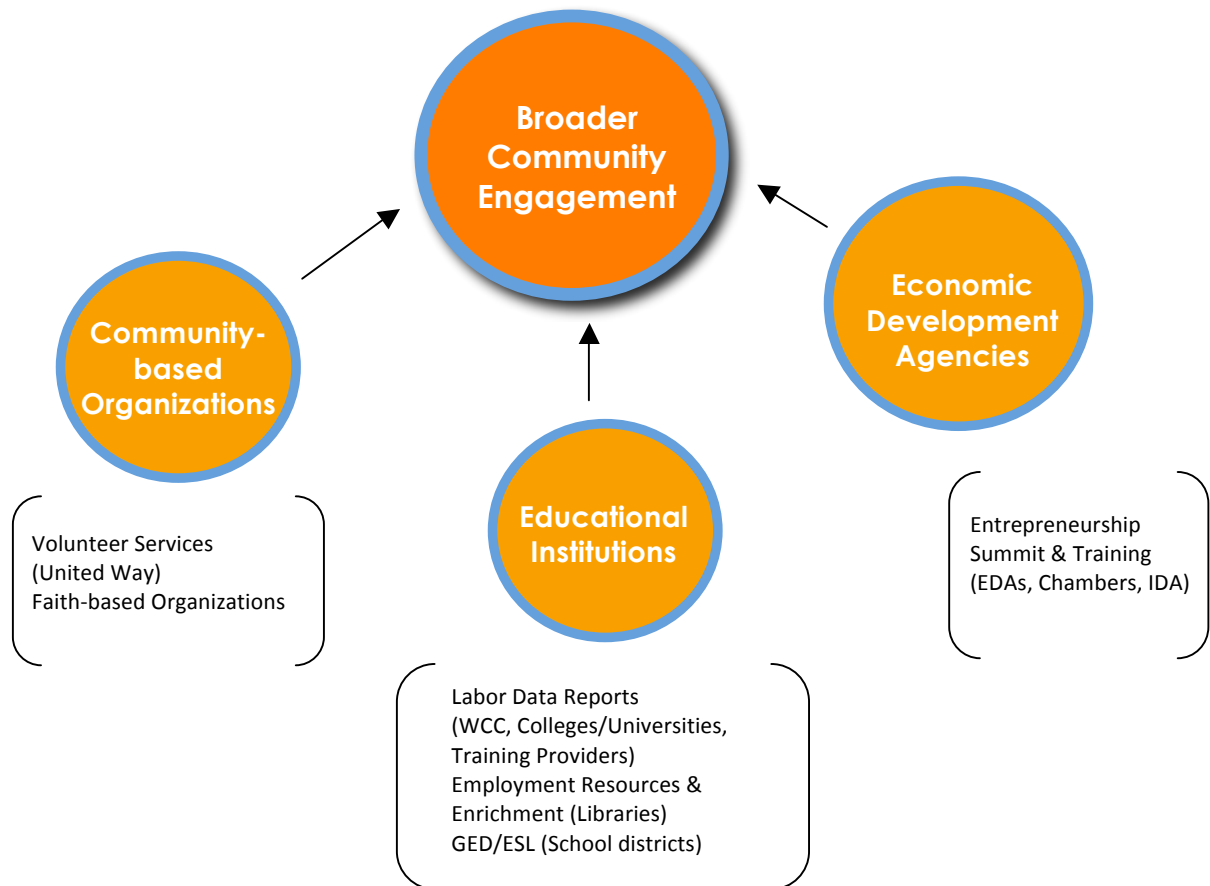
### Goal 1 – Sustainable Infrastructure (Capacity Building)

Build capacity for a sustainable infrastructure through partnerships and leveraging resources to provide more services with less funding



## Goal 2 – Functional Alignment for Increased Responsiveness (Broader Community Engagement)

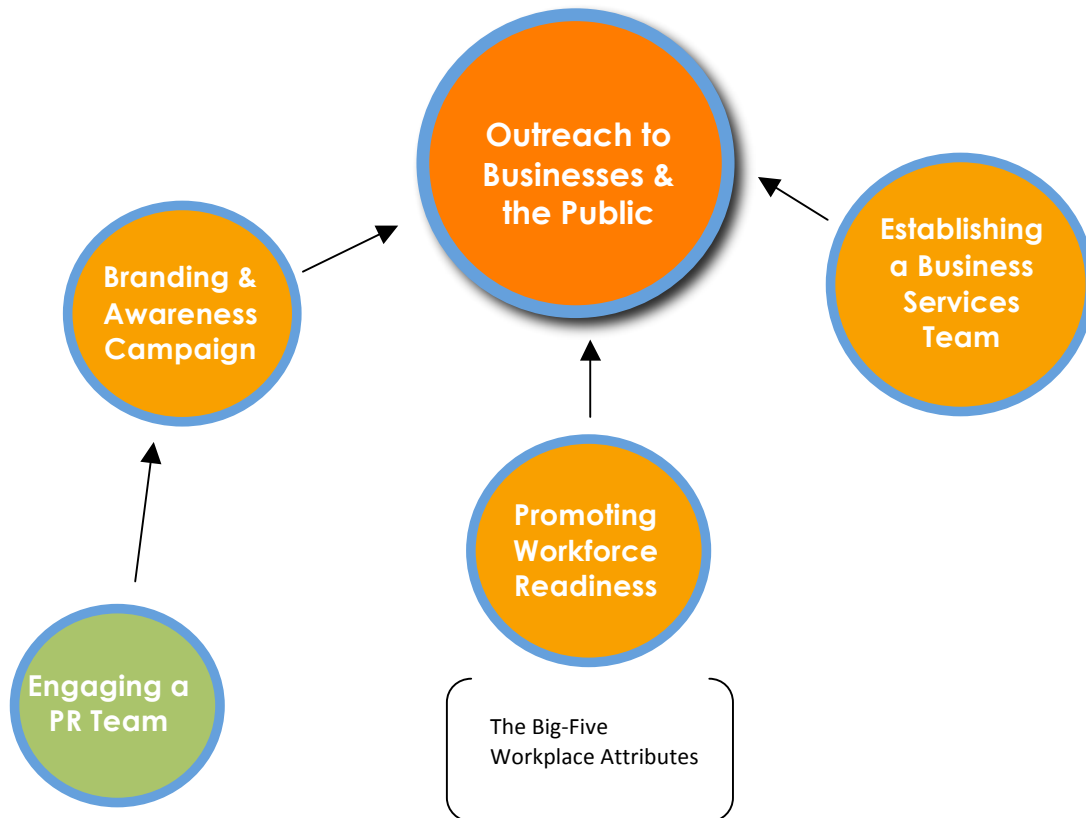
Increase functional alignment among service partners to increase responsiveness and enhance programs to benefit job seekers and underemployed workers





