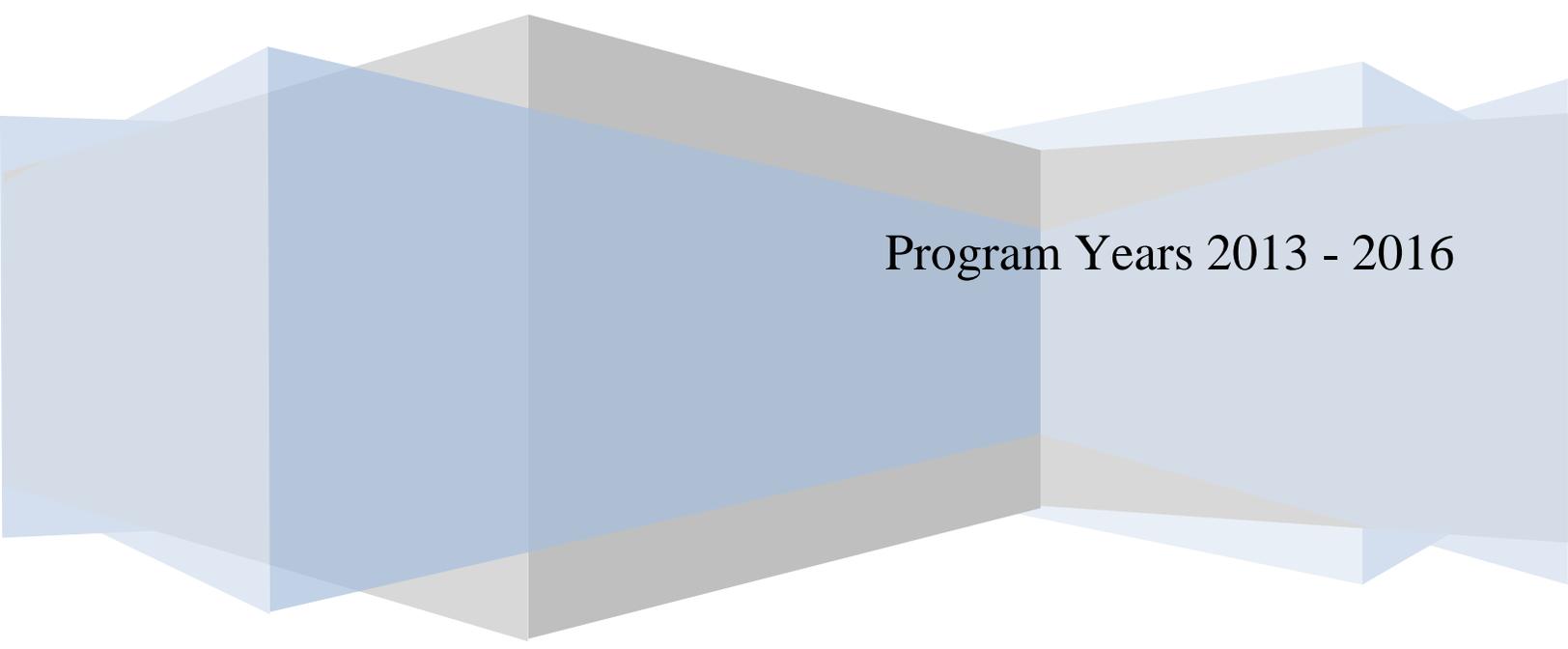


New York State Department of Labor

New York State Workforce Investment Act and Wagner-Peyser Act Strategic Plan

Program Years 2013 - 2016



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Section I. State Workforce Strategic Plan

Governor's Vision

Since taking office, Governor Andrew M. Cuomo's top priority has been to revitalize the state's economy to create jobs and restore New York's reputation as a world-class place to do business. The Governor's agenda to accomplish this is outlined in *New York Works: Getting New York Back to Work*.¹ This 190-page agenda proposes a series of initiatives organized around the following goals:

- Make NY Business Friendly
- Forge a New NY Economic Development Paradigm
- Targeting Incentives to Get New Yorkers Back to Work
- Make Higher Education Job Generators
- Training a Workforce for the 21st Century
- Protect NY's Small Business
- Rebuild NY's Infrastructure

The Governor specifically articulated his vision for workforce development in his *New York Works* plan:

"The critical role of New York State government, including all of its educational institutions, in building the foundation for a strong and versatile workforce cannot be overstated. In order to meet the workforce development challenges of today's economy, the State must maintain a sharp focus on these strategies:

- Merging the workforce development and economic development functions of government to create systems that align the needs of high-growth employers with our job seeking residents according to regional business demand;
- Recognizing the essential role of education and literacy as the foundation for a strong, versatile workforce;
- Emphasizing the critical role of youth employment in building the workforces of tomorrow; and
- Making on-the-job training partnerships a priority.²"

Using Regional Economic Development Councils to Coordinate the State's Efforts

In order to empower each region to chart its own course, the Governor created ten Regional Economic Development Councils (REDCs). These councils serve as single points of contact for economic activity in each region. Membership reflects the myriad of interests in each community, including major industries, small businesses, higher education, community organizations, and labor. The Regional Councils have turned around Albany's top-down approach to economic development, shifting to a community-based, performance-driven model that empowers localities to develop and invest in their own economic future.

Five-Year Regional Economic Development Strategic Plans

¹ Governor Andrew M. Cuomo. *New York Works: Getting NY Back to Work*. http://www.andrewcuomo.com/system/storage/6/c7/3/1066/andrew_cuomo_ny_works_agenda.pdf

² *Ibid.* P. 93.

³ *C2ER Recognizes Excellence in Economic Development Research*. News Release, June 2012.

In 2011, each council was required to develop a five-year strategic plan to compete for regional economic development resources. Over the past two years, as part of a process that has awarded over \$1.5 billion for job creation and community development, the REDCs produced innovative plans and implementation agendas that truly reflect the distinct characteristics of each of the ten regions of the State. The momentum continued in 2013 with \$220 million to implement regional strategies and priorities. In addition, State agencies provide additional resources to support regional growth strategies. These funds are made available through a Consolidated Funding Application (CFA). The CFA was created to streamline and expedite the grant application process for stakeholders within each region.

State Agency Coordination

The Governor also charged State agencies to provide support to Regional Councils in four main ways:

1. Identify existing funding and resources available to support the implementation of Strategic Plans.
2. Support the new economic development funding process by conducting a due diligence review of the CFA submissions to the Regional Councils for relevant legal issues and potential disqualifying concerns.
3. Work with Regional Councils to address obstacles to long-term economic growth statewide.
4. Revise State guidelines and internal processes to expedite Regional Council projects across State government.

The regional strategic plans were expected to be comprehensive, addressing needs in a holistic fashion. Accordingly, Empire State Development (ESD), the State's economic development agency, reached out to approximately 20 other state agencies to identify resources and strategic support for the Regional Councils. As guided by ESD research, each agency provided data and other information that summarized some aspect of the ten regional economies. For example, business climate was captured in part through state and local tax data and traditional regional economic data was provided by the New York State Department of Labor (NYSDOL). ESD research staff formatted and restructured the data as needed to fit the REDCs' objectives creating a "regional snapshot" presentation for each region and a "data warehouse" of databases and other information to support the snapshots. This groundbreaking innovation was recognized as an example of outstanding achievement in economic development research by The Council for Community and Economic Research (C2ER) in June, 2012.³

Statewide Performance Measurement

ESD is measuring and tracking the performance of the Regional Council initiative. To this end, each REDC is required to prepare an annual Progress Report that summarizes key tasks to be completed, leading up to and including final deliverables to advance and implement their priority strategies. The Progress Reports track two sets of metrics by region. The first is a set of standard economic and demographic elements that are measured and benchmarked across all regions. These include labor force indicators, educational measures, business starts, and MWBE certifications. The second set of metrics is specific to each Regional Council. Each Council developed performance metrics linked to its unique set of goals to record progress in implementing the strategies outlined in its Strategic Plan. Comparing this progress to that of other regions will highlight successes and best practices, as well as

³ *C2ER Recognizes Excellence in Economic Development Research*. News Release, June 2012.
<http://c2er.org/download/2012-07/Economic%20Development%20Awards%20News%20Release%202012.pdf>

identify those regions where additional assistance may be needed. The first round of progress reports for each of the ten regions can be viewed on the [Regional Economic Development Council website](#).

Regional Workforce Development Planning

To further inform and enhance regional progress reporting, NYSDOL requires Local Workforce Investment Boards (LWIBs) in each region to review the goals and strategies laid out by their respective REDCs, and collaborate on a regional work plan that identifies resources, partnerships, and initiatives that address one or more of their REDC's specific goals and strategies. This process helps to highlight the inter-relationship between workforce development and economic development efforts in each region and showcases the powerful contributions that LWIBs make to regional economies. These include:

- Partnerships;
- Informing training providers of business needs;
- Aligning training resources;
- Pursuing grants and other funding opportunities;
- Focusing on Science, Technology, Engineering, and Mathematics;
- Advancing entrepreneurship;
- Targeting training resources on low-income populations;
- Supporting the REDC's Opportunity Agenda;
- Promoting youth career development and employment;
- Expanding apprenticeship; and
- Developing a regional portal for job and training opportunities.

A brief description of each of these notable actions is presented below, along with regions which are advancing them.

- **Partnerships** – Partnerships among businesses, training providers, educational institutions, and government entities are used to identify the skills gaps in the sector, establish new training opportunities, and host business forums to identify industry sector needs. They can also help businesses solve production problems, improve products and manufacturing processes, create new businesses, support research into new materials and nanostructures, and attract additional research funding.

Applicable Regions: All Regions

- **Informing training providers of business needs** – Regions provide information related to regional demand occupations and the needs of in-demand industries to training providers. Providers then align training programs offered with the skill needs, bringing consistency and efficiency to the training provided in a region. In addition, community colleges have been asked to create advisory committees, made up primarily of businesses, to help shape curriculum, recruitment, placement and evaluation of vocational and training programs. These practices engage training providers and community colleges in responsive planning and curriculum development to meet the needs of in-demand industries, keeping programs up to date as they evolve with businesses needs.

Applicable Region: All Regions

- **Aligning training resources** – Regional LWIBs pool and earmark training resources provided through Individual Training Accounts to focus on REDC target sectors and in-demand occupations.

Applicable Regions: All Regions.
- **Pursuing grants and other funding opportunities** – Grants and other funding opportunities offer the chance for additional sources of funding to the regular WIA funding available. Collaboration with other partners, particularly to implement training programs, helps increase the likelihood of award.

Applicable Regions: Capital; Central; Finger Lakes; Long Island; Mid-Hudson; Mohawk Valley; New York City; North Country; and Southern Tier.
- **Promoting Science, Technology, Engineering, and Mathematics (STEM)** – Many REDCs have identified STEM occupations as a priority. Promotion of STEM related trainings, working with businesses to assess their STEM hiring needs, and applying for relevant grants through activities such as assessments for STEM preparedness through an evaluation of work readiness, computer literacy, math and reading, and mechanical reasoning, aligns Regional LWIBs with this REDC priority.

Applicable Regions: Capital Region; Long Island; Mohawk Valley; New York City; and Southern Tier.
- **Advancing Entrepreneurship** – Regional LWIBs advance entrepreneurship by encouraging Career Center customers to utilize the Self-Employment Assistance Program and look to capitalize on grant opportunities to assist startup companies and companies looking to expand.

Applicable Regions: Mid-Hudson; Mohawk Valley; and Southern Tier.
- **Targeting training resources to low-income populations** – Targeting training resources for low-income populations is necessary to serve the hardest to serve populations in a region. A number of grants to provide TANF recipients and low income workers with training and employment opportunities are active in the State.

Applicable Regions: Capital Region; Long Island; and New York City.
- **Supporting REDC Opportunity Agendas** – Involvement in the Opportunity Agenda, an REDC initiative, can help overcome the challenges that prevent poor communities from fully participating in the State’s economic revitalization. By concentrating on one particular community, regions can identify strategies that will address specific challenges and be able to competitively seek funding through a streamlined process.

Applicable Regions: Long Island and North Country.
- **Promoting youth career development and employment** – Promoting youth career development and employment helps prevent youth from leaving the Region due to lack of employment opportunities. This can be done by facilitating the process of commercializing academic ideas or inventions and building companies around them. This can also be done by working with college partners to address needs of out-of-school youth by focusing on increasing regional college and high school internships.

Applicable Regions: Capital and Mid-Hudson.

- **Expanding Apprenticeship** – Expanding apprenticeship models in organizational settings can have a positive impact on regional economies. Developing an overview of apprenticeships operated throughout the state can provide insight into best practices. This information can then be shared with local businesses operating in the same sectors/industries to help them establish their own apprenticeship programs.

Applicable Regions: Western.

- **Developing a Regional Portal for Job and Training Opportunities** – Developing a regional portal for job and training opportunities for customers can help simplify the job search process. This can be accomplished by surveying Career Center customers to develop a regionalized list of relevant customer resources.

Applicable Regions: Western.

Coordinating Workforce Development Efforts

SAGE Commission

Governor Cuomo established the Spending and Government Efficiency (SAGE) Commission to identify inefficiencies in New York State government and propose solutions. The Governor recognized that the process of coordinating workforce development efforts is complicated by the fact that 28 different funding streams support workforce development activities in NYS. In February 2013, the SAGE Commission released its final report which recommends the following regarding workforce development:

1. Revitalize the State Workforce Investment Board (SWIB) to serve as the coordinating body for developing a statewide workforce development strategy.
2. Increase the role for economic development in workforce development efforts.
3. Align activities of local WIBs with the statewide Regional Councils.
4. Establish system-wide reporting and standardized performance metrics within a proposed performance management system.

In his 2013 State of the State Address, Governor Cuomo called for reimagining the State's workforce development system to meet the needs of 21st Century employers and jobseekers based on the following principles:

- **Performance:** The State will demand accountability at every level of the workforce system: from state agencies to local Workforce Investment Boards to training providers. Performance will be based first and foremost on whether participants successfully complete training programs that meet the needs of employers and get jobs or advance in a career.
- **Alignment:** The State will target its resources to helping employers fill current jobs and to prepare for the careers of the future. This requires making decisions based on real partnerships with employers and Regional Economic Development Councils and based on data about current and projected job growth and the skills required to fill them.
- **Customer Service:** The State will break down bureaucracy in order to help employers find the qualified workforce they need and to help jobseekers and workers build their skills.

Key statewide initiatives are being implemented that align with these principles:

- *NY Performs* – A statewide performance management system is being implemented in 2013. The most important information about an agency, including certain background facts, key performance indicators and main strategic initiatives will be presented to the public on a public website, while more detailed operational information will be available to internal users to help manage State operations. NYSDOL is participating in this initiative and sharing key indicators such as the entered employment rate for the State’s Career Center system and job bank success (number of businesses listing jobs in the NYS Job Bank).
- *Next Generation Job Linkage Program* – Community colleges will partner with REDCs and local employers in order to prepare students for high-demand careers. Community college programs will have Advisory Committees that are made up primarily of employers, are aligned with the Regional Councils, and that actually help to shape curriculum, recruitment, placement and evaluation of vocational and training programs. In order to qualify for State funding, community college workforce and vocational programs will be required to be offered in partnership with employers and be focused on high-demand jobs. In addition, funding incentives will be distributed based on the performance of student success in the economy.
- *Education and Workforce Roundtable* – In April 2013, NYSDOL Commissioner Peter Rivera convened an Education and Workforce Roundtable to focus on advancing the Governor’s directive to modernize and realign the current workforce system to address businesses’ need for skilled workers. Topics examined during this one-day event included: developing education and training programs to meet businesses’ long- and short-term needs for skilled labor; providing adequate labor market information for students to make career decisions; tracking program performance; and innovative education programming.

Jobs Express

On October 31, 2011, Governor Cuomo launched Jobs Express, a website taking a regional approach to helping New Yorkers who are seeking employment. The site takes thousands of jobs listed on the New York State Job Bank and sorts them by region to help jobseekers evaluate what industries are growing in their area and find out what opportunities are available in specific economic sectors.

From launch to December 31, 2013, there have been 27,011 businesses that have submitted 1,228,074 job orders for 1,723,290 positions. In December 2013, there were 65,248 visits to the website, with an average of 2,105 visits per day.

New York Employment Services System (NYESS)

NYESS revolutionizes employment supports for New Yorkers with disabilities and generates millions of dollars for disability-related employment services and supports. NYESS is being developed using the New York State Medicaid Infrastructure Grant, New York Makes Work Pay, as the catalyst, and is administered as a joint effort of NYSDOL as the State lead agency for workforce services, and Office of Mental Health (OMH) as the lead agency for the Medicaid Infrastructure Grant.

Phase 1 of NYESS (implemented in December 2011) provided system access to the following six state agencies and their network of service providers: OMH; NYS Office of People with Developmental Disabilities (OPWDD); NYS Adult Career and Continuing Education Services – Vocational Rehabilitation (ACCES-VR); NYS Commission for the Blind and Visually Handicapped; NYS Office of Alcohol and Substance Abuse Services; and NYS Office for the Aging. Phase 2 provides additional features and functions as well as brings on additional agencies and service providers.

In February, 2012, the federal Social Security Administration (SSA) announced that NYESS (www.nyess.ny.gov) was designated as the first statewide Employment Network (EN) in the United States. ENs are designated by the SSA to assist people with disabilities to find competitive jobs. The statewide EN designation allows SSA the ability to collaborate directly with New York to document employment outcomes for individuals with disabilities holding a Ticket-To-Work and demonstrate the effectiveness of the Ticket-To-Work program. As a statewide EN, NYESS creates a network of providers working with multiple state agencies using a single, real-time employment data/case management system. This statewide effort will also generate thousands of dollars in incentive payments to be reinvested in expanded job supports for people with disabilities.

Essential Role of Education and Literacy as the Foundation for a Strong, Versatile Workforce

Governor Cuomo recognizes that the building blocks for a more skilled workforce begin with a commitment to the educational and literacy needs of all sectors of our workforce, in both youth and adult populations. To this end, the Governor has made reforming our state's education system among his highest priorities, understanding that opportunity for our children is the key to our future. He has worked to place greater emphasis on student performance and school accountability.

Central to this effort is his plan to implement New York's first statewide teacher evaluation system. In 2010, New York was awarded a \$700 million Race to the Top grant from the federal government, which required the state to implement a teacher evaluation system. After an agreement was reached between the State Education Department and the teachers' union, the Legislature enacted the new system of evaluation in March, 2012.

To support programs that enhance performance in our schools, Governor Cuomo proposed two competitive grant programs to award \$500 million to school systems that promote student achievement and school accountability. The first round of student achievement grants was awarded last year, and the grant process for next year's awards has already begun.

The Governor appointed an Education Reform Commission consisting of nationally recognized experts to make recommendations for improving our education system. The Commission will study ways to strengthen teacher recruitment and performance; improve student achievement; increase parent and

family engagement; help high-need and low-wealth school communities; and manage educational funding and costs.

Post-Secondary Education

The Governor's budget included \$31.3 million in support for local community colleges, raising base aid from \$2,122 to \$2,272 per full-time equivalent student. This is the first base aid increase for community colleges since 2007-08. Additional base aid support will allow community colleges across the state to expand class offerings, ease the burden on county sponsors, assist business partners, keep tuition affordable, and hire additional faculty.

The Governor has also promoted the expansion of dual enrollment programs that allow high school students to enroll in courses at community colleges with a goal of increasing postsecondary access and success, particularly for minority and low-income students.

The City University of New York (CUNY) offers a dual enrollment program, College Now, in collaboration with all 17 CUNY campuses and 240 of New York City's 425 public high schools. Serving more than 32,000 students each year, or 11.1 percent of all of New York City's high school students, it is the largest public urban dual enrollment program in the nation.