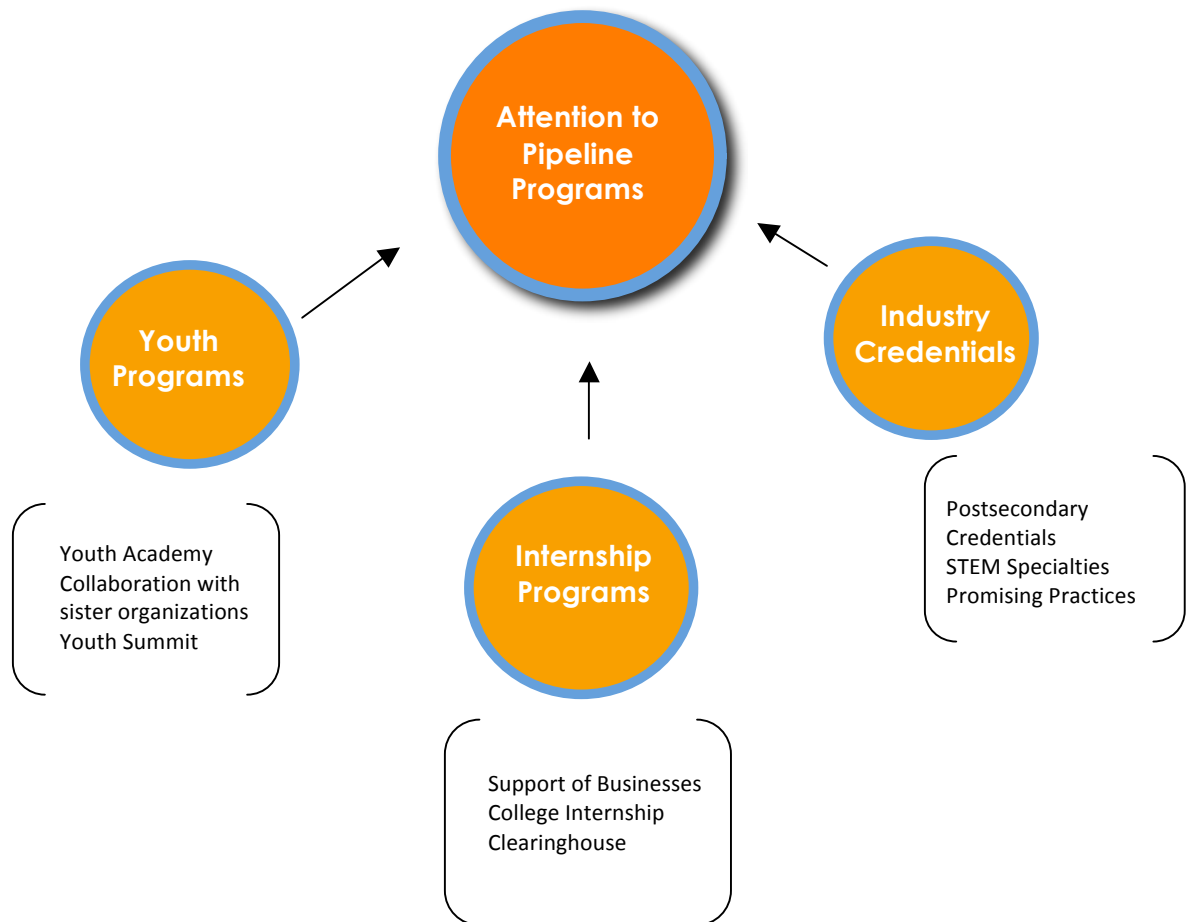
### Goal 3 - Public Awareness to Increase Business Penetration (Outreach to Business and the Public)

Promote public awareness of the One-Stops to increase business penetration and connect more job seekers to employers



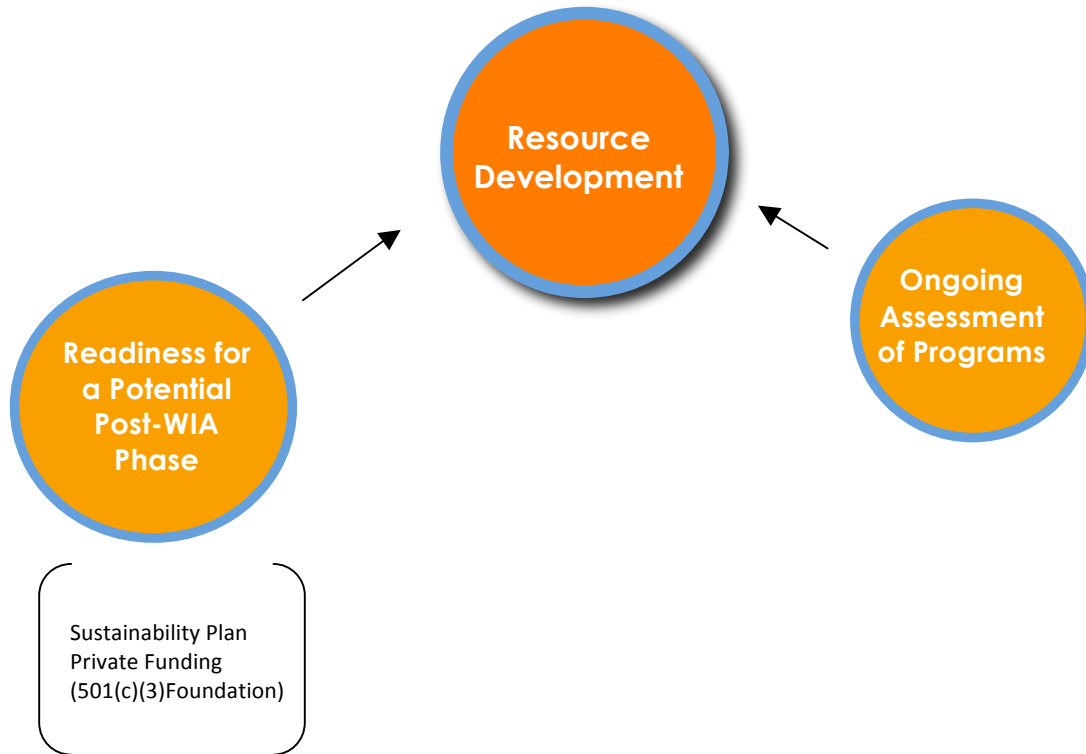
## Goal 4 – Youth Programs (Special Attention to Pipeline Programs)

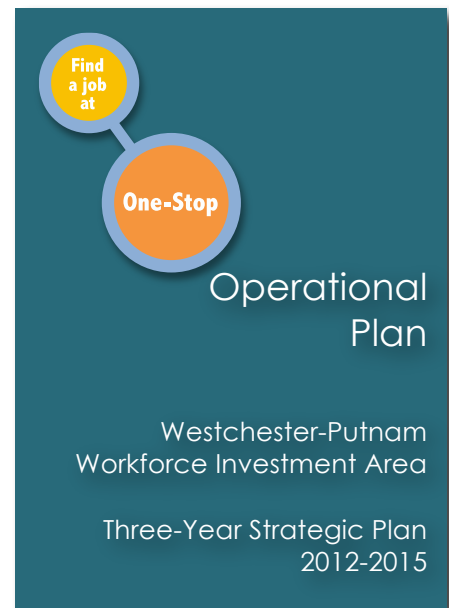
Expand and strengthen youth programs to promote credential attainment and build opportunities for workplace experience that leads to high-paying jobs



## Goal 5 – Revenue Generation (Resource Development)

Develop new options for revenue generation, including special projects that link to competitive grant opportunities





## Operational Plan

### Implementation Plan for Goal 1 – Sustainable Infrastructure

Goal 1		
Build capacity for a sustainable infrastructure and leverage resources through partnerships to provide more services with less funding		
Required Resources		
<ul style="list-style-type: none"> <li>Procure contracts for subscription costs for data resources as needed</li> <li>Procure contracts for training materials for staff development</li> <li>Procure contracts for costs associated with annual meeting and other events</li> </ul>		
Objective 1. A.	Outcome Measures	
Recruit committed, effective WPWIB members who represent the community, particularly businesses and employers	New WPWIB members who are committed and represent the community and its businesses will be appointed annually	
Action Steps	Target Date	Recurs
Define roles and assign a board nominating committee composed of current WPWIB members and staff to meet quarterly	2012	Quarterly
Identify and research potential board members	2012	Ongoing
Recruit identified board prospects	2012	Ongoing
Nominate new board members and appoint to WPWIB	2012	Ongoing

Objective 1. B.	Outcome Measures	
Explore options for a long-term sustainability plan that recognizes the potential loss of traditional Workforce Investment Act funding	A written plan for long-term sustainability will be produced by 2015	
<b>Action Steps</b>	<b>Target Date</b>	<b>Recurs</b>
Assign key people to a Task Force for Long-Term Sustainability	January 2013	Every three years
Conduct an assessment of current strengths and weaknesses and future opportunities and threats	2013	Ongoing
Research innovative models for WIBs nationwide	2013	Ongoing
Explore contingencies for ongoing revenue streams	2013-2014	Ongoing
Define scope of services for a re-imagined WIB, including new cohorts, that address a range of workforce issues	2013-2014	Ongoing
Explore options for public/private partnerships for workforce activities	2013-2014	Ongoing
Develop long-term sustainability plan with system for implementation and flexibility for revision in response to evolving needs	2015	Every three years
Objective 1. C.	Outcome Measures	
Increase functionality and promote usage of online Westchester-Putnam One-Stop Web Portal resources for customers and businesses	Unified web resources will be used by all One-Stop locations with increased functionality and usage by businesses and customers	
<b>Action Steps</b>	<b>Target Date</b>	<b>Recurs</b>
Provide ability for customers to apply for ITAs using the online system	June 2013	Review for updates as needed
Provide ability for businesses to apply for OJT programs using the online system	June 2013	Review for updates as needed
Build capacity for business-customer connections through job listings and resume searches	June 2013	Review for updates as needed
Provide ability for potential training providers to apply online for eligibility	June 2013	Review for updates as needed
Continue to enhance and provide new features for web portal usability and support	Ongoing	Ongoing

Objective 1. D.	Outcome Measures	
Use online resources, databases, and subscription systems to increase effectiveness	Data-driven decision making will be cited in reports and meeting minutes  Access to current and longitudinal performance measure data will be available through OSOS to evaluate effectiveness	
Action Steps	Target Date	Recurs
Build capacity to analyze workforce data, job growth and decline, industry and occupation projections, and economic impact using paid subscription services that provide up to date information, analysis and larger picture of what is going on in the labor market	2012	Ongoing
Track and analyze performance measures to evaluate effectiveness using the One Stop Operating System (OSOS)	2012	Ongoing
Objective 1. E.	Outcome Measures	
Institutionalize successful programs, such as One-Stop month and annual meetings	The One-Stops will offer a regular series of annual events to promote their services and recognize accomplishments	
Action Steps	Target Date	Recurs
Develop an annual planning calendar	December 2012	Annual
Plan, organize, and implement One-Stop Month	May 2013	Annual
Plan, organize, and implement Annual Meeting	May 2013	Annual
Conduct Earned Income Tax Credit (EITC) program to prepare tax returns for free (begin planning in October)	January to April 2013	Annual
Objective 1. F.	Outcome Measures	
Promote on-site targeted mini job screenings that align with industries, where employers reach out for specific jobs, develop strategies for recruitment and bring in customers who meet their criteria	Employers will recruit customers with specific skills to meet their workforce needs	
Action Steps	Target Date	Recurs
Plan and promote on-site mini job screenings for the healthcare sector	2012	Annual
Plan and promote on-site mini job screenings for the retail sector	2012	Annual

Objective 1. G.	Outcome Measures	
Increase internal capacity by providing staff development opportunities	Staff will increase knowledge and capacity to provide services to businesses and customers	
Action Steps	Target Date	Recurs
Create a calendar with staff development opportunities	December 2012	Quarterly
Use existing teleconferencing capabilities and online options to facilitate training at multiple sites	2012	Ongoing
Provide training for staff on use of One-Stop website resources	July 2012	As needed
Provide customer service training for staff	2013	As needed
Provide staff development training in the use of One Stop Operating System (OSOS)	2013	As needed
Provide Business Services staff development training in effective outreach to employers	2013	As needed
Identify, plan and provide additional staff development opportunities	2013-2015	As needed
Objective 1. H.	Outcome Measures	
Provide special online content for Virtual Job Fairs, focusing on specific business sectors or target groups	Employers and customers will connect through an annual series of targeted Virtual Job Fairs that focus on specific business needs or customer groups	
Action Steps	Target Date	Recurs
Reach out to employers (four months in advance), plan, organize and implement Veterans' Job Fair	November 2012	Annual
Reach out to employers (four months in advance), plan, organize and implement retail virtual Job Fair	September to November 2012	Annual
Work with partners that serve people with disabilities for Disability Awareness Month virtual job fair	October 2012	Annual
Reach out to employers (four months in advance), plan, organize and implement virtual Summer Jobs Fair	April to July 2013	Annual
Identify groups and plan, organize and implement additional virtual Job Fairs	Ongoing	Annual