In a similar vein, SUNY is rolling out a cooperative education program called SUNY Works. Many SUNY campuses already provide paid, credit-worthy, and typically full-time internships for their undergraduates – programs known across the country as cooperative education. SUNY Works is taking the co-op model to scale across the SUNY system, strengthening the collaboration between SUNY campuses and the New York business and industry sectors, and extending these experiences to graduate students and adult learners. Linking academic learning with these work experiences results in a higher level of post-secondary persistence.

Make Higher Education Job Generators

When Governor Cuomo laid out his economic development plan focused on the creation of regional councils, SUNY was asked to play a key role in the REDC process with representatives on every Regional Council, recognizing that economic revitalization would hinge on the State being able to grow partnerships between institutions of higher education and private industry. In particular, New York is seeking to expand technology transfer and commercialization efforts.

New York already has one major success story – the Nanotechnology innovation and industry cluster that stretches from the IBM Hudson Valley Research Park in East Fishkill, through the Albany NanoTech Complex that is part of the State University at Albany, to the massive Global Foundries computer chip fabrication plant in Saratoga County. This Nanotechnology cluster already accounts for nearly \$1 billion annually in salaries and wages and is expected to create or retain more than 20,000 jobs by 2015. In September 2011, this Nanotechnology initiative got an additional boost. Governor Cuomo secured a \$4.4 billion investment from five international technology companies. Intel, IBM, Global Foundries, TSMC, and Samsung jointly invested in New York, making it the epicenter of next-generation computer chip technology. The additional investment will establish research and development facilities throughout the state, creating and retaining nearly 7,000 jobs.

As part of the overall endorsement of SUNY's importance to the State's economic future, the Governor pushed successfully for SUNY 2020 legislation that provides for a rational tuition policy, maintenance of effort to shore up SUNY's financial stability, and the establishment of a capital challenge grant program. The mission of the program is to make SUNY a leading catalyst for job growth throughout the state, strengthen the academic programs of the University Centers and demonstrate that New York is open for business. The funding is integrated with the Governor's REDCs and administered by ESD. The SUNY 2020 Challenge Grant program was started two years ago with major grants going to the SUNY system's flagship campuses in Buffalo, Albany, Stony Brook and Binghamton.

For the second round, four projects won \$15 million dollar grants. The winners were:

- NYS Bioenergy Learning Collaborative: SUNY College of Agriculture and Technology at Cobleskill; SUNY College of Technology at Delhi; and SUNY College of Agriculture at Morrisville.
- SUNY Institute of Environmental Health and Environmental Medicine: SUNY College of Environmental Science and Forestry; SUNY Upstate Medical University; SUNY Oswego; and Onondaga Community College.
- SUNY Manufacturing Alliance for Research and Technology Transfer: SUNY Institute for Technology; Ulster Community College; Dutchess Community College; Rockland Community College; Orange Community College; Westchester Community College; Mohawk Valley Community College; and Herkimer Community College; and Morrisville State College.
- Retooling the Southern Tier: Alfred State College; Broome Community College; Corning Community College; and Jamestown Community College.

SUNY High Needs Program

SUNY endeavors to link its academic programs to the workforce needs of the State. The High Needs Program targets professional programs, at both the baccalaureate and associate level, which connect directly to occupations that are crucial to the economic vitality of New York.

One of the strengths of the SUNY program is the close working relationships between the community colleges and state-operated colleges in every region. Because of the equipment, personnel, and accreditation requirements for these programs, they are expensive to run and especially expensive to start or expand because of the up-front costs. The High Needs program is designed to give campuses the resources they need to initiate new programs or expand existing academic programs in these areas.

Every SUNY campus is eligible for funding as part of the High Needs Program. The number and amount of awards given is based on the quantity, quality and scope of applications received, and varies from \$21,000 to over \$500,000 per project over three years. Program funding is competitive and limited to one to three years of support for new program development or program expansion. Campuses must demonstrate how their program will become self-sustaining after the three-year period. Start-up grants allow the campuses to equip labs, hire qualified faculty, develop internships or implement other associated necessary but costly requirements.

To date, the SUNY High Needs Program has distributed almost \$28 million to 28 SUNY campuses, principally to support or expand nursing and engineering programs. The scope of this initiative has been impressive with over 1,000 students per year added or retained, expansion of LPN to RN programs, and addition of new and innovative engineering programs. Thousands of students have taken part in high needs programs across the state on campuses that otherwise would not have had the academic and physical capacity to enroll them.

SUNY INC

SUNY has some of the world's best researchers working on innovative and highly-marketable ideas across the state, but too often their work has not been coordinated, and many of these innovative ideas have been slow to translate into actual products and solutions. To address this concern, SUNY is implementing a true development chain to link all the players in a fast-track process, from concept to commercialization.

SUNY-INC (Incent New Companies) will start with a local research team in one area – for example health and life sciences, or energy - and align that team with researchers on other SUNY campuses and at other public and private organizations across the state. Taking advantage of SUNY's unequalled statewide reach and its network of incubators and economic development centers, SUNY-INC will funnel discoveries to successive experts along the chain, promoting and tracking the concept through each development stage, from design to manufacturing, marketing, and job training. The end result will be new companies, new jobs, and the growth of a new economy.

Start-Up NY

Every SUNY community college and four-year college or university can establish tax-free zones using vacant land on campus, space in buildings on campus or up to 200,000 square feet within one mile of campus. Start-Up NY allows participating companies to avoid business, sales and property taxes for ten years. Employees in these companies will pay no income taxes for the first five years and for the second five years will pay no taxes up to \$200,000 for individuals, \$250,000 for a head of household or \$300,000 for taxpayers filing jointly.

To participate, businesses must be aligned with or further the academic mission of the campus, college or university sponsoring the tax-free community. Each participating business must create and maintain new jobs to participate, and the business must be a new startup, a company relocating to New York from out of state, or an expansion of an existing New York company. There are some additional restrictions, with retail and wholesale businesses and restaurants not eligible.

Each campus is required to develop a plan for the type of businesses it intends to attract and the locations that will be tax-free. To participate, businesses must apply directly to the participating college and ESD will review applications to ensure eligibility. Colleges have until December 31, 2020 to identify companies and have them apply to enter the program.

Empire State College's SUNY REAL Initiative

A new program called SUNY REAL highlights Empire State College's strengths in open and online learning and the College's expertise in evaluating learning that takes place outside the traditional classroom. Designed to be scalable and to serve all 64 SUNY campuses, SUNY REAL focuses on four key areas:

- Assessment structures to evaluate verifiable, college-level, prior experiential and emergent learning for college credit;
- Recruitment and training of faculty and equivalent field experts for assessments;
- Transcription of the approved college-level learning; and,
- Ongoing research on its practices to ensure quality and consistency.

In 2012, the Lumina Foundation awarded the college \$500,000 to initiate SUNY REAL.

SUNY will offer ten new online bachelor's degree programs that meet high-need workforce demands, three of which will be piloted in the fall of 2013. These programs will comprise "Open SUNY" and will leverage online-degree offerings at every SUNY campus, making them available to students system-wide using a common set of online tools, including a financial-aid consortium, so that credits and aid can be received by students across campuses.

Youth Employment

Governor Cuomo initiated two key programs to stimulate youth employment under his New York Works agenda: NY Youth Works and a Summer Jobs Program. Both programs were enacted under an extraordinary session of the NYS Legislature in December 2011 in response to high unemployment rates for youth.

- Nationally, the percentage of employed youth aged 16 through 24 was at the lowest level (48.8%) across the 60+ years the Bureau of Labor Statistics has tracked youth employment;
- In New York State, the unemployment rate among Hispanic youth (ages 16-19) was over 35%;
- A key predictor of future success in the workforce is early exposure to work experience. Young people who have an opportunity to gain work experience are more likely to stay in school, and avoid crime, gang behavior, drugs, and unwanted pregnancies; and,
- Youth wages are "high velocity" dollars in the local economy. Youth are highly likely to spend their wages quickly and locally, on items such as clothes, food and household expenses.

The NY Youth Works program was designed to provide permanent, unsubsidized employment for youth across New York State. Eligible participants include unemployed, low-income youth aged 16 through 24 who are located in one of the following areas: Albany, Brookhaven, Buffalo, Hempstead, Mount Vernon, New Rochelle, New York City, Rochester, Schenectady, Syracuse, Utica, and Yonkers. Businesses that hire and retain the youth are entitled to tax credits of up to \$4,000. Businesses interested in participating in the program have to be certified. During 2012, 1,900 businesses were certified, and almost 13,000 eligible youth were hired. The program has been extended permitting more geographic areas to be included.

The State Legislature continues to support the Summer Youth Employment Program (SYEP) with Temporary Assistance for Needy Families funding. For the summer of 2013, \$25 million was allocated to

social services districts to place youth in summer jobs. Eligible participants were youth ages 14 through 20, whose family was a recipient of public assistance or whose family income was below 200 percent of the federal poverty level. Many of the social service districts transferred their SYEP funding to county Workforce Investment Act (WIA) employment and training agencies to administer the program.

On-the-Job Training

For both youth and adult populations, On-the-Job Training (OJT) programs are an invaluable tool for gaining new job placements and for creating training opportunities that drive successful permanent employment, transitions and advancement. These programs are also a win-win for employers because they enable a training program tailored to individual business needs at significant cost savings.

New York received a \$3.4 million OJT National Emergency Grant which was used by 308 businesses to hire and train 543 workers on-the-job since 2011. Participating businesses received an average wage reimbursement of over \$5,500 per worker to offset the cost of the training that was provided. NYSDOL has received a second \$6.4 million federal grant, the largest award in the nation, to continue to implement OJT programs throughout the state.

The New York State Energy Research and Development Authority (NYSERDA) is offering the Clean Energy OJT and Building Trades Training Program to advance the goals of the Green Jobs Green New York Program (GJGNY). These programs are designed to develop a workforce equipped to implement energy efficiency, weatherization, green building principles, and solar water heating installations. The GJGNY program targets energy efficiency improvements and solar thermal installations for existing residential, multifamily, small business and not-for-profit buildings. The GJGNY Workforce Development initiatives are designed to advance the skills of new and existing workers, provide job-related experience, and help connect new workers to employers. NYSDOL Business Services representatives assist employers to find qualified applicants and develop on-the-job training plans.

The Cuomo Administration has also encouraged Regional Councils to make OJT programs a priority in workforce training. To this end, NYSDOL has made State-level WIA funds available through the Consolidated Funding Application (CFA) process to support OJT initiatives. Local WIBs also make funding available to support OJT initiatives.

Economic Development Efforts

New York Works Task Force

In May 2012, as part of the NY Works initiative, the Governor established a New York Works Task Force comprised of preeminent finance, labor, planning, and transportation professionals to head up his jobs program. The Task Force was charged to reinvent state economic development by coordinating capital plans across 47 agencies and authorities, oversee investment in projects and access to funding, and accelerate hundreds of vital projects across the state.

The Task Force released a strategic plan in June 2013 that proposes the coordination of \$174 billion in spending across 47 agencies and authorities. This spending is required to mesh with the activities of the ten Regional Economic Councils.

Spending on transportation related projects and infrastructure makes up 65 percent of the total investment, followed by social services and public health (12 percent) and education (9.7 percent).

Programs Covered Under This State Workforce Plan

The programs included under this Workforce Plan include: WIA Adult, Dislocated Worker, and Youth programs; Wagner-Peyser; Trade Adjustment Assistance; Reemployment Eligibility and Assessment; Veterans' Employment and Training Programs (DVOP/LVER); NEG; and, Unemployment Insurance.

Economic and Workforce Information Analysis

Labor Market Recap

New York State's labor market continues to improve. According to the Current Employment Statistics (CES), a payroll survey of businesses, the state's private sector job count as of April 2013 stood at 7,452,100, an all-time high. Moreover, we are among a small handful of states to have regained all of the private sector jobs lost during the 2008-09 recession.

The Current Population Survey (CPS) of households – which is conducted monthly by the U.S. Census Bureau for the U.S. Bureau of Labor Statistics and is a major input to the regression model used to derive labor force statistics (including the unemployment rate) -- indicates that the state's labor market is also improving. The state's April 2013 unemployment rate is 7.8%. From 2007 to 2011, the state's unemployment rate was always below the nation's rate. However, since the beginning of 2012, New York's rate has been running above the U.S. rate. The number of unemployed state residents in April 2013 is 748,500.

The economic recovery -- as portrayed by payroll employment figures (CES survey) -- has been uneven across New York State (see Table 1). Comparing April 2008 and April 2013 private sector employment levels, New York City (+5.2%), Long Island (+1.9%), and Capital (+0.6%) are the only labor market regions in New York State to have fully regained all of the private sector jobs lost during the recession. In contrast, the North Country (-2.6%) and Mohawk Valley (-2.5%) regions have experienced the deepest losses relative to 2008 job levels.

Over the past five years, the difference in the cumulative change in employment between the CES (payroll) and CPS (household) surveys is vast for New York State (See Table 1). Between April 2008 and April 2013, the statewide CES private sector job count, which is based on place of employment, increased by 162,300, or 2.2%.

In contrast, employment derived from the CPS survey of households, which is based on place of residence, shows a decline of 318,800, or 3.5%, over the same time period. Every labor market region in the state experienced a CPS employment decline between 2008 and 2013, with the steepest percentage losses in employment occurring in the North Country (-7.7%) and Mohawk Valley (-7.2%) labor market regions.

**Table 1: Change in Private Sector Jobs and Household Employment,
New York State and Labor Market Regions, 2008-2013***

Area	Change in Private Sector Jobs (Payroll Survey)		Change in Employment (Household Survey)	
	Net	%	Net	%
New York State	+162,300	+2.2%	-318,800	-3.5%
Capital	+2,600	+0.6%	-30,300	-5.6%
Central NY	-6,800	-2.3%	-22,800	-6.1%
Finger Lakes	-2,300	-0.5%	-28,200	-4.8%
Hudson Valley	-4,500	-0.6%	-60,500	-5.5%
Long Island	+20,400	+1.9%	-37,600	-2.6%
Mohawk Valley	-3,800	-2.5%	-16,200	-7.2%
New York City	+167,600	+5.2%	-52,700	-1.4%
North Country	-2,900	-2.6%	-13,800	-7.7%
Southern Tier	-5,500	-2.3%	-20,900	-6.8%
Western NY	-400	-0.1%	-35,600	-5.3%

*April levels each year.

**Table 2: Change in Jobs by Major Industry Sector,
New York State, 2008-2013***

Industry Sector	Change in Jobs*:	
	Net	%
Total Nonfarm	+98,200	+1.1%
Total Private	+162,300	+2.2%
Natural Resources and Mining	-1,100	-18.3%
Construction	-41,100	-11.7%
Manufacturing	-88,700	-16.6%
Trade, Transportation and Utilities	+5,300	+0.4%
Information	-8,300	-3.1%
Financial Activities	-46,900	-6.5%
Professional and Business Services	+44,300	+3.8%
Educational and Health Services	+177,500	+10.8%
Leisure and Hospitality	+106,400	+15.2%
Other Services	+14,900	+4.1%
Government	-64,100	-4.2%

*April levels each year.

Trends in Major Statewide Industry Sectors

Table 2 shows the change in jobs by major statewide industry sector between 2008 and 2013 (April levels each year). While the state's private sector job count is up 162,300 over this period, the total nonfarm job count (private sector plus government) only increased by 98,200, due to a 64,100 decline in the government job count. Most government jobs lost over this period were at the local level (-45,600), especially public school districts (-25,700).

Job Gainers

Over the five-year period ending April 2013, three major sectors accounted for almost all of the private sector jobs added in New York State. These include:

- Private educational and health services (+177,500)
- Leisure and hospitality (+106,400)
- Professional and business services (+44,300)

Most of the job gains registered by private educational and health services (+177,500) between 2008 and 2013 were posted by health care and social assistance (+119,800), especially in ambulatory health care services (+68,900), home health care services (+39,600), and social assistance (+28,400). Within educational services (+57,700), post-secondary schools, including colleges, universities, and professional schools, accounted for the bulk of the job gains (+53,000) in 2008-13.

The leisure and hospitality sector (+106,400) added the second largest number of jobs over the five-year period ending April 2013. Sector gains were concentrated in accommodation and food services (+96,800), especially food services and drinking places (+92,500). The other major segment of leisure and hospitality -- arts, entertainment, and recreation -- also added jobs (+9,600), mainly in amusement and gambling industries (+8,800).

Job gains in professional and business services (+44,300) were centered in professional, scientific, and technical services (+27,600) and administrative and support services (+16,100). Within professional, scientific, and technical services, gains were centered in computer systems design (+19,100). Within administrative and support services, the largest employment increases were registered in services to buildings and dwellings (+8,500).

Job Losers

The three major sectors that lost the most jobs in New York State between 2008 and 2013 include:

- Manufacturing (-88,700)
- Financial activities (-46,900)
- Construction (-41,100)

Most of the jobs lost by manufacturing (-88,700) between 2008 and 2013 were due to declines in durable goods (-54,900), especially computers and electronic products (-11,800), transportation equipment (-10,800), and machinery (-7,200). Within non-durable goods (-33,800), most job losses were found in printing (-10,600), chemicals (-8,000), and apparel (-6,800).

Financial activities lost 46,900 jobs between 2008 and 2013. The greatest losses were in finance and insurance (-37,300), particularly in securities and commodity contracts (-21,500).

The construction sector lost 41,100 jobs in 2008-2013. Sector employment losses were greatest among specialty trade contractors (-21,900) and construction of buildings (-17,800).

Projected Employment Trends

The NYSDOL's Division of Research and Statistics prepares long-term projections for over 700 occupations in New York State. These ten-year forecasts are intended to help individuals make informed education and career decisions and assist educators and training providers in planning for future needs. Current long-term projections cover the 2010-2020 period.

The Division of Research and Statistics recently analyzed statewide long-term occupational projections, by sorting job titles by the *most common* educational attainment held by persons in that occupation. In addition, median wage levels were calculated for each education level. Our analysis assigned each occupational title to one of seven distinct education categories including:

1. Doctoral/professional degree
2. Master's degree
3. Bachelor's degree
4. Associate degree
5. Postsecondary non-degree award/Some college, no degree
6. High school diploma or equivalent
7. Less than high school

Share of Total Employment by Education Level

In 2010, nearly two-thirds (63.8%) of the employment in New York State in 2010 was in job titles where the most typical educational credential was less than a two-year (Associate) college degree. Almost half (45.7%) of the overall employment in New York State in 2010 was in occupations where a high school diploma was the most common education level. The second greatest share of total employment was in Bachelor's degree occupations (26.6%). Only 8.3% of employment was in occupations where either a Master's degree or a Doctoral/professional degree is the typical education level.

Net Change in Total Employment by Education Level

From 2010 to 2020, the number of jobs in New York State is expected to increase by more than 840,000. By education level, the greatest net increase in jobs is expected in high school diploma (+404,200) and Bachelor's degree occupations (+253,600); together, these two groups combined account for nearly 80% of the projected net job growth in 2010-2020. The smallest net growth is expected to occur in occupations where an Associate degree (+17,400) or less than a high school diploma (+18,200) is most typical. Combined, occupations where a Master's degree or a Doctoral/professional degree is most typical are expected to account for only about 10% of overall job growth in 2010-2020.

Percent Change in Employment by Education Level

It is just as important to consider the percentage change in employment in occupations by education level. Overall employment is expected to grow by 9% between 2010 and 2020. Although high school diploma occupations will experience the greatest net job growth over this period, the percentage growth for this group is only average (+9.3%). On a percentage basis, the greatest growth over this time period is expected to occur in occupations where an Associate degree (+14.7%) is most common, followed by Doctoral/professional degree occupations (+12.4%) and Bachelor's degree occupations (+10.1%). The slowest growing occupations by percentage are projected to be those where some college (+5.7%) or less than high school diploma (+6.0%) is the most typical education level.