Objective 1. I.	Outcome Measures	
Provide enhanced follow-up services to employers once they have hired employees through the One-Stop	Employers will have successful long-term results with employees hired through the One-Stop and employees will have increased job retention rates	
Action Steps	Target Date	Recurs
Business Services Team will provide regular follow-up services to both employers and customers during the first year of employment to ensure successful job placements	2012	Ongoing
Specific safety net supports for target groups, such as former TANF recipients, will be implemented	2012	Ongoing
Objective 1. J.	Outcome Measures	
Gather and analyze data on customer pool and business environment to develop services that align with evolving needs	Services will be provided that align with the real workforce needs of employers	
Action Steps	Target Date	Recurs
Reach out to business and industry organizations for information on workforce and employment trends in specific areas	2012	Ongoing
Evaluate literature about workplace trends, including 'virtual' employment or telecommuting, technology workforce needs and project-based employment	2012	Ongoing
Develop strategies to take advantage of new opportunities and prepare customers for emerging workplace models and jobs	2012	Ongoing



## Implementation Plan for Goal 2 – Functional Alignment for Increased Responsiveness

Goal 2		
Increase functional alignment among service partners to increase responsiveness and enhance programs to benefit job seekers and underemployed workers		
Required Resources		
<ul style="list-style-type: none"> <li>Procure contracts for entrepreneurship training providers</li> </ul>		
Objective 2. A.	Outcome Measures	
Meet regularly with workforce partners to create plans to align services and design strategies for rapid response	Design functional alignment plan and distribute among all partners	
Action Steps	Target Date	Recurs
Plan, organize, and hold meetings with One-Stop leadership in conjunction with Board meetings to develop strategies	July 2012	Quarterly or as needed
Plan, organize, and hold meetings with One-Stop partners leadership (11 agencies) to develop plans	2012	Quarterly or as needed
Plan, organize, and hold meetings with One-Stop staff to develop implementation plans	2012	Quarterly or as needed
Work with partners to implement plans for functional alignment and rapid response strategies	2012	Ongoing
Objective 2. B.	Outcome Measures	
Explore opportunities for the WPWIB to facilitate partnerships among partners and other organizations, including community, faith-based and training providers	Community groups will gain tools to develop expanded partnerships that respond to community needs	
Action Steps	Target Date	Recurs
Create a Task Force for collaborative ventures that brings together key leaders and defines role for WPWIB as convener to help organizations understand how to collaborate	2012	Ongoing
Present innovative, replicable models to community, faith-based and training providers	2012	Ongoing
Collaborate with community, faith-based and training providers to replicate appropriate models that address community workforce needs	2013-2015	Ongoing
Objective 2. C.	Outcome Measures	

Create system for sharing projected and actual workforce needs with Westchester Community College and other training providers	WPWIB will facilitate communication between businesses and training providers to inform development of appropriate training opportunities	
<b>Action Steps</b>	<b>Target Date</b>	<b>Recurs</b>
Meet with community college and other training providers to define a format for workforce training needs they require to develop training	2012	Ongoing
Develop system for employers, sectors, and business associations to communicate their current workforce skills training needs	2012	Ongoing
Work with businesses to project workforce training needs for three to four years into the future	2013	Ongoing
Identify specific training need, research successful models and implement pilot training project	2013	Ongoing
Meet regularly with community college and other training providers to share information about current and projected training needs and plan for program development	2013	Quarterly
<b>Objective 2. D.</b>	<b>Outcome Measures</b>	
Collaborate with the United Way's Volunteer Center to develop volunteer opportunities for customers	Customers will gain new work experience with the potential to transition to employment	
<b>Action Steps</b>	<b>Target Date</b>	<b>Recurs</b>
Meet with Volunteer Center to establish system for referral of customers to volunteer positions	2012	Ongoing
Refer customers and provide supports in cooperation with Volunteer Center to ensure successful volunteer placements	2012	Ongoing
Provide support to employers who choose to employ customers who have served as volunteers	2012	Ongoing
<b>Objective 2. E.</b>	<b>Outcome Measures</b>	
Work with Westchester and Putnam County Economic Development Offices, business organizations, Industrial Development Agencies (IDA), and Chambers of Commerce to hold an Entrepreneurship Summit	Entrepreneurship Summit will bring together key business leaders and organizations to address issues of entrepreneurial businesses	
<b>Action Steps</b>	<b>Target Date</b>	<b>Recurs</b>
Plan, organize, and hold meetings with One-Stop leadership, economic development offices, IDAs, and business organizations to develop strategies	2012	Quarterly or as needed
Work with partners to implement plans for an Entrepreneurship Summit	2013	Annual

Objective 2. F.		Outcome Measures	
Reinstitute entrepreneurship training programs for new entrepreneurs as well as growing companies that want to expand to the next level		Training for new entrepreneurs starting businesses and existing small businesses that want to expand will be provided in collaboration with key entrepreneurship training and support organizations	
Action Steps		Target Date	Recurs
Plan, organize, and hold meetings to develop plans for entrepreneurship training in collaboration with Women's Enterprise Development Center (WEDC), Small Business Development Corporation (SBDC), SCORE, Westchester Community College, IDAs and business membership organizations		2012	Quarterly
Work with partners to explore and promote opportunities that are targeted for businesses owned by women and minorities		2012	Ongoing
Consider potential for developing entrepreneurship training based on specific business clusters		2012	Ongoing
Research information on new workplace models, options, and opportunities for 21 <sup>st</sup> century entrepreneurship and incorporate into training plans		2012	Ongoing
Work with partners to implement plans for entrepreneurship training		2013	Ongoing
Objective 2. G.		Outcome Measures	
Expand partnerships with libraries		Library partnerships will increase from three to five, including Mahopac	
Action Steps		Target Date	Recurs
Plan, organize, and hold meetings with libraries		2012	Quarterly
Develop time frames for expanding partnerships		2012	Quarterly
Implement plans for expanding partnerships with libraries		2013	Ongoing
Objective 2. H.		Outcome Measures	
Work with EOC and BOCES to provide GED and ESL training		GED and ESL training opportunities will be increased	
Action Steps		Target Date	Recurs
Plan, organize, and hold meetings with EOC and BOCES		2012	Quarterly
Develop time frames for providing GED and ESL training		2012	Quarterly
Implement plans for providing GED and ESL training		2013	Ongoing

## Implementation Plan for Goal 3 – Public Awareness to Increase Business Penetration

Goal 3		
Promote public awareness of the One-Stops to increase business penetration and connect more job seekers to employers		
Required Resources		
<ul style="list-style-type: none"> <li>▪ Preserve funding to procure a sector manager</li> <li>▪ Procure contracts for costs associated with use of iContact</li> <li>▪ Procure contracts to hire a professional marketing firm to provide expert guidance and services for branding and public awareness</li> </ul>		
Objective 3. A.	Outcome Measures	
Develop and implement a sustained public awareness and branding campaign to establish the One-Stop brand and emphasize the connections among the various parts of the workforce system	Public awareness of the One-Stop brand will increase business penetration	
Action Steps	Target Date	Recurs
Use One-Stop name consistently in all communications	July 2012	Ongoing
Use iContact to send regular communications to constituents	2012	Ongoing
Develop and send regular press releases to the media	2012	Ongoing
Distribute electronic logo files and instructions for use to all One-Stop locations	2012	As needed
Request that all partners provide a link to the One-Stop on their websites	2012	As needed
Research opportunities for links to community calendars and publications that list events and be sure that One-Stop events are included	2012	Ongoing
Regularly review community calendars for opportunities for the One-Stop to participate in events, such as career fairs	2012	Ongoing
Explore changing all One-Stop email addresses to end in "@westchesterputnamonestop.com"	2013	As needed
Build online presence, including developing or connecting to Groups on social media sites with links back to WPWIB Web Portal	2012	As needed
Develop and design print promotional items, signs, and banners, arrange for production, distribute to One-Stop locations and use regularly	2012	As needed

Objective 3. B.	Outcome Measures	
Develop business sector marketing strategies and tools with Sector Partners and Red Carpet Team	Marketing tools will be used to recruit new businesses as potential internship sites, employers or clients for incumbent worker training	
Action Steps	Target Date	Recurs
Finalize new branding and marketing materials to be included all electronic and hard copy communications	2012	As needed
Establish an online portal to facilitate applications for business partnership funding opportunities and promote opportunities to area businesses	2012	As needed
Conduct business-sector focused virtual job fairs (one per sector per year) and recruit and engage businesses to participate	2012	Annual
Objective 3. C.	Outcome Measures	
Expand engagement with business, industry and trade organizations	Increased outreach to businesses will be leveraged through business, industry and trade organizations	
Action Steps	Target Date	Recurs
Work with business, industry and trade associations to develop opportunities for co-sponsorship of events	2012	Ongoing
Partner with a business, industry or trade organization representing each of the business sectors, and engage those organizations in all of the One-Stop promotional activities that relate to business	2012	Ongoing
Ask to have One-Stop items included on business, industry and trade organizations meeting agendas	2012	Ongoing
Present to business membership organizations twice a year or as needed to promote business partnership	2012	Semi-annual
Explore opportunities for approaching businesses from a geographic corridor perspective, defining geographically-specific needs and opportunities	2012	Ongoing
Include business partnership activities in business, industry and trade newsletters and their websites	2012	Ongoing
Develop and implement specific projects to be addressed by each business partnership in collaboration with business, industry and trade organizations	2012	Ongoing
Reach out to the growing markets of small businesses and single entrepreneurs to respond to distinctive needs for support and information to help them connect to job seekers and interns, and access support for training incumbent workers	2012	Ongoing

Objective 3. D.	Outcome Measures	
Develop Regional Business Services Team outreach to address employment needs on a regional basis, build synergy among WIBs and economic development organizations, coordinate regional resources, and develop significant regional workforce initiatives	Regional outreach and possible initiatives will be developed in collaboration with regional WIBs and economic development organizations, increasing access to resources	
Action Steps	Target Date	Recurs
Bring together Hudson Valley WIBs to share information and analyze regional workforce issues and employment outlook, then develop joint initiatives to address regional employment needs	2012	Ongoing
Work with Hudson Valley WIBs to develop and implement strategies for engaging businesses on regional level	2012	Ongoing
Participate on Regional Economic Development Councils to develop joint strategies to meet the region's workforce needs, facilitate regional projects, and leverage resources to promote WIB services	2012	Ongoing
Work with the Society of Human Resource Managers and other relevant organizations to develop enhanced customer services	2012	Ongoing
Explore opportunities for regional workforce/economic development collaborations to carry out significant projects and bring more resources to the table	2012	Ongoing
Objective 3. E.	Outcome Measures	
Implement 'The Big Five' Workplace Attributes promotional campaign for employers and youth	Employers will be engaged in youth programs by learning about the campaign and displaying 'Big Five' promotional materials Youth will gain understanding of workplace attributes valued by employers	
Action Steps	Target Date	Recurs
Replicate successful program and develop promotional materials that list 'The Big Five' Workplace Attributes that are valued by employers	2012	Ongoing
Distribute 'The Big Five' materials for display by employers	2012	Ongoing
Incorporate 'The Big Five' workplace attributes into programs to build awareness among youth	2012	Ongoing

## Implementation Plan for Goal 4 – Youth Programs

Goal 4		
Expand and strengthen youth programs to promote credential attainment and build opportunities for workplace experience that leads to high-paying jobs		
Required Resources		
<ul style="list-style-type: none"> <li>▪ Preserve Business Advisory Role</li> <li>▪ Procure contracts for College Clearinghouse Coordinator</li> <li>▪ Procure contracts for Internship Coordinator</li> <li>▪ Procure contracts for fees associated with training test administrators as a National Work-Readiness Credential testing site</li> </ul>		
Objective 4. A.	Outcome Measures	
Continue Westchester Workforce Development Academy for Youth (WWDAY)	At-risk students will have access to in-school services (for ages 14 to 18) and out-of-school services (for ages 19 to 21), providing the ten services defined by WIA	
Action Steps	Target Date	Recurs
Procure new set of contracts to extend all year-round youth programs for another year	2012	Annual
Procure new set of contracts for summer TANF program	2012	Annual
Objective 4. B.	Outcome Measures	
Build closer alignment with Westchester Sector Partnerships and Putnam Red Carpet Team for youth programs	Youth will have access to more opportunities for workplace experience, summer employment, and internships	
Action Steps	Target Date	Recurs
Promote college internship program to business partnerships early in the process to recruit them for hiring summer interns	January 2013	Annual
Engage businesses to participate in the annual Youth Summit	2013	Annual
Work with businesses to host site tours and send speakers to WWDAY activities	2013	Annual
Promote summer youth employment opportunities for hiring youth to businesses	2013	Annual

Objective 4. C.	Outcome Measures	
Promote internships and provide guidance and support for businesses to encourage hiring interns	Increased internships will be available to students	
Action Steps	Target Date	Recurs
Develop easy-to-understand, accessible information for businesses on how to use interns, including the following: <ul style="list-style-type: none"> <li>▪ How to post a business profile to recruit interns</li> <li>▪ Real-life examples of how interns can contribute to a business</li> <li>▪ Guidance on managing interns</li> <li>▪ Downloadable forms and information</li> </ul>	2012	As needed
Leverage relationships with businesses use social media, such as LinkedIn, to share links to promote internships	2012	Ongoing
Explore opportunities for developing project-based internships	2012	Ongoing
Collaborate with business and industry associations to promote internships to members	2012	Ongoing
Provide regular updates to businesses on subsidies and business incentives for internships	2012	Ongoing
Objective 4. D.	Outcome Measures	
Promote attainment of industry-recognized and postsecondary credentials	More students will earn credentials to increase their potential for being hired and earning higher wages	
Action Steps	Target Date	Recurs
Develop credential for students who have served as interns to recognize work experience gained	2012	Ongoing
Promote internships that will contribute to post-secondary credit toward degree attainment	2012	Ongoing
Complete an assessment site application form (available from Steck-Vaughn) to designate additional One-Stop locations as National Work Readiness Credential testing site	2012	Ongoing
Arrange for proctor training for test administrators	2012	Ongoing
Promote NWRC testing to customers	2012	Ongoing