Projected Annual Openings

Over 300,000 annual openings are expected in New York State in 2010-2020, with 70% of these openings due to replacement needs and 30% stemming from actual growth. Nearly two-thirds (65%) of the total openings are projected to be in occupations where an Associate degree or less is most typical education credential. Occupations in which a high school diploma is most common are expected to have the greatest number of annual job openings (+153,800), followed by Bachelor's degree occupations (+81,500).

Median Occupational Wages

For this analysis, median occupational wages were calculated by education level. The data suggest that individuals with higher levels of education generally earn higher wages. Doctoral/professional degree occupations had the highest median wage (\$119,400), followed by Bachelor's degree occupations (\$72,800). However, occupations where a Master's degree is most common were found to have a slightly lower median wage (\$66,100) than Bachelor's degree occupations. This may be because many occupations in the Master's degree group include many jobs in education and social services, which tend to have lower wages than other professions.

Summary

The recent projections of occupational employment suggest that the number of jobs in New York State will increase by 840,000 by 2020. Most of the employment changes (70%) are expected to stem from replacement needs, and 30% will be due to actual employment growth, with the fastest growing occupations being those where an Associate degree, Doctoral/professional degree, or Bachelor's degree is most typical. Because high school diploma jobs are most numerous, these occupations are projected to experience the greatest net increase in employment. Furthermore, the wage figures generally support the idea that more education leads to higher wages. The results of the present report provide insight into current and future occupational trends in New York State.

Table 3: Occupational Projections and Wages by Education Level, New York State 2010-2020

Education Level	% Share of Total Employment	Net Change in Employment 2010-2020	% Change in Employment 2010-2020	Projected Total Annual Openings 2010-2020	Median Occupational Wage, 2010
Less than high school diploma	3.2%	18,200	6.0%	9,400	\$23,800
High school diploma or equivalent	45.7%	404,200	9.3%	153,800	\$27,200
Some college, no degree	14.9%	79,800	5.7%	38,000	\$41,800
Associate degree	1.3%	17,400	14.7%	3,700	\$60,500
Bachelor's degree	26.6%	253,600	10.1%	81,500	\$72,800
Master's degree	3.4%	26,000	8.0%	10,700	\$66,100
Doctoral/ professional degree	4.9%	57,500	12.4%	14,500	\$119,400

**Table 4: Occupational Projections by Major Category
New York State 2010-2020**

Occupational Category	Employment Level		Change, 2010-2020	
	2010	2020	Level	%
Total, All Occupations	9,342,110	10,183,1	+841,010	+9.0%
Management	458,630	473,680	+15,050	+3.3%
Business and Financial Operations	489,310	555,090	+65,780	+13.4%
Computer and Mathematical	219,340	254,030	+34,690	+15.8%
Architecture and Engineering	101,740	107,110	+5,370	+5.3%
Life, Physical, and Social Science	75,420	82,670	+7,250	+9.6%
Community and Social Services	184,160	210,870	+26,710	+14.5%
Legal	126,250	135,940	+9,690	+7.7%
Education, Training, and Library	735,920	789,380	+53,460	+7.3%
Arts, Design, Entertainment, Sports, and	274,130	297,350	+23,220	+8.5%
Healthcare Practitioners and Technical	515,980	597,320	+81,340	+15.8%
Healthcare Support	331,080	419,100	+88,020	+26.6%
Protective Service	281,310	296,540	+15,230	+5.4%
Food Preparation and Serving Related	626,220	699,220	+73,000	+11.7%
Building and Grounds Cleaning and	392,220	422,500	+30,280	+7.7%
Personal Care and Service	448,570	563,990	+115,420	+25.7%
Sales and Related	936,480	1,004,10	+67,620	+7.2%
Office and Administrative Support	1,577,760	1,635,35	+57,590	+3.7%
Farming, Fishing, and Forestry	27,860	26,760	-1,100	-3.9%
Construction and Extraction	384,180	418,690	+34,510	+9.0%
Installation, Maintenance, and Repair	311,770	334,360	+22,590	+7.2%
Production	357,240	340,940	-16,300	-4.6%
Transportation and Material Moving	486,540	518,130	+31,590	+6.5%

Source: Division of Research & Statistics

Table 4 presents information on expected change in statewide employment by major occupational category between 2010 and 2020. Educational and health care related job categories -- which tend to follow demographic patterns (e.g., aging of the baby boomers) rather than economic fluctuations -- dominate the list of those expected to experience the largest net job growth by far between 2010 and 2020.

More specifically, the four occupational categories with the largest expected growth in New York State in 2010-2020 include:

- Personal Care and Service (+115,420)
- Healthcare Support (+88,020)
- Healthcare Practitioners and Technical (+81,340)
- Food Preparation and Serving Related (+73,000)

Two major occupational categories are expected to lose jobs between 2010 and 2020. The largest net loss (-16,300) is among production workers. This reflects ongoing long-term staffing reductions in the state's factory sector. The farming, fishing, and forestry category is also projected to lose (-1,100) jobs between 2010 and 2020.

Trends in Personal Income

Trends in personal income provide another broad gauge of region economic conditions. These data are estimated and published annually for local areas by the U.S. Department of Commerce's Bureau of Economic Analysis. Table 5 reports personal income data on a total and per capita basis. All data shown here have been deflated using the Consumer Price Index (all city average) and expressed in real (inflation-adjusted) 2000 dollars.

Between 2000 and 2010 (latest year available), total personal income in New York State increased by 13.1%, after adjusting for inflation, while per capita personal income climbed by 10.8%. The three labor market regions in the state with the most rapid percentage increase in real total personal income between 2000 and 2010 are:

- North Country (+28.7%)
- Capital (+16.4%)
- New York City (+14.6%)

The three labor market regions in the state with the most rapid percentage increase in real per capita personal income between 2000 and 2010 are:

- North Country (+26.4%)
- Mohawk Valley (+13.3%)
- Western NY (+12.6%)

The North Country experienced the most rapid increase in both total and per capital personal income between 2000 and 2010. In fact, it was the only labor market region to rank among the top three on both lists. On both measures, the North Country grew more than twice as fast as the state as a whole over the 2000-2010 period. This rapid increase in personal income in the North Country region can be attributed to a large expansion of Fort Drum in Watertown (Jefferson County) during the early part of the decade.

**Table 5: Personal Income (real 2000 dollars),
New York State and Labor Market Regions, 2000-2010**

Area	Total Personal Income:		Per Capita Personal Income:	
	2010 Level (\$ billions)	% Change, 2000-10	2010 Level (\$)	% Change, 2000-10
New York State	\$744.3	+13.1%	\$38,377	+10.8%
Capital	\$35.3	+16.4%	\$32,688	+11.2%
Central NY	\$22.6	+11.0%	\$28,536	+9.4%
Finger Lakes	\$37.3	+10.2%	\$30,661	+9.0%
Hudson Valley	\$101.1	+11.4%	\$44,074	+6.1%
Long Island	\$128.5	+11.4%	\$45,315	+8.5%
Mohawk Valley	\$13.2	+13.9%	\$26,475	+13.3%
New York City	\$336.1	+14.6%	\$41,056	+12.3%
North Country	\$11.6	+28.7%	\$26,709	+26.4%
Southern Tier	\$17.9	+10.5%	\$27,168	+10.4%
Western NY	\$40.7	+9.2%	\$29,107	+12.6%

Source: U.S. Bureau of Economic Analysis

Significant Industries in New York State

The New York State Department of Labor's Division of Research and Statistics recently compiled an updated list of statewide significant industries based on various criteria. To arrive at these significant industries, NYSDOL looked at job counts, wage levels, job growth (both net and percent) over the 2010-2012 period, and expected job growth, based on industry employment projections through 2020. Priority industries that may have been designated by economic development or workforce development officials were also considered. More specifically, a "significant" industry was required to meet at least one of the following four criteria:

1. Above-average job growth (net or percent) between the first quarter of 2010 and the first quarter of 2012 (Note: The first quarter of 2010 roughly corresponds with the beginning date of the state's economic recovery. The first quarter of 2012 is the latest period for which data are available from the Quarterly Census of Employment and Wages -- QCEW). The total, all-industry job count in New York State increased by 2.8% between the first quarter of 2010 and the first quarter of 2012.
2. The selected industry employs a significant number of workers statewide (i.e., at least 250,000), based on QCEW data.
3. The selected industry is projected to experience above-average job growth (i.e., greater than 9.0%) in 2010-2020, based on the Division's long-term industry employment projections.
4. The selected industry paid an above-average wage in 2011 (i.e., average weekly wage is greater than \$1,190), based on QCEW data.

Twelve statewide industries are designated as "significant" in this report. See Table 6 later in this section for more specific details. A broad-based set of industries were deemed "significant" and fall into six major industry groups: construction; manufacturing; financial activities; professional and business services, which primarily sell to other businesses; educational services; and healthcare.

Nine of the 12 significant industries increased their statewide employment levels between the first quarter of 2010 and the first quarter of 2012, as New York State continued to recover from the worst national economic downturn in 75 years.

Professional, scientific and technical services added the most jobs of any significant industry, on both a net (+40,680) and percentage (+7.4%) growth basis. Six of the 12 significant industries employ at least 250,000 workers (both public and private sector workers are included in these job counts).

As of the first quarter 2012, educational services had by far the most employees (936,740) of any significant industry, accounting for about 1 in 9 jobs in New York State. It is important to note that this job count total includes workers in both the private and government sectors.

The number two significant industry in terms of employees is professional, scientific and technical services (586,890). Three healthcare industries -- hospitals (428,200), ambulatory healthcare (426,020), and nursing and residential care (272,500) -- round out the top 5. Eleven of the 12 industries are projected to add workers between 2008 and 2018, including eight that are expected to grow faster than the overall workforce (9.0%) in New York State.

Significant industries expected to have the most rapid job growth in 2008-2018 include two industries in healthcare -- ambulatory healthcare (+33.4%) and nursing and residential care (+22.4); plus securities and commodity contracts (+19.3%), which is part of financial activities; and administrative and support services (+17.0%), which is part of the professional and business services sector.

Six of the 12 significant industries pay above-average wages. The highest wage significant industries are securities and commodity contracts (\$6,680/week), management of companies (\$2,740/week), and credit intermediation (\$2,330/week). The specific reason(s) why each industry was designated as "significant" are presented in the last column of the table.

Table 6: Significant Industries, New York State 2012

NAICS	Industry	Job Count*:		1Q 2010-1Q 2012 Change in Jobs:		Average Weekly Wage	Projected % Change in Jobs	Why Significant? **
		1Q 2010	1Q 2012	Net	%	2011	2010-2020	
	Total, All Industries	8,190,620	8,423,540	+232,920	+2.8%	\$1,190	+9.0%	NA
236	Construction of Buildings	72,110	73,490	+1,380	+1.9%	\$1,150	+11.4%	P
238	Specialty Trade Contractors	182,200	190,610	+8,410	+4.6%	\$1,140	+15.2%	G,P
334	Computers and Electronic Products	62,050	61,230	-820	-1.3%	\$1,720	+0.4%	W
522	Credit Intermediation and Related	155,660	161,080	+5,420	+3.5%	\$2,330	-7.8%	G,W
523	Securities and Commodity Contracts	179,640	185,430	+5,790	+3.2%	\$6,680	+19.3%	G,P,W
541	Professional, Scientific and Technical Servs.	546,210	586,890	+40,680	+7.4%	\$1,810	+15.8%	G, J, P,W
551	Mngt. of Companies	130,310	133,790	+3,480	+2.7%	\$2,740	+11.9%	P,W
561	Administrative and Support Services	369,780	392,600	+22,820	+6.2%	\$800	+17.0%	G,J,P
611	Educational Services	945,130	936,740	-8,390	-0.9%	\$970	+5.7%	J
621	Ambulatory Health Care Services	404,750	426,020	+21,270	+5.3%	\$970	+33.4%	G,J,P
622	Hospitals	428,350	428,200	-150	0.0%	\$1,230	+4.2%	J,W
623	Nursing and Residential Care	274,500	272,500	-2,000	-0.7%	\$690	+22.4%	J,P

Source: Quarterly Census of Employment and Wages

*Includes all ownerships

**Key:

G: Industry experienced above-average job growth in 2010-2012; can be net or percentage growth.

J: Industry employs a significant number of workers (>250,000).

P: Above-average growth projected for 2008-2018.

W: Industry pays above-average wage.

Industry Clusters in New York State

Overview

Industry clusters are an important analytical tool for understanding New York's statewide economy. More formally defined as "geographic concentrations of competing, complementary, or inter-dependent firms and industries that do business with each other and/or have common needs for talent, technology, and infrastructure," clusters are particularly useful in a variety of workforce and economic development applications. The clusters framework is increasingly used by the State of New York to study important industry linkages in the state and regional economies.

The key aspect of cluster industries is they are export-oriented. Thus, industry clusters sell their services and products to customers outside their home market. These exports, in turn, generate income and employment in the local economy.

The Empire State Development Corporation (ESDC) has identified and defined 16 industry clusters in New York. Most clusters are further divided into sub-clusters. The 16 main industry clusters are listed below.

Industry Clusters in New York State

- Back Office & Outsourcing
- Biomedical
- Communications, Software & Media Services
- Distribution
- Electronics & Imaging
- Fashion, Apparel & Textiles
- Financial Services
- Food Processing
- Forest Products
- Front Office & Producer Services
- Industrial Machinery & Services
- Information Technology Services
- Materials Processing
- Miscellaneous Manufacturing
- Transportation Equipment
- Travel & Tourism

Source: Empire State Development Corporation

Some regional clusters in the Empire State are well known and long established. Examples of such regional clusters include: financial services in New York City; electronics manufacturing in the Southern Tier; transportation equipment in Western New York; and forest products in the North Country.

Analysis of Industry Clusters

In 2011, statewide cluster industry employment totaled more than 2.75 million, representing about one in three jobs in New York. Total cluster wages topped \$265 billion, which were just over 50% of all wages paid in the state, or about 23% of state GDP in 2011.

Another key aspect of cluster industries is they tend to pay well above-average wages. Cluster industries in New York State paid an average salary of \$96,000 in 2011. This was more than 50% higher than the state's overall average wage of \$61,800 that year.

With more than 587,000 jobs, front office and producer services had the most employment of any cluster in New York in 2011. Jobs in this cluster are concentrated in two sub-clusters: business services and headquarters. The cluster also sports an above-average wage (\$104,800) because of the relatively high wages paid in its headquarters sub-cluster.

The cluster with the second highest job count in 2011 was financial services (558,000), reflecting New York City's prominence as a global financial center. The securities, commodities, and investments and the banking and credit sub-clusters account for the most jobs in this cluster. Financial services are also notable because it had, by far, the highest average wage, \$182,100, of any cluster in New York. This is largely due to the high wages and bonuses paid by the securities and brokerage industry.

Travel and tourism ranked third in total jobs (367,600) among the state's 16 industry clusters. Unlike front office and producer services and financial services, average wages in this cluster are relatively low (\$38,800), ranking it in last place. This reflects the part-time and seasonal nature of many jobs in travel and tourism.

The table on the next page looks at 2011 statewide data highlights for the 16 ESDC industry clusters. Data come from the Quarterly Census of Employment and Wages program. For the state as a whole, clusters are ranked using four different economic criteria:

- Total employment
- Total wages
- Annual average wage
- Location quotient (measure of employment concentration in an area)

For each of these criteria, the top five statewide clusters are listed. All data come from the Quarterly Census of Employment and Wages.

2011 ECONOMIC CLUSTERS

New York State

New York State's 16 clusters included 253,200 establishments with total employment of 2,761,100 and total wages of \$265.1 billion in 2011. Annual cluster wages averaged \$96,000.

Top 5 Clusters Ranked by Employment

1. Front Office & Producer Services (587,100)
2. Financial Services (558,000)
3. Travel & Tourism (367,600)
4. Communications, Software & Media Services (248,800)
5. Distribution (234,000)

Top 5 Clusters Ranked by Total Wages (millions of dollars)

1. Financial Services (\$101,632.1)
2. Front Office & Producer Services (\$61,497.6)
3. Communications, Software & Media Services (\$22,078.6)
4. Distribution (\$14,358.0)
5. Travel & Tourism (\$14,249.0)

Top 5 Clusters Ranked by Annual Average Wage

- Financial Services (\$182,100)
1. Information Technology Services (\$108,400)
 2. Front Office & Producer Services (\$104,700)
 3. Electronics & Imaging (\$91,300)
 4. Communications, Software & Media Services (\$88,700)

Top 5 Clusters Ranked by Location Quotient (based on private sector employment only)

1. Fashion, Apparel & Textiles (1.79)
2. Financial Services (1.54)
3. Communications, Software & Media Services (1.53)
4. Front Office & Producer Services (1.23)
5. Electronics & Imaging (1.10)

Concluding Comments

New York State has a richly diverse population. However, while we are now well into the 21st Century, many members of the State's population are still not engaged or able to fully participate in our state's dynamic workforce owing to various limitations. These challenges include lack of language proficiency, disability, relatively low levels of formal education, lack of necessary job skills, and other workforce challenges associated with the lingering effects of the nation's "Great Recession," the worst economic downturn in 75 years. Moreover, there are other key challenges that must be addressed to retain New York's competitive advantage including:

- Upgrading the skills of current workers
- Upgrading entrepreneurial skills among the self-employed
- Strengthening career ladders

Given the various challenges facing our state's population, it is critical for our state's workforce system to continue to develop and implement innovative training programs that address the issues outlined above. These programs will enable various members of the population to be fully involved in the state's workforce. It is also important that our state's workforce system train people for 21st Century careers by providing them with the skills needed by business as well as helping to close education gaps/needs. Innovative programs that facilitate interagency and public-private cooperation to craft and implement effective workforce policies are needed. In addition, we need to build industry partnerships and training consortia to identify and address training needs and foster stronger career ladders.

One of the most obvious implications for the state's workforce system of this broad-based mandate is that a wide array of programs will need to be implemented in order to meet the diverse needs of the state's population. Courses ranging from English as Second Language to help the more than 5.2 million state residents, to assisting the 1 in 9 New Yorkers that has a disability, to training home health aides, to assist the state's aging population, to teaching advanced clean-room methods used in the state's burgeoning semiconductor manufacturing industry, will be needed.

In recent years, New York State's workforce system has adopted a strategy with two over-arching goals: create employment opportunities that move low-wage workers toward self-sufficiency, and generate significant employment in emerging high-wage high-value industries that have substantial private investment. This dual strategy is complemented by a focus on three broad industry groups emerged as key for implementation of New York State's sectors strategy -- Green and Renewable Resources, Healthcare, and Advanced Manufacturing.

Moreover, under the leadership of Governor Andrew Cuomo, Regional Economic Development Councils were created to develop long-term strategic plans for economic growth in the 10 labor market regions. These councils are public-private partnerships made up of local experts and stakeholders from business, academia, local government, and non-governmental organizations.

The significant industries and cluster industry analyses included in this report that were prepared by the Division of Research and Statistics make a significant contribution to improving the data collection required for these important areas.

Key Sector Strategies

After considerable analysis, three broad industry groups emerged as key for implementation of New York State's sectors strategy:

1. Green and Renewable Resources
2. Healthcare
3. Advanced Manufacturing

The Green and Renewable Resources Industry is a target for large private investment. Moreover, it has strong workforce and economic development potential in New York State. The industry is comprised of a wide variety of occupations spanning construction and installation jobs, engineers and technicians in manufacturing of green products, and energy specialists in research and design. The industry is also expected to provide entry level opportunities for low-skilled workers that lead to higher-skilled, higher-wage jobs. A major focus in recent years relates to the need for accredited workforce training programs to develop highly skilled workers who can design, install, and maintain renewable energy and energy efficiency systems in New York State.