Objective 4. E.		Outcome Measures	
Explore opportunities to increase outreach and collaboration with youth-related organizations to develop special projects or enhance programs to support youth	Coordination of program development with public schools and youth organizations will be increased		
Action Steps	Target Date	Recurs	
Reach out to new groups, including the Westchester superintendents of schools, Child Care Council and Youth Bureau Board	2012	Ongoing	
Meet with key youth leaders to discuss ways to incorporate workforce development into existing curricula or programs and plan for collaborative initiatives	2012	Ongoing	
Develop or replicate successful pilot projects with public schools and/or youth organizations	2012	Ongoing	
Objective 4. F.		Outcome Measures	
Promote interest in STEM by encouraging youth to look at STEM differently and increase awareness of the wide variety of STEM careers at all levels	More students will be exposed to opportunities for careers in STEM fields		
Action Steps	Target Date	Recurs	
Discuss potential STEM initiatives with partners and youth training providers	2012	Ongoing	
Provide youth with information that relates STEM to manufacturing jobs and green jobs	2012	Ongoing	
Reach out to businesses with STEM jobs to learn about their needs and seek opportunities for youth to be exposed to a broad range of STEM work experiences	2012	Ongoing	
Bring together Mt. Vernon Youth Bureau with other youth providers to share the successful Women and STEM project and review as a model for potential replication	2012	Ongoing	
Objective 4. G.		Outcome Measures	
Implement College Internship Clearinghouse program	More opportunities for internships will be available to students		
Action Steps	Target Date	Recurs	
Reach out to colleges to develop college internship partnerships and encourage participation in the College Internship Clearinghouse	2012	Ongoing	
Explore potential for expanding College Internship Clearinghouse program to include opportunities for secondary school students	2012	Ongoing	

Objective 4. H.		Outcome Measures	
Institutionalize annual Youth Workforce Development Summit	Youth Services will be highlighted at an annual summit meeting		
Action Steps		Target Date	Rekurs
Plan, organize, and implement annual Youth Workforce Development Summit	2013	Annual	
Objective 4. I.		Outcome Measures	
Present promising practices and replicable models at appropriate venues	Presentations on promising practices and replicable models will increase awareness of WPWIB youth activities and potentially open doors to partnerships		
Action Steps		Target Date	Rekurs
Ask providers to attend the annual NYATEP Youth Academy and represent the WPWIB	2013	Annual	
Attend and present at the National Association of Workforce Boards	2013	Annual	
Explore additional opportunities for presentations to workforce and youth groups	2013	Ongoing	

## Implementation Plan for Goal 5 – Revenue Generation

Goal 5		
Develop new options for revenue generation, including special projects that link to competitive grant opportunities		
Required Resources		
<ul style="list-style-type: none"> <li>▪ Procure contracts to hire a grant writer for each proposal opportunity</li> <li>▪ Procure contracts for costs associated with developing capacity for alternative revenue generation</li> </ul>		
Objective 5. A.	Outcome Measures	
Be prepared to pursue grant opportunities	Revenue for special projects and general support will be increased	
Action Steps	Target Date	Recurs
Follow Department of Labor initiatives and priorities and consider how to include them when developing special projects (e.g., Veterans, prisoner re-entry, dislocated workers, TANF)	2012	Ongoing
Develop a targeted set of funding priorities to pursue, including the following: <ul style="list-style-type: none"> <li>▪ Youth</li> <li>▪ Ex-offenders</li> <li>▪ Parents</li> <li>▪ Economically Disadvantaged</li> </ul>	2012	Ongoing
Use evidence-based best practices and logic models for planning and implementation	2012	Ongoing
Build grant-writing capacity/resources by developing an open procurement mechanism that allows grant writers to register online and provide quotes for writing proposals	2012	Ongoing
Engage potential partners, including employers and training providers, in ongoing project planning to build programs and services	2012	Ongoing
Develop and implement strong post-award tracking and evaluation system to track outcomes from grant funded programs, using resources such as OSOS to the extent possible	2012	Ongoing

Objective 5. B.	Outcome Measures	
Support board efforts to explore options for alternative revenue generation and fundraising from non-government sources	Alternative revenue generation options will be developed to support the WPWIB's priorities and give increased flexibility for use of funds	
Action Steps	Target Date	Recurs
Contact legal experts for advice and recommendations	2012	As needed
Establish a Board planning committee (including the Executive Committee and County Commissioners) to explore options for revenue generation	2012	Ongoing
Research and explore models used by other WIBs nationwide to successfully develop alternative revenue generation, including creation of 501(c)(3) support organizations and social entrepreneurship	2012	Ongoing
Evaluate pros and cons, capacity requirements, and potential for success of various options for alternative revenue generation	2012	Ongoing
Develop and implement a plan to create sustainable and flexible sources of revenue to support the WPWIB	2013	Ongoing



## Performance Standards

Initiatives defined by the Three-Year Strategic Plan will contribute to meeting the performance standards set for the Workforce Investment activities at the federal, state and local levels.

All activities are measured on a quarterly basis and the One-Stop must provide service to its recipients at least every 90 days.

The Federal Common Measures reported to the state are aggregated and reported to the Department of Labor on an annual basis. The Department of Labor describes this requirement as follows.

There is great flexibility in the contents of the annual report narrative, but there are three sets of information that are required elements for each states' annual report, as described in WIA section 136:

- Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- Information on the status of state evaluation activities; and
- Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants.<sup>8</sup>

## Federal Common Measures

Federal Common Measures are specific to services funded by the Workforce Investment Act and/or by Wagner/Peysner funds.

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<sup>8</sup> United States Department of Labor WIA Annual Report Specifications.  
<http://www.doleta.gov/performance/guidance/WIA/WIAAnnualReportSpecifications.pdf>

## Adult Measures

### Entered Employment

*Of those who are not employed at the date of participation:*

# of adult participants who are employed in the first quarter after the exit quarter

# of adult participants who exit during the quarter

### Employment Retention

*Of those who are employed in the first quarter after the exit quarter:*

# of adult participants who are employed in both the second and third quarters after the exit quarter

# of adult participants who exit during the quarter

### Average Earnings

*Of those adult participants who are employed in the first, second, and third quarters after the exit quarter:*

Total earnings in the second plus the total earnings in the third quarters after the exit quarter

# of adult participants who exit during the quarter

## Youth Federal Measures

### Placement in Employment or Education

*Of those who are not in post-secondary education or employment (including the military) at the date of participation:*

# of youth participants who are in employment (including the military) or enrolled in post-secondary education and/or advanced training/occupational skills training in the first quarter after the exit quarter

# of youth participants who exit during the quarter

### Attainment of a Degree or Certificate

*Of those enrolled in education (at the date of participation or at any point during the program):*

# of youth participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter

# of youth participants who exit during the quarter

### Literacy and Numeracy Gains

*Of those out-of-school youth who are basic skills deficient:*

# of youth participants who increase one or more educational functioning levels

# of youth participants who have completed a year in the program (i.e., one year from the date of first youth program service) plus the # of youth participants who exit before completing a year in the youth program

## State Measures

The WPWIB reports quarterly to New York State on the following measures.

## **Part I System Improvement Measures**

### **Customer Service Indicators**

- Training
- Reduce # of Exiters Still Certifying for UI Benefits
- NWRC Certification
- Serving Business Customer Base

### **Management Information**

- Training Information – ETP
- Reduce # of Exiters Still Certifying for UI Benefits by Office
- Initial Assessment
- Scheduling and Rescheduling
- JSRS/CDS
- Other Reporting
- 599 Reporting
- SMART Usage Report

## **Part II Performance Measures**

- Participants
- Exiters
- Entered Employment Rate for Adults and Dislocated Workers
- Employment Retention Rate for Adults and Dislocated Workers
- Average Earnings for Adults and Dislocated Workers
- Youth Placement in Employment or Education
- Youth Attainment of a Degree or Certificate
- Youth Literacy and Numeracy Gains
- TAA Common Measure Outcomes
- Veteran Common Measure Outcomes

## **Local Measures**

Local Measures are defined and set by the Westchester Putnam Workforce Investment Board. These measures relate to the specific goals and initiatives that respond to the local and regional needs, such as public awareness and business sector partnerships to increase business penetration.

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

Performance data for all measures are tracked using a unified system, One Stop Operating System (OSOS). Customer data and services funded by the Workforce Investment Act (WIA) and/or Wagner / Peyser (W/P) funds are entered into the OSOS system locally and sent to New

York State on a monthly basis. The state aggregates the data and provides quarterly summary reports.



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## Appendix I: Westchester Putnam Workforce Investment Area Information

### The Westchester-Putnam Workforce Investment Board (WPWIB)

The Westchester-Putnam Workforce Investment Board (WPWIB) provides policy directions and program oversight to the One-Stop Employment 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 Paul J. Eldridge. The WIB members are appointed in accordance with the Federal Workforce Investment Act and represent public and private sector businesses.

#### Board Members

David Singer	President	Robison Oil
Kevin Bailey	President	Putnam Economic Development
Rosa Barksdale	President/CEO	Barksdale Health Care
Thomas Capurso	Business Representative	IBEW Local Union 3
Dr. Marsha Gordon	President/CEO	The Business Council of Westchester
Laurence Gottlieb	Director	Westchester County Department Office of Economic Development
Richard Greenwald	President	Concorde Staffing Group
Dr. Joseph Hankin	President	Westchester Community College
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
Kevin McGuire	Commissioner	Department of Social Services
Michael Piazza	Commissioner of Putnam DSS	Putnam County DSS
Mark Ridgeway	District Manager	NYSED (VESID)
Winston Ross	Executive Director	Westchester Community Opportunity Program, Inc.
Robert O. Sanders	CEO	Hospitality Group Inc.
Jon Schandler	President	White Plains Hospital Center
Elaine Sozzi	Director	Westchester Library System
Len Vallender	President	Fenbar Precision Machinists, Inc.
Diane Wilhelm	Vice President	Key Bank

## Westchester-Putnam Workforce Investment Area Partners

- 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

- Acclaim Integrated Services Company
- Battlion Security Solutions
- Big Apple Occupational Safety
- Bronx Community College
- Commercial Drivers License School
- Compu-Books, Inc. dba Bookkeepers-Etc.
- Dutchess Community College
- Enterprise Training Solutions
- Finger Lakes School of Massage
- Heritage Auto School, Inc.
- Hudson Valley Regional Council
- Hudson Valley Technology Development Center, Inc.
- John F. Earvin dba TriJoh Security/Investigation & Training School
- Lehman College
- Manpower, Inc.
- Monroe College
- National Council On Alcoholism & Drug Dependence
- Netcom Information Technology, Inc.
- Pace University
- Point & Click Learning, Inc.
- Putnam/Northern Westchester BOCES
- Southern Westchester BOCES
- Sullivan County BOCES
- The College of Westchester
- The New York School of Court Reporting & Career Institute
- Ulster County BOCES
- Ulster County Community College
- US Technical Services Inc. dba Brewster Technology
- Westchester Community College
- Westchester Institute of Computer
- Technology, Inc.
- Westchester School for Dental Assistant, LLC
- WESTCOP, Inc.

## Appendix II: Labor Market and Job Projection Data

Current Labor Statistics for the Hudson Valley Region

New York State Department of Labor

Hudson Valley Labor Market Data

### Resident Civilian Labor Force and Nonfarm Employment PUTNAM-ROCKLAND-WESTCHESTER MSA

March 2012, February 2012, March 2011

Category	Mar 2012	Feb 2012	Mar 2011	Net Month	% Month	Net Year	% Year
Resident Civilian Labor Force	674,400	674,400	675,700	0	0.0%	-1,300	-0.2%
Employed	628,500	624,900	630,600	3,600	0.6%	-2,100	-0.3%
Unemployed	46,000	49,400	45,100	-3,400	-6.9%	900	2.0%
<b>Putnam-Rockland-Westchester MSA Unemployment Rate</b>	<b>6.8%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>-0.5</b>		<b>0.1</b>	
NYS Unemployment Rate	8.7%	9.2%	8.2%	-0.5		0.5	
US Unemployment Rate	8.4%	8.7%	9.2%	-0.3		-0.8	
<b>Total Nonfarm</b>	<b>556,300</b>	<b>552,100</b>	<b>551,300</b>	<b>4,200</b>	<b>0.8%</b>	<b>5,000</b>	<b>0.9%</b>
<b>Total Private</b>	<b>464,200</b>	<b>459,800</b>	<b>458,800</b>	<b>4,400</b>	<b>1.0%</b>	<b>5,400</b>	<b>1.2%</b>
<b>Goods-producing</b>	<b>51,800</b>	<b>50,800</b>	<b>52,800</b>	<b>1,000</b>	<b>2.0%</b>	<b>-1,000</b>	<b>-1.9%</b>
<b>Natural Resources, Mining and Construction</b>	<b>27,500</b>	<b>26,500</b>	<b>27,700</b>	<b>1,000</b>	<b>3.8%</b>	<b>-200</b>	<b>-0.7%</b>
Specialty Trade Contractors	18,500	18,000	18,200	500	2.8%	300	1.6%
<b>Manufacturing</b>	<b>24,300</b>	<b>24,300</b>	<b>25,100</b>	<b>0</b>	<b>0.0%</b>	<b>-800</b>	<b>-3.2%</b>
Computer and Electronic Product Manufacturing	4,200	4,200	4,300	0	0.0%	-100	-2.3%
Chemical Manufacturing	4,900	5,000	5,100	-100	-2.0%	-200	-3.9%
<b>Service-Providing</b>	<b>504,500</b>	<b>501,300</b>	<b>498,500</b>	<b>3,200</b>	<b>0.6%</b>	<b>6,000</b>	<b>1.2%</b>
<b>Private Service-Providing</b>	<b>412,400</b>	<b>409,000</b>	<b>406,000</b>	<b>3,400</b>	<b>0.8%</b>	<b>6,400</b>	<b>1.6%</b>
<b>Trade, Transportation and Utilities</b>	<b>105,500</b>	<b>104,200</b>	<b>103,600</b>	<b>1,300</b>	<b>1.2%</b>	<b>1,900</b>	<b>1.8%</b>