The Healthcare Industry (including the Life Sciences and BioTech/BioScience industries) is a major point of entry for low-skilled, low-wage entry level workers. It also has substantial needs for many types of technical, professional, and advanced degree workers. As an industry that spans entry level health service jobs to high-tech positions in the biosciences, it is one of New York State's largest sectors with the most measurable need in terms of unfilled jobs across a variety of skill and wage levels. It has had success in implementing programs to attract and retain low-skilled workers and help to move them up the career ladder. The Healthcare Industry also has a large number of projected openings in the near future due to increased need for these services, retirement of current employees, and ongoing technological advances. Therefore, the State's Healthcare industry provides both high-wage and high-growth potential, as well as opportunities for low-wage workers to advance through a career path to higher-wage jobs.

Advanced Manufacturing encompasses a variety of industries such as Nanotechnology, Bioinformatics, and Medical Device manufacturing. New York has seen significant investment in these areas. Advanced manufacturing requires highly skilled manufacturing jobs and many moderately skilled assembly line jobs that potentially can provide upward mobility to lower skilled workers.

Since 2007, the State University of New York (SUNY) system has developed a number of new academic programs at various levels -- certificate, associate, bachelor, and graduate degrees -- across the state to help train the workers needed for these three rapidly growing sectors. For example, in Green and Renewable Resources, sustainability programs are being created and/or expanded at some SUNY campuses:

- *SUNY College of Environmental Science and Forestry (ESF)* – Graduate programs in Environmental Resources Engineering, graduate programs in Sustainable Construction Management.
- *Monroe Community College* – Associate in Sustainability Studies.
- *Stony Brook University* – Baccalaureate in Environmental Design, Policy, and Planning, Baccalaureate in Ecosystems and Human Impact, Baccalaureate in Sustainability Studies.

Renewable Technology -- another key area within the Green and Renewable Resources field -- is also a theme for new program offerings at some SUNY campuses. Some examples over the last five years include:

- *Clinton Community College* – Associate and Certification in Renewable Energy Technology, Associate in Environmental Technology, Associate in Wind Energy and Turbine Technology, Certification in Wind Turbine Service Technician.

- *Hudson Valley Community College* – Certification in Wind Technician, Certification in Alternative Fuels.
- *Morrisville State College* – Associate in Renewable Energy Technology.
- *Schenectady County Community College* – Associate in Alternative Energy Technology.
- *Sullivan County Community College* – Associate in Wind Turbine Technology.

Within the Healthcare field (including the Life Sciences and BioTech/BioScience industries), Biomedical/Biochemistry has been another key theme in the SUNY system. Examples of new programs from the last five years include:

- *Binghamton University* – Doctorate in Biomedical Engineering.
- *University at Buffalo* – Undergraduate and graduate degrees in Biomedical Engineering.
- *Purchase College* – Baccalaureate in Biochemistry.
- *New Paltz* – Baccalaureate in Biochemistry.

Within the Advanced Manufacturing field, the Nanoscale Science and Engineering has been a major focus of the SUNY system. The College of Nanoscale Science and Engineering (CNSE) at the University at Albany -- the first college in the world dedicated to nanotechnology education, research and economic outreach -- has been ranked by the prestigious *Small Times* magazine as the world's leading college for nanotechnology and microtechnology. The CNSE offers both undergraduate and graduate programs. A number of other related academic programs have been established in the Capital Region over the past decade. Hudson Valley Community College also now offers certifications in Semiconductor Technology and Schenectady County Community College offers an Associate degree in Nanoscale Materials Technology.

A direct consequence of the establishment of the CNSE and the related educational programs in the Capital Region is the \$4.6 billion GlobalFoundries computer chip manufacturing plant in Saratoga County, which broke ground in 2009. The company recently announced it is investing an additional \$2.3 billion to expand its plant. The increase will boost the plant's size by 90,000 square feet -- from 210,000 square feet to 300,000 square feet -- and boost employment to more than 1,800 people, up from 1,400.

Regional Economic Development Councils

In 2011, REDCs were created to develop long-term strategic plans for economic growth in the ten labor market regions. These councils are public-private partnerships made up of local experts and stakeholders from business, academia, local government, and non-governmental organizations. The ten REDCs produced innovative plans as part of a process that awarded \$785 million for job creation and community development.

In their various plans, the REDCs listed priority areas specific to their region. It is important to note there was significant overlap between the REDCs' priority areas and the three broad sectors -- Green and Renewable Resources, Healthcare, and Advanced Manufacturing -- identified in the state's sectors strategy.

Under the various REDC plans, the Green and Renewable Resources, Healthcare, and Advanced Manufacturing sectors continue to be priority areas for most of the state's labor market regions. Other priority areas mentioned in at least three REDC plans include: Energy, Financial and Professional Services, Tourism (including Hospitality, Food, and Beverage), and Software/Telecommunications/Information Technology.

A majority of the REDC plans identified both the K-12 educational pipeline and post-secondary education (undergraduate and higher) as priority areas. In terms of sources of non-academic training, those that were cited in several REDC strategic plans as priority areas include:

- Apprenticeships
- On-the-Job training
- Customized training
- Worker skills upgrading/incumbent worker training

In addition, a majority of the REDC strategic plans cite the pressing need to align worker supply with worker demand. Other workforce issues mentioned by the REDCs in their regional plans include:

- Addressing workforce shortages
- Concerns about skill gaps
- The need to retrain the existing workforce

Table 7: Population by Race and Ethnicity, New York State and Labor Market Regions

Area	Population (in 1000s)	% White alone (non-Latino/Hispanic)	% Black alone (non-Latino/Hispanic)	% Asian alone (non-Latino/Hispanic)	% Other (non-Latino/Hispanic)	% Latino/Hispanic (any race)
New York State	19,229.8	59.2%	14.5%	7.2%	2.1%	17.1%
Capital	1,074.6	85.1%	6.3%	2.6%	2.3%	3.7%
Central NY	788.7	85.8%	6.8%	2.0%	2.3%	3.0%
Finger Lakes	1,212.7	80.6%	10.0%	2.2%	1.9%	5.3%
Hudson Valley	2,271.2	67.4%	10.5%	4.1%	1.9%	16.1%
Long Island	2,811.6	70.2%	8.6%	5.3%	1.4%	14.6%
Mohawk Valley	499.7	89.4%	3.3%	1.5%	1.7%	4.1%
New York City	8,078.5	33.7%	23.2%	12.5%	2.3%	28.2%
North Country	432.3	89.7%	3.6%	1.0%	2.6%	3.1%
Southern Tier	658.1	89.5%	3.0%	2.8%	2.0%	2.7%
Western NY	1,402.4	82.3%	9.9%	1.9%	2.1%	3.8%

Source: ACS 2006-2010 5-Year Estimates Table DP05

Table 7 shows population by race and ethnicity for New York State and its 10 labor market regions. Sixty percent of New Yorkers are White non-Latinos/Hispanics. This group accounts for almost 90% of the population in the Mohawk Valley, North Country, and Southern Tier regions, but just over 30% of New York City’s population.

Latinos/Hispanics (of any race) are the second largest group in New York State with about 17% of the statewide population. Latinos/Hispanics make up 28% of New York City’s population, but only about 3% of the populations in the Central NY, North Country, and Southern Tier regions. Over two-thirds (69.4%) of Latinos/Hispanics in New York State live in New York City. Other regions in which Latinos/Hispanics account for more than 10% of the population include the Hudson Valley (16.1%) and Long Island (14.6%).

Black (non-Latinos/Hispanics) New Yorkers account for 14.5% of state residents. Their share of regional populations ranges from a high of 23.2% in New York City to a low of 3.0% in the Southern Tier. Over two-thirds (67.2%) of Black (non-Latinos/Hispanics) in New York State live in New York City.

About one in 14 New Yorkers (7.2%) is Asian non-Latino/Hispanic. This group accounts for 12.5% of the population in New York City, but less than 2% in the North Country, Mohawk Valley, and Western NY regions. Almost three-quarters (73.3%) of Asian non-Latinos/Hispanics in New York State reside in New York City.

**Table 8: Population by Age,
New York State and Labor Market Regions**

Area	Population (in 1000s)	Less than 15 years	15-24 years	25-34 years	35-54 years	55-64 years	65+ years
New York State	19,229.8	18.6%	14.3%	13.5%	28.9%	11.4%	13.3%
Capital	1,074.6	17.5%	14.5%	11.5%	29.5%	12.6%	14.3%
Central NY	788.7	18.7%	16.0%	11.2%	28.8%	11.7%	13.6%
Finger Lakes	1,212.7	18.6%	15.0%	11.3%	29.2%	12.1%	13.9%
Hudson Valley	2,271.2	20.3%	13.4%	11.0%	30.2%	11.8%	13.3%
Long Island	2,811.6	19.5%	13.0%	10.8%	30.8%	11.9%	14.0%
Mohawk Valley	499.7	17.7%	14.6%	10.7%	28.3%	12.7%	16.1%
New York City	8,078.5	18.1%	14.3%	16.9%	28.1%	10.5%	12.0%
North Country	432.3	18.0%	16.6%	12.5%	28.2%	11.5%	13.2%
Southern Tier	658.1	17.2%	16.7%	11.0%	27.6%	12.4%	15.2%
Western NY	1,402.4	18.0%	14.6%	11.1%	28.5%	12.2%	15.6%

Source: ACS 2006-2010 Five-Year Estimates Table B01001.

Table 8 above shows the age distribution of the population for New York State and each labor market region. There are 2.56 million New Yorkers at least age 65. This group accounts for more than 13% of New York’s overall population. New York City has the smallest share of its population at least 65 years old (12.0%). Regions in which older persons account for the greatest share of population include Mohawk Valley (16.1%), Western NY (15.6%), and Southern Tier (15.2%).

For the state as a whole, emerging workers (15-24 years) are 14.3% of the state’s overall population and 21.0% of the working age population (ages 15-64). Emerging workers account for the largest share of regional populations in the Southern Tier (16.7%) and the North Country (16.6%). This age group represents the lowest share of regional populations on Long Island (13.0%) and the Hudson Valley (13.4%).

The core working-age group (35-54 years) accounts for about 29% of the state’s overall population and makes up 42.5% of the state’s working age population (ages 15-64). At the regional level, the core working-age group comprises the highest share of the overall population due in large part because it spans 20 years, while most other groups are smaller (i.e., 10 years). Looking across the state, the core working-age group (35-54 years) accounts for the largest share of regional populations on Long Island (30.8%) and the Hudson Valley (30.2%). In the Southern Tier, the core working-age group only accounts for 27.6% of the overall population.

**Table 9: Civilian Population with a Disability (in 1000s),
New York State and Labor Market Regions**

Area	Total civilian population	With a disability	No disability	Percent with a disability
New York State	19,040.0	2,074.5	16,965.5	10.9%
Capital	1,055.9	121.2	934.6	11.5%
Central NY	779.4	90.8	688.6	11.6%
Finger Lakes	1,192.0	147.0	1,045.0	12.3%
Hudson Valley	2,238.9	226.5	2,012.4	10.1%
Long Island	2,793.1	244.7	2,548.4	8.8%
Mohawk Valley	485.5	73.1	412.4	15.1%
New York City	8,058.2	841.0	7,217.2	10.4%
North Country	407.1	57.9	349.2	14.2%
Southern Tier	648.0	90.3	557.7	13.9%
Western NY	1,382.0	182.1	1,200.0	13.2%

Source: ACS 2008-2010 3-Year Estimates Table B18101

Table 9 presents information on the number and share of the overall civilian population with a disability. About 1 in 9 New Yorkers (10.9%) has a disability. This means more than 2 million New York State residents have a disability. More than 40% of state residents with a disability live in New York City. Another 23% of state residents with disabilities reside in the Hudson Valley or Long Island.

Long Island (8.8%) is the only labor market region in which the disability rate is below 10%. In contrast, there are four regions in which the disability rate exceeds 13%. The regions with the highest disability rates in the state include:

- Mohawk Valley (15.1%)
- North Country (14.2%)
- Southern Tier (13.9%)
- Western NY (13.2%).

**Table 10: Farm Workers
New York State and Labor Market Regions**

Area	Total employed	Farm Workers	Farm Workers as % of Total Employed
New York State	10,973,106	50,720	0.5%
Capital	643,582	4,734	0.7%
Central NY	433,673	5,101	1.2%
Finger Lakes	687,500	9,913	1.4%
Hudson Valley	1,208,800	3,869	0.3%
Long Island	1,617,721	2,189	0.1%
Mohawk Valley	250,572	4,718	1.9%
New York City	4,787,333	0	0.0%
North Country	221,973	5,781	2.6%
Southern Tier	353,241	7,017	2.0%
Western NY	768,711	7,398	1.0%

Source: U.S. Bureau of Economic Analysis, Table CA25N, 2010

Table 10 presents information from the U.S. Bureau of Economic Analysis on the number and share of the total employed who are farm workers in New York State. For the state as a whole, just over 50,700 people worked on farms. Thus, about 1 in 200 New York workers, or 0.5% of the overall state workforce, was employed on a farm.

There are five labor market regions in New York State with at least 5,000 farm workers in 2010. These include:

- Finger Lakes (9,913)
- Western NY (7,398)
- Southern Tier (7,017)
- North Country (5,781)
- Central NY (5,101)

Looking at farm workers as a share of total employment, only two regions (North Country and Southern Tier) had at least 2% of their workforce in farming. The regions with the smallest share of their workforce in farming included Long Island and New York City.

**Table 11: American Indian and Alaska Native alone
New York State and Labor Market Regions**

Area	Total Population	American Indian/Alaska Native	American Indian/Alaska Native as % of Total Employed
New York State	19,229,752	106,906	0.6%
Capital	1,074,639	2,542	0.2%
Central NY	788,694	5,282	0.7%
Finger Lakes	1,212,714	4,051	0.3%
Hudson Valley	2,271,172	8,643	0.4%
Long Island	2,811,631	8,551	0.3%
Mohawk Valley	499,700	1,238	0.2%
New York City	8,078,471	57,512	0.7%
North Country	432,265	5,994	1.4%
Southern Tier	658,056	1,655	0.3%
Western NY	1,402,410	11,438	0.8%

Source: Census 2010 SF1 QT-P4

Table 11 presents Census Bureau data on the American Indian/Alaska Native population in New York State. For the state as a whole, almost 107,000, or 0.6%, of New Yorkers were either American Indian or Alaska Native.

The two labor market regions in New York State with at least 10,000 residents who were either American Indian or Alaska Native were New York City (57,512) and Western NY (11,438). Regions with fewer than 2,000 residents who were either American Indian or Alaska Native were Mohawk Valley (1,238) and Southern Tier (1,655).

In the North Country, American Indians/Alaska Natives constituted 1.4% of the region's population, which was the highest of any labor market region in the state. Moreover, it was more than double the overall state average (0.6%).

There were 5 labor market regions in which American Indians/Alaska Natives comprised 0.3% (or less) of the overall population:

- Capital (0.2%)
- Mohawk Valley (0.2%)
- Finger Lakes (0.3%)
- Long island (0.3%)
- Southern Tier (0.3%)

**Table 12: Immigration Status (in 1000s),
New York State and Labor Market Regions**

Area	Total Population	Native	Foreign Born	Foreign Born as % of Total Population
New York State	19,229.8	15,049.7	4,180.1	21.7%
Capital	1,074.6	1,008.3	66.4	6.2%
Central NY	788.7	750.5	38.2	4.8%
Finger Lakes	1,212.7	1,138.1	74.7	6.2%
Hudson Valley	2,271.2	1,869.7	401.5	17.7%
Long Island	2,811.6	2,329.0	482.7	17.2%
Mohawk Valley	499.7	476.4	23.3	4.7%
New York City	8,078.5	5,107.3	2,971.1	36.8%
North Country	432.3	413.4	18.9	4.4%
Southern Tier	658.1	624.4	33.7	5.1%
Western NY	1,402.4	1,332.8	69.6	5.0%

Source: ACS 2006-2010 5-Year Estimates Table DP02

Table 12 presents Census Bureau data on the number and share of the overall population who are foreign born. More than 20% of all New Yorkers were born outside the U.S. However, the share of foreign-born residents varies widely across the state’s labor market regions.

New York City has, by far, the largest foreign born population. More than 2.97 million City residents, or 36.8% of its overall population, were born outside the country. More than 70% foreign born New York State residents live in New York City.

More than 880,000 foreign born New Yorkers reside in the next two most populous labor market regions -- Hudson Valley and Long Island. Together, these two regions account for another 21% of the state’s foreign born population.

Looking at the combined seven labor market regions outside of New York City, Hudson Valley, and Long Island, they have 325,000 foreign-born residents, accounting for less than 10% of the state’s foreign-born population. Altogether, foreign-born residents account for 5.4% of the overall population in the combined seven region area. Within this group, there are three regions -- Central NY, Mohawk Valley, and North Country -- in which foreign-born residents make up less than 5% of the overall population.

Tables 13A, 13B and 13C present Census Bureau data on the number of people in New York State who speak a language other than English at home as well as their level of English proficiency. More than 5.2 million New Yorkers, or about 29% of state residents, speak a language other than English at home. The bulk of this group (3.65 million) resides in New York City.

Table 13A: Of New York's 5.28 million residents who speak a language other than English at home, over 45% speak English less than "very well." This rate varies widely across the state's 10 labor market regions, ranging from a low of 27.9% in the Southern Tier (due to the fact that most immigrants have been in the country for many years) to 48.5% in New York City (many immigrants are relatively new).

Table 13B: More than 70% of the state's 2.6 million residents who speak Spanish at home live in New York City. Almost 47% of the state's residents who speak Spanish at home speak English less than "very well." This rate ranges from a low of 22.4% in the Southern Tier to a high of 47.9% in New York City.

There are about 1.59 million state residents who speak Indo-European languages other than Spanish (e.g., Italian) at home. About 62% of this group resides in New York City. More than 39% of the state's residents who speak Indo-European languages other than Spanish at home speak English less than "very well." This rate varies from a low of 26.9% in the Southern Tier to a high of 43.7% in New York City.

Table 13C: Three-quarters of the state's 833,000 residents who speak Asian and Pacific Islander languages (e.g., Korean) at home live in New York City. Almost 57% of the state's residents who speak Asian and Pacific Islander languages at home speak English less than "very well." This rate varies widely across the state's 10 labor market regions, ranging from a low of 35.3% in the Southern Tier to a high of 61.2% in New York City.

There are about a quarter million state residents who speak languages other than those discussed at home. About 70% of this group resides in New York City. More than 33% of the state's residents who speak "other languages" at home speak English less than "very well." This rate varies from a low of 19.5% on Long Island to a high of 39.3% in Western NY.