<http://www.westchesterputnamonestop.com/>

Wholesale Trade	21,500	21,500	21,500	0	0.0%	0	0.0%
Merchant Wholesalers, Durable Goods	9,700	9,700	9,700	0	0.0%	0	0.0%
Retail Trade	66,400	65,200	63,900	1,200	1.8%	2,500	3.9%
Food and Beverage Stores	16,300	16,100	16,100	200	1.2%	200	1.2%
Grocery Stores	13,800	13,500	13,700	300	2.2%	100	0.7%
Health and Personal Care Stores	5,100	5,100	5,100	0	0.0%	0	0.0%
Clothing and Clothing Accessories Stores	7,600	7,600	7,100	0	0.0%	500	7.0%
General Merchandise Stores	11,100	11,100	10,400	0	0.0%	700	6.7%
Department Stores	8,600	8,600	8,100	0	0.0%	500	6.2%
Transportation, Warehousing and Utilities	17,600	17,500	18,200	100	0.6%	-600	-3.3%
Utilities	4,300	4,200	4,200	100	2.4%	100	2.4%
Transportation and Warehousing	13,300	13,300	14,000	0	0.0%	-700	-5.0%
<b>Information</b>	<b>13,200</b>	<b>13,200</b>	<b>13,700</b>	<b>0</b>	<b>0.0%</b>	<b>-500</b>	<b>-3.6%</b>
Telecommunications	4,800	4,700	4,800	100	2.1%	0	0.0%
<b>Financial Activities</b>	<b>34,500</b>	<b>34,200</b>	<b>32,800</b>	<b>300</b>	<b>0.9%</b>	<b>1,700</b>	<b>5.2%</b>
Finance and Insurance	23,400	23,200	22,400	200	0.9%	1,000	4.5%
Credit Intermediation and Related Activities	7,800	7,700	7,400	100	1.3%	400	5.4%
Depository Credit Intermediation	4,500	4,500	4,300	0	0.0%	200	4.7%
Insurance Carriers and Related Activities	9,900	9,800	9,500	100	1.0%	400	4.2%
Real Estate and Rental and Leasing	11,100	11,000	10,400	100	0.9%	700	6.7%
<b>Professional and Business Services</b>	<b>71,000</b>	<b>71,900</b>	<b>68,300</b>	<b>-900</b>	<b>-1.3%</b>	<b>2,700</b>	<b>4.0%</b>
Professional, Scientific, and Technical Services	32,800	34,100	32,000	-1,300	-3.8%	800	2.5%
Management of Companies and Enterprises	11,100	11,200	10,900	-100	-0.9%	200	1.8%

Administrative and Support and Waste Management and Remediation Services	27,100	26,600	25,400	500	1.9%	1,700	6.7%
Administrative and Support Services	25,500	25,000	23,600	500	2.0%	1,900	8.1%
Employment Services	4,700	4,600	4,200	100	2.2%	500	11.9%
<b>Education and Health Services</b>	<b>121,800</b>	<b>121,000</b>	<b>119,100</b>	<b>800</b>	<b>0.7%</b>	<b>2,700</b>	<b>2.3%</b>
Educational Services	26,700	26,300	27,400	400	1.5%	-700	-2.6%
Health Care and Social Assistance	95,100	94,700	91,700	400	0.4%	3,400	3.7%
Ambulatory Health Care Services	36,500	36,000	33,300	500	1.4%	3,200	9.6%
Hospitals	19,200	19,100	18,900	100	0.5%	300	1.6%
General Medical and Surgical Hospitals	15,800	15,800	15,600	0	0.0%	200	1.3%
Social Assistance	17,900	17,800	17,500	100	0.6%	400	2.3%
<b>Leisure and Hospitality</b>	<b>41,600</b>	<b>39,900</b>	<b>43,800</b>	<b>1,700</b>	<b>4.3%</b>	<b>-2,200</b>	<b>-5.0%</b>
Accommodation and Food Services	35,700	34,800	34,800	900	2.6%	900	2.6%
Food Services and Drinking Places	30,000	29,200	29,900	800	2.7%	100	0.3%
Full-Service Restaurants	17,100	17,000	16,300	100	0.6%	800	4.9%
<b>Other Services</b>	<b>24,800</b>	<b>24,600</b>	<b>24,700</b>	<b>200</b>	<b>0.8%</b>	<b>100</b>	<b>0.4%</b>
<b>Government</b>	<b>92,100</b>	<b>92,300</b>	<b>92,500</b>	<b>-200</b>	<b>-0.2%</b>	<b>-400</b>	<b>-0.4%</b>
Federal Government	5,100	5,100	5,200	0	0.0%	-100	-1.9%
State Government	13,800	13,800	13,900	0	0.0%	-100	-0.7%
Local Government	73,200	73,400	73,400	-200	-0.3%	-200	-0.3%
Local Government Education	44,100	44,200	43,100	-100	-0.2%	1,000	2.3%

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

## Projected Job Openings in the Hudson Valley

<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



<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
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

<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
319000	4	Other Healthcare Support Occupations	7000	8190	1190	17	210	120	90
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

<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
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 III: Pertinent Regulations

- § 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 IV: References

*Labor Force and Unemployment Data Data for New York State, Labor Market Regions, Metropolitan Areas, Counties, and Municipalities of at least 25,000 Population*, New York State Department of Labor, <http://www.labor.ny.gov/stats/lslaus.shtm>

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United States Department of Labor WIA Annual Report Specifications. <http://www.doleta.gov/performance/guidance/WIA/WIAAnnualReportSpecifications.pdf>

*Worker Adjustment and Retraining Notification*  
<http://www.labor.ny.gov/workforcenypartners/warn/warnportal.shtm>

## Appendix V: 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.