**Table 13A: Language Spoken at Home (in 1000s) and English Proficiency,
New York State and Labor Market Regions**

Area	Population 5 years and over	English only	Language other than English	% Speak English less than "very well"
New York State	18,071.1	12,788.3	5,282.8	45.3%
Capital	1,016.9	932.8	84.2	32.3%
Central NY	743.5	688.4	55.1	34.5%
Finger Lakes	1,144.1	1,032.5	111.6	35.9%
Hudson Valley	2,128.4	1,590.2	538.2	38.8%
Long Island	2,649.0	2,030.7	618.2	41.3%
Mohawk Valley	472.8	432.6	40.2	36.2%
New York City	7,560.3	3,910.7	3,649.6	48.5%
North Country	406.4	379.6	26.8	31.2%
Southern Tier	623.2	575.5	47.7	27.9%
Western NY	1,326.5	1,215.4	111.1	33.9%

Source: ACS 2006-2010 5-Year Estimates Table DP02

**Table 13B: Language Spoken at Home (in 1000s) and English Proficiency,
Speakers of Spanish and Other Indo-European Languages,
New York State and Labor Market Regions**

Area	Spanish	% Speak English less than "very well"	Other Indo- European languages	% Speak English less than "very well"
New York State	2,613.8	46.6%	1,586.6	39.2%
Capital	27.7	32.6%	37.2	29.8%
Central NY	17.8	32.6%	23.6	30.8%
Finger Lakes	45.5	33.6%	42.0	33.2%
Hudson Valley	279.5	43.6%	183.7	33.3%
Long Island	305.9	49.0%	216.2	31.5%
Mohawk Valley	15.5	33.4%	18.1	34.4%
New York City	1,861.9	47.9%	985.6	43.7%
North Country	9.4	29.6%	12.3	30.8%
Southern Tier	12.4	22.4%	19.6	26.9%
Western NY	38.3	30.3%	48.3	30.5%

Source: ACS 2006-2010 5-Year Estimates Table DP02

**Table 13C: Language Spoken at Home (in 1000s) and English Proficiency,
Speakers of Asian/Pacific Island and Other Languages,
New York State and Labor Market Regions**

Area	Asian/Pacific Island languages	% Speak English less than "very well"	Other languages	% Speak English less than "very well"
New York State	832.8	56.7%	249.5	33.3%
Capital	14.1	41.3%	5.2	24.3%
Central NY	9.5	45.2%	4.3	38.7%
Finger Lakes	17.6	47.7%	6.5	37.0%
Hudson Valley	52.6	39.0%	22.4	23.6%
Long Island	75.4	43.7%	20.6	19.5%
Mohawk Valley	5.0	52.0%	1.6	34.8%
New York City	628.4	61.2%	173.7	36.1%
North Country	3.1	42.4%	2.0	24.4%
Southern Tier	12.9	35.3%	2.7	24.3%
Western NY	14.2	51.1%	10.4	39.3%

Source: ACS 2006-2010 5-Year Estimates Table DP02

**Table 14: Veteran Status (in 1000s),
New York State and Labor Market Regions**

Area	Civilian population 18 years and over	Civilian Veterans	Percent Veterans
New York State	14,819.8	1,025.5	6.9%
Capital	838.7	90.2	10.8%
Central NY	604.6	62.0	10.3%
Finger Lakes	931.9	87.8	9.4%
Hudson Valley	1,696.9	130.2	7.7%
Long Island	2,131.6	164.1	7.7%
Mohawk Valley	389.2	44.6	11.5%
New York City	6,292.9	234.0	3.7%
North Country	328.4	38.4	11.7%
Southern Tier	517.1	56.8	11.0%
Western NY	1,088.4	117.5	10.8%

Source: ACS 2006-2010 5-Year Estimates Table DP02

Table 14 presents Census Bureau data on veterans. Just over one million New Yorkers, or about 1 in 15 state residents, are veterans. However, there is a pronounced difference, in veteran rates between the Downstate labor market regions (New York City, Hudson Valley, and Long Island) and the seven Upstate regions. Veterans comprise only 3.7% of New York City’s population, and 7.7% of the Long Island and Hudson Valley populations. Altogether, veterans make up 5.2% of the Downstate population ages 18 or older.

In contrast, veterans’ share of the population is in the 9-12% range for the seven Upstate labor market regions. The average across the entire Upstate region is 10.6%, or more than double Downstate’s rate (5.2%).

**Table 15: Educational Attainment for Population Age 25 and Older,
New York State and Labor Market Regions**

Area	Population Age 25+ (in 1000s)	Less than high school diploma	High school graduate (includes equivalency)	Some college or Associate degree	Bachelor's degree	Graduate or Professional degree
New York	12,914.4	15.6%	28.2%	24.1%	18.3%	13.8%
Capital	730.5	10.2%	30.9%	28.1%	16.9%	13.9%
Central NY	514.5	11.7%	32.1%	29.2%	15.6%	11.3%
Finger Lakes	805.9	11.9%	29.4%	28.9%	17.2%	12.7%
Hudson Valley	1,505.1	12.3%	26.4%	24.0%	19.9%	17.5%
Long Island	1,898.2	10.4%	28.1%	25.2%	20.1%	16.1%
Mohawk	338.3	14.3%	35.9%	29.6%	11.9%	8.2%
New York City	5,459.0	21.0%	25.6%	20.1%	19.8%	13.5%
North Country	282.6	14.0%	38.1%	27.9%	11.3%	8.7%
Southern Tier	435.5	11.7%	34.1%	28.8%	13.2%	12.1%
Western NY	944.8	11.9%	32.8%	29.4%	14.5%	11.3%

Source: ACS 2006-2010 5-Year Estimates Table B15002

Table 15 presents information on the educational attainment of the state's population age 25 and older. Over 56% of the state's population (age 25+) have at least some college or an associate degree, including 18.3% who have a bachelor's degree and another 13.8% who hold a graduate or professional (e.g., medical or law) degree. Populations in the Hudson Valley (37.4%) and Long Island (36.2%) have the highest share with at least a bachelor's degree, while the North Country (20.0%) and the Mohawk Valley (20.1%) have the smallest share.

Conversely, 21.0% of New York City's population (age 25 and older) has less than a high school diploma, reflecting the large share of the City that is foreign born. The Capital (10.2%) and Long Island (10.4%) regions have the smallest share of population with less than a high school diploma.

Despite having a highly educated population and a readily available talent pool, anecdotal accounts indicate that many employers in the state are still having trouble finding workers with the skills they require. This suggests that local workforce boards need to continue working closely with employers to develop the worker skills that are in demand.

Almost 1 in 6 New Yorkers do not have a high school diploma. Most employers will not consider a job applicant, even for the lowest-level positions, unless they have a high school degree.

Another barrier facing many workers in New York State, especially those without a high school diploma, is a lack of English proficiency. This can frequently be attributed to the large number of foreign-born residents in the state. Therefore, it is critical for any workforce development plan to implement a strategy to increase the percentage of potential workers with a high school diploma as well as provide English as a Second Language (ESL) programs.

**Table 16: School Status of Population Age 16-19 (levels in 1000s),
New York State and Labor Market Regions**

Area	Population Age 16-19	Enrolled in School	Not Enrolled in School	High School Graduate	Not High School Graduate	% Not Enrolled and Not HS Graduate
New York	1,113.4	968.9	144.5	83.2	61.3	5.5%
Capital	65.2	56.7	8.5	5.2	3.2	5.0%
Central NY	53.7	47.8	5.9	3.4	2.5	4.6%
Finger Lakes	77.4	68.2	9.2	5.7	3.5	4.5%
Hudson Valley	133.9	119.4	14.4	8.9	5.5	4.1%
Long Island	158.4	142.9	15.5	9.7	5.7	3.6%
Mohawk	31.4	27.4	4.0	2.3	1.7	5.6%
New York City	433.9	366.6	67.3	35.7	31.6	7.3%
North Country	28.3	24.6	3.7	2.2	1.5	5.3%
Southern Tier	46.4	41.5	4.9	2.9	2.0	4.2%
Western NY	85.0	73.9	11.1	7.1	4.0	4.7%

Source: ACS 2006-2010 5-Year Estimates Table B14005

Among the more than 1.1 million New York youth aged 16-19, about 61,000, or 5.5%, are not enrolled in high school and have not graduated high school. More than half of the youth (51.6 %) in this category reside in New York City. As noted, in the discussion above, persons without a high school diploma are at a distinct disadvantage when it comes to finding a job in today’s competitive labor market. The share of this age group not in school and without a high school degree ranges from a high of 7.3% in New York City to a low of 3.6% on Long Island.

**Table 17: Share of Population in Poverty and
Percent of Households Receiving Public Assistance,
New York State and Labor Market Regions**

Area	% of Population with Income below poverty level	% of Population Under 18 years with Income below poverty level	% of Households with cash public assistance income	% of Households with Food Stamp/SNAP benefits in the past 12 months
New York State	14.2%	19.9%	3.1%	11.2%
Capital	10.6%	14.1%	2.0%	7.4%
Central NY	13.4%	18.7%	2.6%	10.1%
Finger Lakes	12.8%	17.9%	3.5%	9.8%
Hudson Valley	9.6%	13.2%	1.7%	6.0%
Long Island	5.4%	6.5%	1.4%	3.3%
Mohawk Valley	14.6%	22.3%	2.9%	12.0%
New York City	19.1%	28.1%	4.1%	15.8%
North Country	14.6%	20.2%	2.6%	11.2%
Southern Tier	14.6%	19.0%	2.9%	9.9%
Western NY	14.3%	21.1%	3.3%	11.9%

Source: ACS 2006-2010 5-Year Estimates Tables B17001 and DP03

One of the major challenges facing the state’s population as it seeks to attain the education, skills, and training needed to obtain employment is achieving economic security. Data in Table 18 from the American Community Survey tell us about poverty rates as well as the percent of New York State households receiving cash public assistance or Food Stamp/Supplemental Nutrition Assistance Program (SNAP) benefits in the past 12 months.

About 1 in 7 New Yorkers, or 14.2%, were living in poverty, according to the American Community Survey. This figure, however, was much higher (19.9%) for those under the age of 18 in New York State.

These statewide figures mask wide variation in poverty rates across the different labor market regions. For example, less than 10% of residents in the Hudson Valley (9.6%) and Long Island (5.4%) regions lived in poverty, while almost 20% of New York City residents were in poverty.

The contrast in poverty rates is even greater for residents under the age of 18. For example, only 6.5% of Long Islanders under the age of 18 lived in poverty, while the comparable rate was more than three times higher (22.3%) in the Mohawk Valley and more than four times higher (28.1%) in New York City.

Just over 3% of households in New York State received cash public assistance income. As with the various poverty measures, discussed above, Long Island had the lowest rate (1.4%) of households receiving cash public assistance income, while New York City had the highest rate (4.1%). Similarly, Long Island had the lowest percentage share (3.3%) of households receiving Food Stamp/SNAP benefits in the past 12 months, while New York City topped the list at (15.8%).

**Table 18: Health Insurance Coverage of Population (in 1000s),
New York State and Labor Market Regions**

Area	Civilian population	With health insurance coverage	With private health insurance	With public coverage	No health insurance coverage
New York State	19,040.0	88.5%	67.8%	31.8%	11.5%
Capital	1,055.9	91.3%	77.2%	27.9%	8.7%
Central NY	779.4	90.6%	74.0%	30.3%	9.4%
Finger Lakes	1,192.0	92.0%	76.3%	30.0%	8.0%
Hudson Valley	2,238.9	89.2%	75.2%	25.7%	10.8%
Long Island	2,793.1	90.2%	79.9%	22.4%	9.8%
Mohawk Valley	485.5	90.6%	69.6%	36.5%	9.4%
New York City	8,058.2	85.5%	56.8%	36.9%	14.5%
North Country	407.1	89.9%	70.5%	33.8%	10.1%
Southern Tier	648.0	90.9%	73.1%	32.6%	9.1%
Western NY	1,382.0	92.0%	74.0%	33.8%	8.0%

Source: ACS 2008-2010 3-Year Estimates Table DP03

One of the greatest challenges for individuals seeking to achieve economic security is the lack of health insurance. The data presented in Table 18 indicate that 2.2 million New Yorkers, or about 11.5% of the state’s population, do not have health insurance. The share of the population without coverage ranges from a low of 8% in Finger Lakes and Western NY to a high of 14.5% in New York City.

An additional 1 in 3 New Yorkers have health insurance coverage, but from publicly-funded sources such as Medicaid. The share of the population with publicly-funded health insurance coverage ranges from a low of 22.4% in the Long Island region to a high of 36.9% in New York City.

Integrated Workforce Plan Programs

It will be essential for the LWIBs to align Career Center system efforts with the REDCs identified critical growth sectors and strategies to cultivate their development. This coordination will be fostered as follows:

- **Joint Membership:** Several LWIB members are also members of the Regional Councils and many of the LWIB Executive Directors are participating as members of Council workgroups looking at regional workforce issues.
- **Regional Planning:** As previously discussed in the Governor’s Vision section, LWIBs in each region reviewed the goals and strategies laid out by their respective councils and collaborated on a regional work plan. This annual collaboration will assist the LWIBs and the REDCs with accurate and timely identification of training needs to close skill gaps.
- **Local Planning with Regional Context:** LWIBs were asked to identify demand occupations in their local plans and to flag which of the occupations were aligned with the priorities established by their REDC. LWIBs were required to work with their NYSDOL Regional Labor Market Analyst when developing their demand occupation lists. In addition, LWIBs were asked to describe any regional sector or other collaborative efforts in which they are

engaged. This collaboration will assist the LWIBs in accurate and timely identification of training needs to close skill gaps.

The projected skill development needs of customer segments vary according to the skills they possess when they access the workforce development system. All individuals entering the workforce development system may need help finding and interpreting labor market/career information in light of their skills and planning and executing a job search.

Many new labor force entrants, including former public assistance recipients and recent immigrants will require training in basic literacy, social and job specific skills. Some youth, including recent high school graduates, will require literacy skills before employment or post-secondary training.

Upgrading the skills of incumbent workers is required to keep New York State's businesses competitive, minimize worker underemployment and to keep pace with technological change.

The newly unemployed require up front skill and job search skill assessment to determine what gaps if any prevent the worker from returning to work. Understanding how skills transfer will assist the unemployed person secure work in other industries in addition to their own. The system will have to use a myriad of resources including social media to provide assistance.

The long-term unemployed will require assistance to identify and transfer skills, training to stay current in their chosen fields, financial planning and motivation to stay connected to labor market.

State Strategies

Program Strategies for Veterans

Through the Experience Counts program, the Governor announced a series of reforms to state licensing and higher education that will ensure military experience is appropriately credited when service members return to civilian life:

- SUNY and CUNY will each launch Experience Counts programs to improve their processes for awarding credit for military training. Both universities will implement new systems to flag applications by veterans and active duty military and will provide centralized guidance to increase the likelihood of awarding veterans college credit for previous military training and coursework.
- The Department of Motor Vehicles has made it easier and less costly for military members who have gained experience driving trucks and heavy equipment during their military service to obtain a New York commercial driver's license by waiving the road test.
- The Department of Health is allowing military training and experience as a medic to count toward certification for home health aides and nursing home aides, as well as for certification as a paramedic.

NYS DOL also works closely with USDOL/VETS, the US Department of Veterans Affairs (US VA), the State Division of Veterans Affairs and local Veterans Service Organizations (VSOs). In many local areas joint workshops, which include NYS DOL Veteran Program Staff, US VA Staff and local VSOs, are conducted to ensure that veterans receive not only employment assistance but access to the supportive services that may contribute to the success of their job search. Disabled Veteran Outreach Program Specialists (DVOPS) and Local Veterans Employment Representatives (LVERs) in each area have established a network of contacts with providers to ensure ready referral to a wide range of supportive services

available locally. These services cover a wide range of needs including health care, housing, nutritional assistance and in many cases child care through a partnership with local Social Services.

NYSDOL is an integral member of the Council of Returning Veterans and Their Families. The Council was established by the Governor's executive order to specifically address, in an integrated manner, the needs of our returning veterans. Most recently the Council is focusing its efforts to ensure that under Governor Cuomo's Experience Counts initiative that military training and experience is used to expedite licensure/certification of recently separated veterans. The Department of Motor Vehicles has waived the Commercial Drivers License road test for certain veterans, the Health Department recognizes military training as meeting certain medical training requirements, and NYSDOL is currently working with other state agencies to continue to expand the program. NYSDOL is also a member of the Council of New York State Veterans Service Organizations. This council represents all of the Veterans Service Organizations in New York State, and meets monthly to discuss how best to meet the needs of veterans. This affords NYSDOL the opportunity to work directly with these organizations to either establish or strengthen the local partnerships to ensure that services are provided efficiently and effectively.

Regional Business Services Teams

Regional Career Center Business Services Teams were established throughout NYS in June 2010 to support alignment of local Career Center business services to sector initiatives/strategies in the region. This structure brought NYSDOL and LWIA business service staff together to discuss common problems and share promising practices. It allowed them to share workforce intelligence and strategies for marketing services, and hiring and training incentives to business customers.

In the first year, business penetration rates were significantly improved by efforts to target priority sectors, market OJT and other Career Center services, encourage businesses to index job openings on JobCentral, and improve the overall data entry of business intelligence in the One-Stop Operating System (OSOS). The Teams have also become a vehicle for sharing Labor Market Information to assist in job development, improve service to individual businesses and enhance successful outcomes for businesses and jobseekers.

Service indicators were established to monitor the progress of teams. These included services provided to the Top 100 largest businesses in the region and to the Top 50 most frequent users of the state Job Bank. Analysis conducted in July 2012 shows that these teams have made significant improvements in servicing the businesses in their regions. Statewide average for the above mentioned indicators is 89% and 98% attainment respectively. While some regions scored very high on incentive measures, others continue to need improvement. These areas are receiving additional technical assistance and capacity building.

Apprenticeship

Apprenticeship is a time-honored approach to training skilled workers through a combination of on-the-job training and classroom instruction and is used to develop tomorrow's competitive workforce. Apprentices earn wages and produce high-quality work while learning skills that enhance their employability. An apprentice operates under the close supervision of an accomplished worker (journeyworker) on the job and takes related classroom instruction often at night or on weekends. A graduated pay scale assures that salary reflects the degree of skill achieved. New York State's Registered Apprenticeship program is located within NYSDOL's Division of Employment and Workforce Solutions (DEWS) which oversees New York State's workforce development system, including programs offered under the Workforce Investment Act (WIA) and Wagner-Peyser. This system provides seamless

services to dislocated workers, youth and unemployed individuals. The alignment of these programs ensures that customers have access and exposure to current apprenticeship opportunities.

NYSDOL has continued to look at ways to strengthen the existing relationship between Registered Apprenticeship and the workforce development system. The NYSDOL CareerZone website has been integrated with the Apprenticeship website to provide career information for each of the apprentice-able trades. CareerZone is targeted towards youth who as a population face a tough economic climate. It allows individuals to explore careers related to their individual strengths, skills, and talent, including apprentice-able occupations.

In addition, the NYSDOL has recently approved the first competency-based program for the trade Direct Support Professional. Traditionally, apprenticeship programs have only been approved as time-based programs where apprentices had to complete a specific number of hours in each on-the-job task but did not have to demonstrate competency. Competency-based programs require apprentices to demonstrate competency in completing each work process task in order to successfully complete the program. Approval of competency-based programs allows sponsors and apprentices additional flexibility in the length of time needed to complete a program and will help NYSDOL to move Apprenticeship into new occupations created through technological advancement, demographic changes and globalization. NYSDOL has also recently approved the new trade Electronics Technician (Manufacturing) to be used in an advanced manufacturing facility. This new trade monitors, adjusts, and troubleshoots advanced manufacturing equipment. Electronics Technicians utilize knowledge of Numerical Control (NC) programming, Computer-Aided Design (CAD), and Programmable Logic Controller (PLC) programming while performing their duties. Based on Labor Market Information there are favorable employment prospects for both of these new trades.

NYESS

Operating under a holistic philosophy, NYS has successfully integrated several employment services systems into a single system, using the Medicaid Infrastructure Grant as the catalyst. This comprehensive employment system is called the New York Employment Services System (NYESS) and provides all New Yorkers – regardless of their (dis)ability – with a single point of access to all employment-related services and supports, including job matching with the approximately 90,000 jobs currently posted by employers in the NYS Job Bank.

NYESS consists of NYS's One-Stop Operating System (OSOS), which connects job seekers with employment opportunities in the NYS Job Bank, as well as a data warehouse of employment-related information operated by Office of Mental Health (OMH). Phase One of NYESS includes the following state-level agencies; OMH, NYSDOL, NYS Education Department, NYS Commission for the Blind and Visually Handicapped, NYS Office for Alcoholism and Substance Abuse Services, NYS Office of Persons with Developmental Disabilities, and NYS Office for the Aging. Providers of employment-related supports and services licensed by or contracting with one of the participating state agencies may sign up to utilize this new system. In 2013, the NYS Office of Veterans Affairs joined NYESS.

Since going live in early 2012, NYESS has enhanced the ability to improve employment outcomes for New Yorkers while being beneficial to businesses/employers and providers of employment supports. Among the many benefits, this new employment system works to:

- Centralize employment service/support information, greatly improving the ability to coordinate employment supports and services among multiple providers and across multiple systems;
- Assist with resume development and identify individual job seeker skills, matching them with the skills sought by individuals businesses/employers for specific jobs;

- Assist with entitlements screening and enrollment;
- Generate documentation to claim tax credits for businesses/employers that hire individuals with disabilities and/or veterans through the system;
- Generate documentation to claim Ticket-to-Work milestone and outcomes payments associated with helping individuals with disabilities achieve certain employment outcomes; and,
- Provide public access to employment-related performance reports generated by data entered into the system.

Unemployment Insurance (UI)-Employment Services (ES) Connectivity

The UI-ES Connectivity project is made possible through two USDOL/NASWA grants. The first grant consists of three elements: Integrated Workforce Registration, Real Time Triage, and Skills Transferability and Job Matching. The second grant focuses on the element of Social Media.

The Integrated Workforce Registration (IWR) is a common point of entry for both UI and ES customers. In a seamless fashion, the customer will be able to register with the workforce system as well as continue on to file a UI claim if appropriate. The IWR will collect enough information at the time of registration to accomplish the other two elements of job matching and skills transferability as well as real time triage. Each user will have an Individual Landing Page where Department information will be dynamically displayed, specifically UI and ES information. It will have two way communication capabilities that will also allow for a high level of customer service. Real time job matching will be accomplished using the State's Skills Matching and Referral Technology (SMART) system. This job matching will be done on a continuous basis for the jobseeker, with job leads provided regularly. Job matches will reflect all changes to the jobseeker's profile, including updated work history or skills. Real time triage will be accomplished through a series of business logics and ultimately displayed on the Individual Landing Page, communicated to the customer through the page's two way communication capabilities, or via other communication methods. Furthermore, triage will include a continuous assessment of the jobseeker's information and activities which will trigger further interaction and guidance from Career Center staff.

The Social Media element aims to expand the use of social media tools and mobile applications to better connect unemployed jobseekers with employment opportunities. NYSDOL is exploring strategies to create a virtual Career Center where job seekers can connect with a multitude of New York State Career Services online. This virtual service would include live chat with career counselors, virtual job fairs, direct link to the NYS Job Bank, resume development support, and a large array of jobseeker services. Other initiatives include: an expansion of virtual career services within the New York State Career Centers (video counseling, email based job coaching, social media based job finding clubs, etc.); surveying customers to determine which technology tools and social media sites are predominantly used to improve communication with job seekers; and, making Career Center services available on mobile devices through providing services via mobile friendly websites.

UI ES Connectivity aligns with the State's policy of calling in all UI customers to have an in person appointment at the New York State Career Centers. Having one common front door will streamline data collection processes, alleviate duplication for the customer, and ensure more accurate records, therefore providing a higher level of customer service. In addition, the process of an online Workforce registration as well as customized landing page will allow a level of virtual services to be provided that, until now, has not been possible.

Ticket-to-Work

NYSDOL and OMH are advancing plans to leverage the functionality of NYESS with the benefits of operating as a statewide Administrative Employment Network. As previously mentioned, NYESS is an initial collaboration between seven state agencies and multiple service providers designed to offer comprehensive and effective employment-related services to individuals with disabilities in NYS. With more partners expected in the near future, NYESS creates a real-time network of providers working with multiple state agencies using a single, employment data/case management system.

NYSDOL's overarching short-term strategy is to establish policy that encourages all 33 LWIAs located in NYS to operate the Ticket-to-Work program under the umbrella of New York's status as a statewide Administrative Employment Network. In order to initiate revenue transfers between OMH's Research Foundation for Mental Hygiene (acting as the state's fiscal agent under the Ticket-to-Work Program) and any LWIA participating in the program, a Professional Services Agreement will be executed between OMH and participating LWIAs. Revenue received by LWIAs under the Ticket-to-Work program must be used to provide employment support services to individual with disabilities.

H-1B Technical Skills Training Grant

New York State was awarded a \$5 Million United States Department of Labor/Employment and Training Association (USDOL/ETA), H-1B Technical Skills Training Grant that is intended to raise the technical skill levels of American workers so they can obtain or upgrade employment in high growth industries and occupations. Over time, these education and training programs will help businesses reduce their use of skilled foreign professionals permitted to work in the U.S. on a temporary basis under the H-1B visa program. Our application has two components:

1. Advanced Manufacturing in the Finger Lakes

\$2.5 M will fund regional initiatives which focus on developing a talent pipeline for the existing and emerging advanced manufacturing industries in the region. The H-1B Advanced Manufacturing program provides funding for certain types of advanced manufacturing training provided by Monroe Community College, Genesee Community College, or Finger Lakes Community College. The funding is provided through using the WIA Individual Training Account (ITA) model, causing the program to also be called the H-1B ITA program. The allowable training is for an Associate's Degree in one of these subjects:

- i. Advanced Manufacturing
- ii. Biotechnology
- iii. Engineering Science
- iv. Electrical Engineering Technology
- v. Manufacturing Technology
- vi. Optical Systems Technology
- vii. Precision Machining
- viii. Instrumentation and Control Technologies
- ix. Mechanical Technologies
- x. Computerized Drafting and Design

To be eligible for the program, participants must be at least 18 years of age, unemployed, enrolled in the WIA Adult and/or Dislocated Worker Program, and have a high school diploma or GED. The maximum allowable funding levels per participant are \$8,500.00 in ITA costs (including tuition, fees, etc) and \$1,880 for supportive services (such as child care, transportation, etc).

2. *New York State's Registered Nurse Upgrade Project*

The purpose of this RFP is to provide up to \$250,000 to businesses or union-sponsored training organizations interested in assisting Licensed Practical Nurses and Registered Nurses to complete or enroll in a post-secondary school approved by the NYSED to upgrade their nursing credentials. The deadline for submission was May 31, 2012.

The Department received 16 proposals in response to this RFP, which underwent a technical and budget review process. The field of applicants was competitive and eight out of ten Labor Market Regions were represented. A total of over \$3.4 million in requests was received by the Department. The RFP allowed for a total of up to \$1.72 million in funding to be distributed.

On-the-Job Training National Emergency Grant

On June 30, 2010, the NYSDOL was awarded \$3.4 million in federal On-the-Job Training/National Emergency Grant (OJT/NEG) funds from USDOL/ETA to help businesses pay for training new hires. This program aimed to get long-term unemployed workers (defined as those unemployed for 27 weeks or more) back to work. Under this program, businesses can be reimbursed for up to 90% of the new hire's wages during training.

The program was originally scheduled to close on June 30, 2012. However, NYSDOL requested and received two extensions to the OJT/NEG program. The first request was for a no-cost extension of the \$3.4M originally awarded to NYSDOL under the OJT/NEG program through September 30, 2012. That extension was approved, allowing NYSDOL to provide OJT services to additional participants utilizing funding de-obligated from the original \$3.4M award.

The second extension, triggered by a request from USDOL/ETA staff, was for additional funding under the OJT/NEG grant to build on the successes of NYSDOL's existing program. USDOL/ETA responded by awarding NYSDOL an additional \$6.4M in new OJT/NEG funding and extending the program to June 30, 2014.

Hurricane Sandy Disaster National Emergency Grant

The Disaster NEG grant is a special type of NEG grant awarded to states by the USDOL to respond to disasters declared by the Federal Emergency Management Agency as eligible for public assistance. These grants help communities recover from disasters by funding short-term, temporary jobs that help (1) provide food, clothing, shelter, and other humanitarian assistance to disaster victims; and (2) demolish, clean, repair, renovate, and reconstruct damaged and destroyed public structures, facilities, and lands within the declared disaster area. Some reconstruction or repair work may be done on private residences of low-income individuals, as authorized in the grant award letter. Workers hired using grant funds must be long-term unemployed (jobless for 27 weeks or more), dislocated workers, or unemployed as a result of the disaster.

After Hurricane Sandy devastated New York City, Long Island and the lower Hudson Valley in October 2012, USDOL awarded DOL \$27.7 million in Disaster NEG funding for 13 counties. Funds are available from October 30, 2012 through September 30, 2013. In June 2013, NYSDOL received an additional \$23.3 million under the Hurricane Sandy Disaster NEG to fully fund already-approved project proposals, bringing the total Hurricane Sandy Disaster NEG award to \$51.1 million (available through June 30, 2014).

Through August 2013, a total of 2,436 individuals have worked on various projects in New York City, Long Island and in the low Hudson Valley.

Clean Energy OJT

NYSERDA has collaborated with DOL on the Clean Energy OJT (formerly Green Jobs/Green New York OJT) initiative. The program leverages \$875,000 in clean energy assets under the Green Jobs-Green New York Act (GJ-GNY) to assist both new hires and incumbent workers learn green skills. This program has recently been extended until December 31, 2014. To date, we have placed over 216 individuals in training with 50 businesses.

New York Youth Works

NYSDOL implemented a Governor's youth employment program. The New York Youth Works Program (NYYW) was authorized to combat high unemployment among New York State youth living in 12 target areas across the state. To encourage the hiring of unemployed and disadvantaged youth ages 16 to 24 NYYW provided for \$25 million in tax credits to businesses that hire certified youth between January 1, 2012 and December 31, 2012. To encourage sustained meaningful employment the amount of the tax credit was tied to the duration of employment and number of hours worked (full or part-time).

The NYYW program also made \$8 million available to help these youth succeed in the labor market through: work-readiness and occupational skills training; acquisition of a National Work Readiness Credential (NWRC); and, job referral and placement services. In addition, youth who participate in the NYYW program were eligible to receive a \$300 monthly stipend for up to three months (\$900 maximum) to assist with the cost of participating in training and/or transitioning to work (e.g., day care, clothing and transportation).

NYSDOL was responsible for establishing and administering the tax credit and identifying community-based organizations to recruit and train youth. NYSDOL completed the initial administration of Governor Cuomo's NYYW Program. NYSDOL did extensive outreach to local youth organizations, training providers and businesses to market the program. To date, 27,082 youth have been certified to participate in the program in the 12 target areas of the state. Businesses had until November 30 to apply and until December 31 to hire certified youth. DOL certified 1,900 businesses under the program, who offered 21,142 part-time and 16,483 full-time jobs. As of December 31, 2012, there were 12,866 confirmed hires by certified businesses.

The NYYW Program promotes inter-agency cooperation with current and phase two partners including NYSDOL, Department of Taxation and Finance, Office of Children and Family Services (OCFS), Department of Corrections and Community Supervision (DOCCS), and Division of Criminal Justice Services (DCJS). The program also leverages other sources of funding (e.g., clean energy funding from NYSERDA) and exemplifies innovative policy, procedures and procurement to improve business and community engagement and services to youth across New York State.

Legislation was passed to restart the tax credit program in 2014 and continue for four years. The City of White Plains has been added to the twelve target areas. The contracts with not-for-profits to deliver work readiness and occupational training will be expiring over the next few months; no additional funding has been allocated to sustain this portion of the program.

Desired Outcomes

Workforce Investment Act (WIA) and Wagner-Peyser (WP) Standards-Program Year 2014

The following chart shows the NYSDOL performance standards for WIA and WP for Program Year 2014.

Program	Performance Measure	PY 14 Goal
Workforce Investment Act	Adult Entered Employment	59.0
	DLW Entered Employment	53.4
	Adult Retention Rate	81.0
	DLW Retention Rate	82.0
	Adult Average Earnings	\$13,401
	DLW Average Earnings	\$19,587
	Youth Placement Rate	70.5
	Youth Attainment Rate	65.9
	Literacy Numeracy Rate	56.7
Wagner-Peyser	Entered Employment	57.0
	Employment Retention	82.0
	Average Earnings	\$15,500

NYSDOL Customer Service Indicators

In addition to these measures, NYSDOL also tracks several Customer Service Indicators (CSIs). CSIs are designed to move the Career Center System in New York toward specific goals that NYSDOL has deemed important to the good of the State, and/or to assist Local Areas in meeting their WIA Common Measure goals.

First instituted during Program Year 07, NYSDOL has used a number of different CSIs and they have evolved over time. In the most recently completed Program Year (PY13), CSIs covered the following topics:

- Ensuring the provision of Initial Assessment
- Reduce the number of WIA Participants who exit while certifying for Unemployment Insurance Benefits
- Ensure that customers who receive Training under WIA have had an IEP created
- Increase the number of youth obtaining a National Work Readiness Credential
- Serve the emerging business customer base in each region. These businesses include those with the highest total employment and those with the most open positions on NY's Job Bank.

Gold Standard

Three of New York State's Workforce Investment Areas are participating in the WIA Adult and Dislocated Worker Gold Standard Evaluation. The areas randomly selected to take part in this study include Chautauqua Works, a small LWIA, The Capital Region WIB, a midsize LWIA, and the New York City Workforce Investment Area, our largest LWIA.

The goal of this evaluation is to answer the following questions:

- What effects do WIA intensive and training services have on educational, employment, earnings, and self-sufficiency outcomes?
- How do the effects of these WIA services vary by population subgroup or by type of service delivery model?
- Are the benefits of WIA commensurate with its costs?

In New York State, the planned completion date for this study is May of 2014.

NYESS

NYSDOL in partnership with NYS Office of Mental Health (OMH) has developed and implemented the New York State Employment Services System (NYESS). NYESS is made up of various computer applications and data sets. Employment related data collection is accomplished by all NYESS partners using the existing NYSDOL case management system, One-Stop Operating System (OSOS). Legacy data sets from the partners and current data sets which include but are not limited to OSOS, vocational rehabilitation agency, Department of Health, Social Security Administration and others are pulled together in a data warehouse. A web-based reporting portal designed and maintained by OMH will provide cross-agency report card like information to the general public (aggregate data) and to the individual agencies and their contracted partner staff.

Anticipated 1st Year metrics include but may not be limited to:

- Number of shared customers across various agencies
- Standardized "Report Card" like public reports (aggregate level) available on new web portal – in development
 - Statewide/Regional/Local
 - Agency/Provider
 - Cross Agency

Section II. State Operational Plan

Overview of the Workforce System

The NYS Department of Labor is the grant recipient and administrator of Workforce Investment Act (WIA) funds in New York State. Within the Department, the Division of Employment and Workforce Solutions (DEWS) oversees activities related to WIA, the Wagner-Peyser Act, the Trade Act, the Reemployment Eligibility and Assessment program, Veterans programs, and the Registered Apprenticeship Program. DEWS develops workforce policy, manages WIA performance and customer service standards, provides fiscal and program oversight of the statewide workforce and Career Center system, and manages the case management (OSOS) and reemployment operating (REOS) systems. DEWS is also responsible for the Veterans program, Dislocated Worker program, Rapid Response, Trade Act programs, WARN, and UI Section 599 (UI claimants in training) programs. DEWS includes oversight of services to youth and career development activities, contract development and processing functions, tax credit programs, training and capacity-building for the workforce system, and fiscal and program technical assistance to local workforce areas. Within DEWS is the Business Services unit that coordinates delivery of services to businesses through field staff across the state.

DEWS is supported by the Department's Administrative Finance Bureau and the Division of Research and Statistics. The Administrative Finance Bureau is responsible for budgeting, management, accounting and expenditure of all Department funds. The Research and Statistics Division provides performance and data analysis and is the primary source for labor market information in New York State. DEWS also works closely with the Unemployment Insurance Division and collaborates on ways to share data and improve processes that will ultimately benefit customers of the Career Center system.

Also within DEWS is the Human Resource Development (HRD) unit. HRD provides consulting, training and capacity-building services to New York State's workforce professionals in the Career Center system, supports DEWS efforts to increase the capacity and productivity of staff, coordinates annual conferences and events, and develops reports and briefings for executive staff. In addition, the HRD unit arranges for training of all DEWS staff through webinars, weekly conference calls and meetings.

The HRD unit is also staff to the State Workforce Investment Board and the Commissioner of Labor is an ex officio member of the Board. The State Board's role is to work with the state to develop innovative workforce development strategies to improve and expand services delivered through New York's WIA funded Career Center system. Leading the Career Center system at the local level are 33 Local Workforce Investment Boards (LWIBs) that oversee their respective local workforce investment areas and 96 Career Centers. DEWS staff, in partnership with the local areas and other local agencies, provides services at the Career Centers throughout the state. In addition, DEWS has established regional Business Service Teams with the LWIBs to coordinate services to individual companies as well as targeted sectors in the regions.

Key Administrative Staff within DEWS are as follows:

Karen Coleman, Deputy Commissioner for Workforce Development

As Deputy Commissioner, Ms. Coleman provides expertise to the Commissioner of Labor and the Governor's Office with insights and strategies relative to workforce development issues in New York State and in relation to national workforce trends. Through oversight of the Department's Division of Employment and Workforce Solutions (DEWS), the Deputy Commissioner guides more than 1300 staff in the development of workforce policy, implementation of service delivery, WIA fiscal and program oversight, and creation of innovative solutions often replicated by other states throughout the country.

The Deputy Commissioner also directs the work of two units that support the work of the entire DEWS division, the DEWS' Administration Unit that manages personnel and staffing issues and the Human Resource Development Unit, which provides Career Center system and division staff training and capacity-building activities.

Anthony Joseph, Bureau Chief, Bureau of Workforce Innovations and Quality Assurance

In his role as Bureau Chief, Mr. Joseph oversees workforce policy development, Dislocated Worker unit including the Trade Act and 599 programs, WARN, and Rapid Response, Workforce Investments, and Field Operations. The Chief also oversees the Best Practices unit that develops grant solicitations and responses, manages the state and local plan processes and other related duties; the Business Services unit which includes the Regional Business Service Teams; and the Career Development and Youth Initiatives Office. The Bureau Chief provides oversight and guidance for performance accountability, program and fiscal monitoring, continuous improvement, strategic planning, and alignment with regional economic development initiatives as they relate to the workforce system.

Russ Oliver, Bureau Chief, Bureau of Workforce Opportunities

In his role as Bureau Chief, Mr. Oliver oversees the staff and implementation of services delivered through the 96 Career Centers in New York State. The Bureau Chief is responsible for managing the Wagner-Peyser program; Reemployment Assistance program; the One-Stop Operating System (OSOS) case management system, and the newest version that includes additional partners called the New York Employment Services System (NYESS); the Reemployment Operating System (REOS) which is used to schedule UI customers for Career Center services; and the Veterans program. The Bureau Chief also oversees the Contract Development unit and the Operations unit which deals with NYSDOL leased/owned Career Center space. Mr. Oliver's bureau ensures implementation of workforce policies by staff in the Career Centers; manages the customer grievance process; and oversees emergency management procedures in the Career Centers.

Joanna Palladino, Manager, Human Resource Development Unit

HRD has the lead responsibility of providing capacity building and training services to local Career Center System staff, including Local Workforce Investment Board staff. This unit is also responsible for the capacity-building and training needs of all DEWS staff, as well as coordinating all of DEWS training events and conferences. HRD also supports the work of the Regional Economic Development Councils with regard to staffing, training delivery and event coordination.

Jane Thompson, Director, Apprenticeship Training

In her role as Director of Apprenticeship Training, Ms. Thompson oversees the New York State Registered Apprenticeship Training Program and acts as the Secretary of the State Apprenticeship and Training Council and State joint apprenticeship committees. Ms. Thompson is responsible for ensuring quality apprenticeship programs, policy and procedure development, providing equality of access to programs, safeguarding the welfare of apprentices, and disseminating employment and training information to sponsors, stakeholders, and partners. Ms. Thompson also works with skilled trade unions, business and labor associations, merit shops, educational institutions, the NYSED, and government sponsors to promote Apprenticeship.

Organizational structure and membership roster of SWIB members and their organizational affiliation

A. Organizational Structure:

The SWIB’s current purview is the Career Center system established under WIA, which includes the State’s 33 Local Workforce Investment Boards (LWIBs), 96 Career Centers, robust business and employment services, a comprehensive case management system, and a talent inventory of over 700,000 individuals. The appointment process is as follows.

Appointment Process:

- All members are appointed by the Governor, except the four members representing the Legislature;
- Business members are nominated by state business organizations and business trade associations;
- Representatives of labor organizations are nominated by the NYS AFL-CIO;
- Representatives with experience with respect to youth activities are nominated by state youth organizations;
- Representatives with experience in the delivery of workforce investment activities are nominated by associations representing community colleges and CBOs;

B. Membership Roster

GOVERNOR ANDREW M. CUOMO Robert Duffy, Lt. Governor represents		
<u>NAME</u>	<u>ORGANIZATION</u>	<u>AFFILIATION</u>
Adams, Kenneth	Empire State Development Corporation; Urban Development Corporation	Executive Branch
Ayala, Plinio	Per Scholas	Youth Activities
Baird, Tony	Tony Baird Electronics	Business: Small Business/ Electronics
Bernardo, James	Candela Systems Corporation	Business: Green Tech
Carro, Noreen	LMN Printing Co.	Business: Manufacturing
Catalano, Albert	Int’l Union of Bricklayers and Allied Craftworkers	Organized Labor
Cole, Paul	American Labor Studies Center	Mature Worker Issues

Costello, Patrick	IBEW Local 43	Organized Labor
Cozzolino, Vincent	FALA Technologies The Solar Energy Consortium	Business: Green Tech
Dattola, Rick	Tupper Lake Supply	Business: Small Business/Retail
Diodati, Richard	Charles T. Sitrin Health Care Center	Business: Health Care
Estaban, Sergio	LaBella Associates PC	Business: Engineering/Architecture
Fancher, Michael	College of Nanoscale Science and Technology	Business: Nanotechnology
Fuest, Norbert	Morton Salt	Business: Food Products
Hein, Michael	Ulster County	Local Elected Official (County Executive)
Hill, Beth L.	Fort Ticonderoga	Business: Tourism
Johnson, Jessica	Johnson Security Bureau, Inc.	Business: Security
King, Deborah	1199 SEIU Training & Employment Funds	Organized Labor
King, John B	NYS Education Department	Executive Branch
Kondra-DeFuria, Suzanne	Potter Heating & Air Conditioning	Business: Small Business (HVAC)
Madison, Allison	Madison Approach Staffing, Inc.	Business: Professional Services
Maier, Peter	INFICON	Business: Manufacturing
Mathis, David	Oneida County Workforce Development	Youth Activities
Maziarz, George D.	NYS Senate	Legislative – Senate
McDermott, Joseph	Consortium for Worker Education	Workforce Experienced (Community Based Organization)
McNally, Michael	United Health Services	Business: Health Care
Milliken, James	City University of New York	Workforce Experienced
Miner, Kathleen	Univ. of Rochester Medical Center & Strong Memorial Hospital	Business: Health Care

Murphy, Ed	AFL-CIO, Workforce Development Institute	Veterans Issues
Papale, Shawna	Candella's Produce LLC	Business: Agriculture
Poole, Sheila	NYS Office of Children and Family Services	Executive Branch
Proud, Kristin M.	Office of Temporary and Disability Assistance	Executive Branch
Quill, Michael	Mayor, City of Auburn	Local Elected Official (Mayor)
Rivera, Peter	NYS Department of Labor	Executive Branch
Sansone, Chris	Keller Technology Corp.	Business: Advanced Manufacturing
Savino, Diane	NYS Senate	Legislative – Senate
Schimminger, Robin	NYS Assembly	Legislative – Assembly
Schneider, Shelby	Shmaltz Brewing Co.	Business: Small Business – Beer/Wine/Spirits/Cider
Sheffield, William	Irving Tissue	Business: Manufacturing
Shybunko-Moore, Anne	GSE Dynamics, Inc.	Business: Engineering/ Manufacturing (Military)
Townsend, Kimberly	Loretto	Business: Health Care
Weber, Nancy	Mexican Pride Farm	Business: Agriculture
Zimpher, Nancy L.	State University of New York	Executive Branch

The roster is available on the Department of Labor website and can be accessed at: [SWIB Members](#).

In 2011, Governor Cuomo established a Spending and Government Efficiency (SAGE) Commission to look at where savings could be realized in consolidating state agencies, programs, and functions. Initial findings recommended possibly expanding the role of the State Board to more efficiently align more than 40 workforce related programs across several state agencies. In February 2013, the SAGE Commission issued its final report which recommended that the Governor revitalize the SWIB to serve as the coordinating body to develop a statewide workforce development strategy. The Department of Labor has been working with the SAGE Commission as well as the Administration to provide information about the current scope of the SWIB, its role and responsibilities under the Workforce Investment Act, and options as to composition, authority, and where it might fit in terms of the Governor's priorities.

One such priority is the Governor's Regional Economic Council initiative. The Councils are the Administration's primary vehicle for driving economic development at the regional level. This initiative is the cornerstone of the State's economic strategy and has the full commitment of the Governor and Lieutenant Governor. Critical to its success is the alignment of workforce and economic development strategies. This, combined with the findings of the SAGE Commission, is driving the discussion on how to ensure the SWIB is a vital component of an overall strategy for New York State. While the Department of Labor would like to assure the U.S. Department of Labor that a conclusion is imminent, we are not in control of the timeline and therefore can only report on the proposed recommendations and our contributions during the discourse.

SWIB coordination and alignment of resources and policies of all programs included in the plan

In New York State, the WIA-funded workforce system is focused on increasing our customers' competitive advantage in the marketplace – whether the customer is a jobseeker or a business. This is a unifying mission that ensures that all of our resources and policies align to work toward customer success. The State Board has adopted the customer service model which includes four essential elements:

- *Expeditious Entry into the Workforce System*
 - All customers receiving unemployment insurance are brought into the Career Center for reemployment services within two weeks of filing their initial claim.
 - Customers can enter the system through multiple doors: if entering through JobZone (New York's web-based career planning and portfolio tool), customers' information will automatically populate the One-Stop case management system (OSOS) eliminating the need for customers to provide duplicate information; if a customer with a disability enters through a partner organization serving individuals with disabilities, that partner organization can now utilize the One-Stop case management system through the new NYESS (New York Employment Services System) to broaden the employment resources available to their customer base.
 - Businesses contact their regional Business Services Team for all their hiring and business needs rather than having to contact multiple programs and funding sources.
 - Through agreements with businesses to 'index' their job openings, NYSDOL can electronically scrape organizations' job postings for inclusion in the Job Bank rather than having the business send them each time to a state or local Career Center contact.
- *Identification of Customer Needs*

NYS workforce policy was established to ensure that jobseeking customers receive an initial assessment as their first staff-assisted service to identify their employment and training needs and determine whether they are in need of Job Search Ready Services (JSRS) or Career Development Services (CDS). This determination is based on a one-to-one initial assessment interview with the customer, where the career advisor takes into consideration: the customer's occupational goals, existing skills, work search readiness and barriers to employment; local labor market conditions; and, desire for skills upgrading and/or training. A quality initial assessment also results in information relevant to a résumé being recorded in the customer's case file and submitted through the SMART (Skills Matching and Referral Technology) system.

The SMART program analyzes a job candidate's knowledge, skills, and abilities. At the same time, it combs through job descriptions to locate the knowledge, skills, and abilities needed for a quality match. SMART then compares the resume and the job description based on common denominators and assigns a 'goodness of fit' value. The goodness of fit value rates the probability that a resume/job description pairing will lead to a successful placement.

The higher the value, the better chance the candidate and the job are compatible. For jobseekers, these matches are sent directly to their email account for consideration. For businesses, this ensures a closer match of candidate to their job openings resulting in more efficiency and lower administrative costs in their hiring processes.

- *Development of Individual Service Plans*
 - Career Center staffs work with all jobseekers to plan the services best suited to their individual needs. Those needing career development services or seeking training receive a written individual employment plan (IEP) that helps guide the customer as they work toward their employment goals. The State has established a customer service performance measure that requires local areas to provide an IEP to all individuals seeking training. This is because the IEP is used to set an occupational goal for the customer and ensure that the training will help them achieve that goal. The goal for this measure is to have 95% of the program year's Training Participants receive an IEP. Local areas must meet 80% of the stated goal to be considered as passing the measure.
 - Regional Business Services Teams work with both the Career Center staff and businesses to ensure individualized services are delivered in a timely manner. Business Service Teams' performance is measured on services to the top 100 businesses in each region (as determined by the Quarterly Census of Employment and Wages), and the top 50 businesses with the largest number of open job orders in the New York State Job Bank each month. Analysis conducted in July 2012 shows that the Business Services Teams have made significant improvements in servicing the businesses in their regions and engaging them in the workforce system.
- *Continuous Engagement*

New York State strives to keep job-seeking customers engaged with the Career Center system until they have been successful in achieving their employment goals. We continue to challenge local workforce areas to meet or exceed the customer service goal of having less than ten percent of customers exit the Career Center system while still certifying for unemployment insurance benefits. Continuous engagement strategies include participation in job clubs, workshops, virtual services, and business recruitment events. Rapid response staffs are piloting an email coaching program that engages customers throughout their job search and provides tips and activities to keep them motivated and successful. Each emailed 'lesson' includes a link to a feedback survey customers complete so that staff can determine if additional services are needed.

SWIB collaboration in the development of the plan, and in carrying out the functions of WIA Sec. 111(d)

As mentioned previously, last year, Governor Cuomo implemented a new economic development initiative for New York State that is designed to increase job creation, business development, and growth. This vision is being carried out through ten Regional Economic Development Councils which are charged with identifying strategies and projects that will: transform the regions, identify needed regulatory reforms, and help businesses thrive in New York State. A Chairman's Committee oversees the Regional Councils and reviews their progress and recommendations.

A large part of the success of the economic revitalization of New York State is dependent upon a skilled and ready workforce and an alignment of economic and workforce development strategies. To that end, the Chairman's Committee is looking at how the State and local workforce boards can be incorporated into the Regional Economic Development Council process.

Each Regional Council is co-chaired by the CEO of a business and by a President of one of our colleges or universities. Members of each Council include business executives, organized labor, local elected officials, not-for-profits, and others, similar to the membership required on the State Board. Several of the Local Workforce Investment Board members are also members of the Regional Councils, and many of the local WIB Executive Directors are participating as members of Council workgroups looking at regional workforce development issues. Public input is regularly solicited to ensure that citizens also have an opportunity to help shape the economic growth of their communities.

Another force driving our methodical approach to alignment of the State Board is the SAGE Commission which, as mentioned earlier, was established by the Governor to “...make State government more modern, accountable and efficient” by identifying ways to reduce functional duplication and conserve scarce resources. In the meantime, the State Plan was developed with the Board’s full awareness of the new strategy for more closely aligning workforce and economic development in New York State, while also honoring its responsibility for developing a strategy for WIA funded programs and activities through the state’s Career Center delivery system. We believe the State Board will become an entity with a broader view of New York’s workforce issues and will employ a much more collaborative method for ensuring a statewide workforce strategy that considers the entire workforce funding that comes into New York State, not just the WIA funds.

With regard to describing how the Board “coordinates and aligns policies and resources” or how it will carry out its functions, that is exactly the discussion that is taking place at the executive level – to determine how the State Board or a similar entity, can more effectively coordinate and align the workforce resources and policies delivered through the many programs and agencies that currently contribute to a fractured system. This is an important dialogue that is being thoroughly vetted and we expect will soon result in a much more effective workforce development system in New York State.

The SWIB voted to accept the State Plan On January 29, 2014.

Representation of Vocational Rehabilitation on the SWIB

The vocational rehabilitation function known as Adult Career and Continuing Education Services – Vocational Rehabilitation (ACCESS-VR) – is housed within NYSED which is represented on the SWIB by the Commissioner of Education, an ex officio member.

Local Areas in the State

New York State’s 33 local areas were designated during the transition from JTPA to WIA in accordance with the parameters outlined in the statute. These original local area designations remain intact.

Category I (greater than 500,000):

- Suffolk;
- Monroe;
- Erie; and
- New York City.

Category II (JTPA/Service Delivery Area [SDA] greater than 200,000; subsequent performance satisfactory):

- Genesee/Livingston/Orleans/Wyoming;
- Finger Lakes (Ontario/Seneca/Yates/Wayne);
- Oneida/Herkimer/Madison;

- Oyster Bay;
- Niagara;
- Onondaga;
- Albany/Schenectady/Rensselaer;
- Chemung/Schuyler/Steuben;
- Hempstead;
- Rockland;
- Saratoga/Warren/Washington; and
- Orange.

Category IIIA (JTPA/SDA greater than 200,000; failed performance):

- N/A

Category IIIB (JTPA/SDA less than 200,000)

- St. Lawrence;
- Cattaraugus/Allegany;
- Ulster;
- Jefferson/Lewis;
- North Country (Clinton/Franklin/Essex/Hamilton);
- Sullivan;
- Cayuga/Cortland;
- Fulton/Montgomery/Schoharie;
- Chenango/Delaware/Otsego;
- Yonkers;
- Oswego;
- Columbia/Greene; and
- Chautauqua.

Category IIIC (New Local Areas):

- Broome/Tioga;
- Tompkins;
- Dutchess; and
- Balance of Westchester/Putnam.

Local Area Designation

In 2000, Chief Elected Officials were contacted, and a standardized “Request for Designation as a LWIA” was sent to them with instructions on completion. Requests included information on the following: counties/cities included in the proposed Local Area, Chief Elected Officials, current SDA status, category under which designations were requested, previous performance, financial integrity, and status of Career Center implementation in the area.

Local designation requests were reviewed, verified, and organized by Department of Labor staff and presented to the State Workforce Investment Board (SWIB) for consideration and approval in conjunction with the Governor. The SWIB has not received any new requests for designation since the establishment of these 33 local workforce investment areas.

The Appeals Process

As outlined in our first State Plan, appeals from units not designated would have been directed to the SWIB for review in conjunction with the Governor. An appeal of a negative determination on a request for designation as an LWIA could be accepted from any, or all, of the Chief Local Elected Officials who had requested the designation. The appeal was required to be:

1. Postmarked within 30 days of the issuance of the notice of disapproval.
2. Submitted to the Director of the Division of Employment and Workforce Solutions.
3. Provided concurrently to any other Chief Local Elected Officials affected but not parties to the appeal.

The appeal would need to clearly address the question of how the decision being appealed is contrary to the best interest(s) of the businesses and residents of the local area, and should provide documentation to address the following:

- Geographic areas served by local educational agencies and intermediate educational agencies;
- Geographic areas served by post-secondary educational institutions and area vocational education schools;
- The extent to which the proposed local area is consistent with the labor market area;
- The distance that individuals would need to travel to receive services provided in the proposed local area; and
- The resources of the local area that are available to effectively administer the activities carried out under Title I, Subtitle B, of WIA.

The State would have responded to the appeal after consultation with the Chair of the SWIB, and if appropriate, all SWIB members. If a response was not possible within 30 days, the State would notify the appellant (and any other Chief Local Elected Officials) of the reason for the delay and a reasonable date by which a decision will be issued.

New York State received no appeals of the original local area designations, and has received no requests for re-designations.

Operating Systems and Policies Supporting the State's Strategies

UI-ES Connectivity

The UI ES Connectivity Grant will create an Integrated Workforce Registration (IWR) for both UI and ES customers. This common data collection system will eliminate duplication of data entry, improve quality of data, as well as coordinate and align the delivery of services to UI customers. Currently, NY State Policy requires that all UI customers come into the One-Stop Career Centers and register with the Workforce System. The IWR aligns with this policy. After registration is complete, the customer will be presented with a customized Landing Page. This page will help to coordinate the implementation of various state strategies. For example, customized LMI, job matches and UI information will be provided to the customer right on their personal landing page. In addition, the Landing Page will have the capability of two way communication between UI/ES and the customer.

Reemployment Operating System

NYS DOL has developed a Reemployment Operating System (REOS) which facilitates the communication of information related to UI claimants between UI and Career Center systems and staff. REOS provides Career Center staff with effective tools for scheduling UI claimants for service, tracking attendance,

reporting potential UI issues to UI staff for adjudication and placing a hold on UI claimant benefits for failure to report to services. NYSDOL continues to update and enhance REOS as needed to allow Career Center staff to more effectively manage reemployment service customers. For example, we recently modified REOS to enable Career Center staff to identify and schedule EUC claimants for REAs as required under the Middle Class Tax Act and to record and track attendance, failures to report, and services for reporting purposes.

One-Stop Operating System (OSOS)/JobZone Integration Project

The OSOS/JobZone Integration project includes a complete rewrite of the CareerZone(CZ) and JobZone (JZ) systems in a format that complies with NYSDOL IT standards. The system rewrite provided the opportunity to correct known system defects, update existing features as well as add new functionality. The new system was written to match the framework and business requirements of the OSOS Self-Service module that had been previously developed, but never implemented in New York State, requiring changes to the way accounts are created and customer data stored. CZ and JZ now share a common database with OSOS and are the self-service interface for OSOS. Data entered by staff into OSOS appears in the corresponding CZ/JZ modules, just as any data a customer enters into CZ/JZ appears in the corresponding OSOS fields. For cases where CZ/JZ have fields that do not appear in OSOS, a link is provided within OSOS that opens the customer's record, allowing the staff person to explore the customer's CZ/JZ account. Because the database is shared between the systems, all customers with a CZ/JZ account also have an OSOS record, and the username and password from any OSOS record can be used to access CZ and JZ. This shared database structure allows for the batch creation of customer CZ/JZ accounts and simplifies the username and password reset process when customers forget their log-in credentials.

NYC – OSOS Connectivity

NYC Small Business Services (SBS): NYSDOL continues to work with SBS to fully integrate the WorkSource1 case management system (WS1) as an alternative front-end access to the NYSDOL's One-Stop Operating System (OSOS) database. This will be handled by bi-directional Application Processing/Programming Interfaces (APIs). The first phase of this enhanced connection is for SBS to submit to OSOS the actual office and staff assignments from WS1. Office set-up has been duplicated between the two systems. This will be followed by creating staff accounts in OSOS for all of the SBS staff and contracted staff. Once this has been accomplished, testing of the API process will occur. Subsequent to passing all testing requirements, SBS will implement the enhanced API of data to OSOS. Future enhancements look to move from a weekly exchange of data between OSOS and WS1 to a daily exchange and eventually to a real-time exchange.

Department of Youth and Community Development (DYCD): NYSDOL will work with DYCD to finalize business requirements development and testing of the Capricorn case management system bi-directional API with OSOS. Implementation is expected to be in stages; starting with weekly "batch" uploads of data to eventual real-time API connections.

New York Employment Services System (NYESS)

The New York Employment Services System (NYESS) is a comprehensive employment system and provides all New Yorkers – regardless of their (dis)ability – with a single point of access to all employment-related services and supports, including job matching with the approximately 90,000 jobs currently posted by employers in the NYS Job Bank. NYESS is made up of various computer applications and data sets. Employment related data collection is accomplished by all NYESS partners using the existing NYSDOL case management system, One-Stop Operating System (OSOS).

The Youth Portal

The Youth Portal at <http://www.labor.ny.gov/youth> is a common information site for all NYSDOL youth related content. It contains a mix of content pulled from external sources, original content developed by the Youth Office, and links to youth related content maintained by other NYSDOL units (e.g., Labor Standards). The Youth Portal content is sorted based upon user persona, with pathways for Youth 14-17 and Youth 17-21, and a section for Parents/Guardians/Caregivers . A separate Educator section may be developed in the future.

Workforce Information Database

To support state strategies and coordinate with various workforce investment activities, New York State utilizes the Workforce Information Database (WID) in the collection and dissemination of labor market information. The Workforce Information Database is a normalized relational database structure which stores employment statistics, labor market information, business listings and other related economic and demographic data. Bringing information into a common structure allows the efficient delivery of data to workforce customers and partners via multiple outlets and in useful formats. Current examples of data provisions are: CareerZone, JobZone, and the labor statistics portion of our website.

(<http://www.labor.ny.gov>)

The Healthcare Virtual Career Network (VCN)

The Healthcare VCN is an online portal that provides career exploration and training tools to help jobseekers prepare for a career in healthcare. VCN provides access to everything a person needs to prepare for a healthcare career, with information and tools to help jobseekers enter or advance in the healthcare field. At this stage, NYSDOL is just exploring the Healthcare VCN connection.

New York Self-Sufficiency Estimator (SEE)

In response to New York State legislation passed in January 2012 to improve services and training for women to qualify for higher wage jobs, NYSDOL developed a *Self Sufficiency Earnings Estimator (SEE)*. Based on self sufficiency standard research conducted by Diana Pearce, PhD and produced by the Center for Women's Welfare at the University of Washington, this new career guidance tool may be used by career counselors and other Career Center staff in conjunction with other staff assisted services to:

- Estimate the income level that would be required, based on location and family composition, for the household to achieve self-sufficiency; and
- Review occupations where the median earnings would meet or exceed the earnings estimate provided.
- The occupations can be reviewed by occupational cluster, or sorted by educational level. Occupations displayed on education level worksheets are color-coded to indicate whether the outlook for the occupation is: favorable, very favorable, unfavorable or very unfavorable.

American Job Center Branding

The Department of Labor is taking a serious look at the branding issue for New York State's Career Center system in preparation for making a recommendation to the State Board. NYSDOL has reached out to the local workforce areas to determine their interest in adopting USDOL's new Career Center system branding. Many of our local workforce areas have advised that their Boards do not meet in the summer and therefore the issue of the American Job Center brand will not be raised with the Board members until they resume regular meetings sometime in September. However, based on survey

results of the local workforce board executive directors, over 80% indicate that they have their own established brand for the Career Centers in their area and therefore would prefer not to re-brand their centers as American Job Centers. They also expressed concerns about the cost of re-branding and the re-branding's potential effect on customer awareness and recognition of the One-Stop centers and services. The majority of the WIB directors did acknowledge however, that there are advantages to having a consistent branding across all Career Centers.

With this feedback in mind, the Department is also considering other options. As the Governor seeks to ensure a vibrant New York State and send the message to businesses that New York is a welcoming state for business growth and success, the new NY Works branding (<http://www.thenewny.com/>) is being used to connect the various programs and initiatives to this overall message. In addition to the New York Works Task Force mentioned previously and a New NY Works for Business website, a NY Works for Business television ad campaign began in July 2012; the NY Youth Works program was established by the Governor earlier this year and is administered through NYSDOL; and NY Works is being used to convey the variety of transportation infrastructure projects happening in the state and the jobs they have created.

The advantages of using the NY Works label are many, not the least of which would be:

- Alignment with State Vision: alignment of branding that connects the Career Center system to the broader state mission and vision.
- Brand recognition: Consistent branding across all 91 Career Centers would provide customers with brand recognition statewide.
- Leveraged marketing: Marketing of other NY Works initiatives through press releases, ad campaigns and PSAs benefits the Career Center system through repeated media exposure of the brand.

In addition to branding considerations, the State is working to increase its ability to reach workforce customers through virtual means. New York State was the only state in the nation to receive a National Association of State Workforce Agencies (NASWA) award for all four components of the UI/ES Connectivity grant which included \$750,000 for social media initiatives. A number of intra-agency teams are working on new initiatives that will increase both awareness and access to the Career Center system including:

- Build a virtual Career Center whose services would include Live Chat with a career counselor and Virtual Job Fairs;
- Create mobile applications and enhance web-based services to be mobile friendly;
- Improve the use and penetration of social media tools to increase customer engagement; and
- Assess the social media acumen of Career Center staff and increase professional development opportunities for staff to learn how to use the tools to better serve customers.

Apprenticeship

The alignment of the Registered Apprenticeship Program with other Workforce Investment Act programs allows for the marketing of Apprenticeship opportunities to those receiving services within the Career Center System. A new marketing presentation has recently been completed, and it will be used to target potential sponsors, youth, jobseekers, and other interested parties. Apprenticeship program sponsors connect to the Career Center system and unemployed and underemployed individuals by having their apprentice recruitment announcements posted on the NYSDOL Apprenticeship website and through the State's Job Bank. Apprentice Training Representatives (ATRs) are located throughout New York State (NYS) and work with current and potential sponsors to develop new programs and provide technical assistance. Technical assistance includes assisting sponsors with

programmatic inquiries, marketing, recruitment and selection of apprentices, affirmative action plan creation and revisions, connection with NYS Education Department approved related and supplemental instruction providers, and resolution of compliance issues. ATRs market Registered Apprenticeship through job fairs, high school Guidance Counselors, and outreach events (such as school functions) to encourage participation. ATRs also coordinate and participate in Construction Career Days programs which introduce high school youth to programs in the Building and Construction trades. Construction Career Days programs are held in various locations throughout NYS. In addition, ATRs in some regions of NYS are stationed within the Career Centers which facilitates direct communication amongst Apprenticeship and Career Center staff. This includes working with individuals responsible for Business Services and Veterans Programs. Additionally, NYSDOL expects to expand relationships between Registered Apprenticeship and the State's Education system by encouraging an increase in the amount of articulation agreements between Registered Apprenticeship programs and the Education system.

Rapid Response Organizational Structure in NYS

Under the Workforce Investment Act, the State is responsible for the provision of RR services. States must establish a State Dislocated Worker Unit to carry out statewide RR activities. The organizational structure in NYS consists of the following:

- *Statewide Dislocated Worker Unit:* Based in the Division of Employment and Workforce Solutions Central Office in Albany, this unit serves as a repository for all state WARN and workforce intelligence data necessary to initiate a statewide RR response. A Statewide Rapid Response Coordinator directs and oversees Rapid Response services through a network of Regional Rapid Response Teams (RRRT).
- *Regional Rapid Response Teams:* Each New York State Department of Labor (NYSDOL) region houses an RRRT, led by a Regional Rapid Response Coordinator (RRRC). The RRRC serves as the central point of contact for Rapid Response events within the region.
- *Special Workforce Assistance Team:* Located in Syracuse, the Special Workforce Assistance Team is available to provide additional assistance for extraordinary WARN events which require staffing resources beyond those available at the local and regional levels. This team is supervised by the Central Region's RRRC.
- *Business Services Unit:* This unit collaborates with RRRCs to develop appropriate strategies for addressing dislocation events and provide timely access to services. This unit also has lead responsibility for promoting layoff aversion activities, including Shared Work and Employment Tax Credits.

Quarterly Wage Record Information

The state will continue to use quarterly wage record information to measure the progress on state and local performance measures. The NYSDOL and the NYS Dept. of Taxation and Finance (NYSDTF) have a long-standing Memorandum of Understanding (MOU) agreement regarding the sharing of wage record data. These wage record data will continue to be maintained in the same secure manner as described in the MOU: "NYSDOL shall keep NYSDTF information provided to it confidential, and shall take such steps as are reasonable and prudent to provide the level of systems and administrative security and control necessary to ensure that such information is fully protected and properly utilized within NYSDOL's systems, operations and processes. Further, NYSDTF information provided to NYSDOL shall not be re-disclosed to any other individual or entity except as expressly provided by law. Confidentiality and security must be maintained to the standards mandated by the NYS Tax Law."

Services to State Target Populations

With universal access, Career Centers are able to serve all individuals from all of the identified special population groups. Functionally aligned Labor Exchange services for all jobseekers and employers are available statewide using the three-tiered approach, as outlined below:

High Quality Self-Help Services

High Quality Self Help Services include access to information and services through web-based technology available through the Internet, as well as through the wide variety of self-help Resource Room tools available on-site at local Career Center system locations. Resource Rooms provide a variety of information/tools through various mediums (including print media, videos, equipment, Job Bank/Talent Bank listings and matching systems, PC applications, as well as Intranet and Internet-based web applications), which are available to customers as either Self-Help and/or Facilitated Self-Help services, depending on customer need/choice.

Facilitated Self-Help Services

Individual staff assistance is provided to customers to access or effectively use Resource Room information and tools available on-site at Career Center system locations.

Staff-Assisted Services

Staff Assisted Services range from intensive one-on-one services to group settings. Services might include assessment, intensive job search assistance, job clubs or other workshops.

Specific examples of services to target populations follow.

Services to the Unemployed and Long Term Unemployed

UI-PL #24-12, Planning Guidance for the FY 2013 UI SQSP, indicates that in the upcoming year ETA will focus significant technical assistance resources to support state service delivery to claimants with the following specific goals:

- Ensuring the UI claimants have access to the full continuum of workforce services through Career Centers, both virtual and in-person;
- Identifying and sharing REA best practices; and
- Improving the integration of UI and workforce programs to improve employment outcomes of claimants.

NYS shares these goals and we consider NYS to be one of leading states in terms of integrating UI reemployment and workforce programs, and building strong linkages between UI and Career Center systems as evidenced by the following recent and ongoing state efforts:

New York State UI reform Legislation includes a provision that deposits a portion of the UI tax paid by employers into a special fund to support a Reemployment Services Program for targeted UI customers (capped at \$35 million annually). The availability of this dedicated State fund allows NYSDOL to implement a statewide Reemployment Services Program.

The policy framework for the state-funded Reemployment Services Program:

- Emphasizes early intervention;

- Provides statewide service standards across the state, yet encourage regional/local service delivery designs to tailor services to individual customer needs; and
- Speeds the referral of claimants who need additional help to other support services available within the public workforce system, including but not limited to training/retraining.

The service design for all UI claimants subject to work search requirements includes:

- A description of the full range of services available through the Career Center system and how services can be accessed;
- An initial assessment including a basic review of the individual's work history, skills, training, education, career objective, and any self-identified service needs; the initial assessment should be used to inform decisions on next steps (i.e., scheduling additional services and/or targeting for follow-up services);
- Information notifying claimants of their work search related responsibilities including advisement that failure to report for scheduled reemployment services may impact their continuing eligibility for benefits;
- A complete, up-to-date, OSOS record that will support program enrollments and effective job matching; and

A Comprehensive Assessment, when it is determined that the customer is in need of Career Development Services. Such services may be needed in order to address barriers to employment; establish an employment/occupational goal that is relevant to the local labor market; and/or identify deficiencies in occupational knowledge, skills and abilities that can be rectified through skills development and training. This leads to the development of an Individual Employment Plan.

NYSDOL is currently introducing an enhanced reemployment services model to better address the needs of unemployed individuals in Career Centers. A continuous engagement approach is being piloted for both UI customers and the Long-Term Unemployed who may not be receiving benefits. Under the Career Center Customer Engagement (C3E) model, these customers will be scheduled and meet with staff during three appointments over a ten week period for customized career advisement. A similar engagement model is already successfully used with veteran customers and in the Reemployment Eligibility Assessment program.

The C3E strategy is being implemented to coincide with recent NYS UI reforms. Career Advisors in Career Centers will develop a work search plan with UI customers that outlines designated work search activities. Customers will keep a detailed log of their work search activities for up to one year. Customers who are not meeting work search requirements will be called into the Career Center and provided with assistance in developing a work search plan.

New York State has actively pursued federal Reemployment Eligibility and Assessment (REA) grant funding and received the largest share of REA federal grant dollars in the country for the past three years. NYS operates REA in 25 of its 33 Local Workforce Investment Areas (LWIAs) and in 44 NYS Career Centers across the state. In addition, FY2013 funding will allow for a continuation of the current program at the same level plus a 6% increase to expand the REA program in targeted underserved LWIAs.

NYSDOL has launched the first version of an integrated on-line JobZone / One-Stop Operating System (OSOS) which provides part of the foundational architecture needed on the workforce system side to implement key deliverables under the Integrated Workforce Customer Registration, Real Time Triage, Transferability of Skills, and Leveraging Social Media Skills for Service Delivery grant for NYS. UI claimants now have JobZone self-service on-line accounts created (and/or updated) automatically at

time of UI claims filing as part of required ES Registration. Information provided during the claim process pre-populates corresponding fields in both the on-line self service JobZone and the staff OSOS case management system. This eliminates the need for duplicate data entry by either the claimant or the staff. It also provides staff access to view/track customer self service activities. Future versions of JobZone will be expanded to also offer more remote access to staff assisted services and chat features. JobZone and OSOS now share a common database so that the customer's on-line profile in JobZone remains continually in sync with the OSOS case management system used by staff in the Career Centers.

New hardware has been purchased/installed to implement new, improved Burning Glass tools as enhancements to the current Skills Matching and Referral Technology (SMART) system. The improved Burning Glass technologies will be integrated with JobZone/OSOS and NYS Job Bank systems to provide both jobseekers and businesses with enhanced on-line matching tools. Business requirements sessions have begun with both Burning Glass and JobZone vendors to discuss integrated implementation of the enhanced tools. When implemented, the integrated Burning Glass products will provide UI claimants with:

- Online resume writing assistance that will result in improved skills descriptions and more effective job matching, including potential job leads that utilize transferable skills in different occupations/industries than the jobs previously held.
- Access to advanced job search options that can help to fine tune and/or expand matching results; ability to maintain multiple resumes; individual preference options for notification of potential job leads via alternative means of communication; and options allowing businesses to view individual resumes online through secure system communication means with options to hide/display individual contact information.
- Tools that will provide insights into the skills those businesses with current job openings are looking for, and allow jobseekers to compare their own resumes to the skills reflected on resumes of jobseekers that were hired for the type of work desired. These tools provide jobseekers with information regarding what is needed to successfully compete in today's job market. These insights help claimants to identify their skill gaps and training needs, and to establish realistic short term employment and/or longer term career goals.

To expedite and streamline the delivery of training services through the WIA Career Center system, eligible individuals are quickly approved for an ITA when both skills gaps and an appropriate training program to remediate these skills gaps are identified. Staff who have the responsibility for providing assessment services also have authority to develop and submit an ITA for funding approval; and, State policy on funding training services through ITAs is transparent to entities wishing to leverage funding with the WIA Career Center System. The intent is to increase the number of participants entering training programs and obtaining skills upgrading or new skills/occupational training based on local labor market demands. This policy is detailed in TA #09-02 issued March 9, 2009.

An initial version of a claimant online work search record (WSR) accessible by Career Center and UI staff was put into production in July 2012 as one feature of a new integrated JobZone/One-Stop Operating System self service tool. Based on user feedback and discussions with USDOL and partner states the tool was significantly updated in 2013. Additional refinements will be introduced in February or March of 2014. The WSR and other JZ services will be key components of the planned integrated customer landing page requirement of the UI-ES Connectivity project.

Apprenticeship Affirmative Action – Direct Entry Programs

New York State's Registered Apprenticeship program helps to reach targeted populations including women, minorities, and Veterans by requiring sponsors to agree to utilize Affirmative Action Pledges or

Affirmative Action Plans. Programs with five or more apprentices are required to achieve specific goals for women and minority participation within their programs. In addition, some programs choose to use Direct Entry as a method of indenturing new apprentices by including this in their Affirmative Action Plans. Direct Entry is an alternative to the regular recruitment process where Apprenticeship Preparation programs which are approved by New York State as Direct Entry providers may be used to recruit apprentices.

The primary objective of Direct Entry is to increase access and diversity to Apprenticeship programs for targeted populations including women, minorities, and veterans. These Apprenticeship Preparation programs cover a range of skills from short term foundation and work readiness skills to long term technical skills with work experience. This method permits targeted individuals to bypass the normal recruitment process in order to gain access to the training programs, and it also assists sponsors in reaching their Affirmative Action goals. Direct Entry is especially helpful for women to enter non-traditional employment within the building and construction trades. Participating Direct Entry providers include national programs, such as Job Corps which assists youth and Helmets to Hardhats which assists veterans, as well as various community-based organizations.

Services to Individuals with Disabilities

NYESS

The special needs of individuals with multiple barriers (including those with disabilities and/or ex-offenders) are being addressed quickly and thoroughly due to the wide spectrum of service providers that are joined together under the newly implemented NYESS (see – State Strategies). The NYS Office for the Aging, the NYS Education Department (including Adults Career Continuing Education Services-Vocational Rehabilitation), the NYS Department of Health, NYS Office for Children and Family Services (including the Commission for the Blind and Visually Handicapped), the NYS Office for Alcohol and Substance Abuse, NYS Office of Temporary and Disability Assistance, the State University of New York, NYSDOL, and local community-based organizations apply the knowledge they have received through cross-training to develop comprehensive service strategies to address the needs of customers with varying needs. Together, with the common customer flow in the Career Centers, the partners are now aware of each agency's involvement with the customer instead of working in a vacuum. This is greatly reducing the duplication of services to customers.

Ticket-to-Work

In addition, the promotion by NYSDOL of Social Security Administration's Ticket-to-Work Program to all Career Centers statewide will heighten staff awareness to better serve customers identified as SSI and/or SSDI beneficiaries. By combining the functionality of NYESS with NYS's designation as a statewide Administrative Employment Network, NYS is poised to generate much needed Ticket-to-Work milestone revenue that will be used to provide employment support services to customers of the Career Center system who identify as disabled.

Disability Employment Initiative

The first generation (Round 1) of the Disability Employment Initiative (DEI) has been in operation in NYS since October 1, 2010 and is scheduled to end no later than January 31, 2014. This grant provides USDOL funding that better enables all One-Stop Career Centers in 13 Local Workforce Investment Area (LWIA) pilot sites the ability to offer specialized services to customers with disabilities. The services under this initiative are provided by up to 27 Disability Resource Coordinators staffed throughout the 13 LWIAs. In addition, the NYS Adult Career and Continuing Educational Services (ACCES-VR) has

committed \$600,000 to support this initiative. The project will end no later than January 31, 2014 due to this discontinuance of federal funding.

Assistive technology, while currently available statewide at all Career Centers, has been upgraded at the 13 DEI pilot sites and includes the most recent versions of Job Access with Speech (JAWS) software, MAGic Screen Magnification software, and OPEN BOOK scanning and reading software.

NYDOL received \$3,857,758 from USDOL for Round 4 DEI. This funding will be used support the DEI in four additional LWIAs that did not participate under Round 1.

Services to Ex-Offenders

Young Adult Ex-Offender Initiative

On July 2, 2013, the Department awarded a NYC consortium a total of \$1 million for an 18-month contract to offer specialized services to young adult ex-offenders between the ages of 18 and 21. This initiative is designed to help the state develop a comprehensive approach to increase the job readiness and improve employment outcomes for young adult ex-offenders who identify as homeless and/or LGBT. In the long term, this initiative will benefit the New York City region by helping participants of this initiative to become gainfully employed, tax-paying, law-abiding citizens, which in turn helps make the streets safer and strengthens the State's economy.

Over the contract period, a total of 150 participants will be enrolled in this initiative, with each participant receiving customized services to include: extensive stabilization and support services; work readiness training; General Educational Development (GED/high school diploma preparation); service-learning opportunities; and occupational training leading to an industry-recognized credential or enrollment into post-secondary education.

Federal Bonding

It is also important to note that the Federal Bonding Program (FBP), created as a job placement tool to assist at-risk job seekers, is available. The purpose of the program is to provide fidelity bonding in an amount up to \$25,000 at no cost to a business for the first six months of employment for hard-to-place job applicants. NYSDOL promotes the benefits of the FBP at all Career Centers as a tool for helping the following target groups obtain employment: (1) people with poor credit, (2) people who declared bankruptcy, (3) welfare recipients, (4) ex-offenders, (5) recovering substance abusers, (6) economically disadvantaged youth, (7) people who lack a work history, and (8) people with a dishonorable military discharge.

Work For Success

Governor Cuomo initiated a key program to help the formerly incarcerated find employment. Under the Work for Success program (WFS), businesses can earn up to \$2,400 in federal tax credits for each formerly incarcerated individual hired. This helps reduce recidivism, promote economic development, and improve public safety throughout New York State. The WFS program is a collaborative effort between NYSDOL, other State agencies, and various community partners to provide training and employment services to the formerly incarcerated.

- NYSDOL's 96 Career Centers have identified dedicated workforce professionals to serve as primary contacts for both businesses interested in hiring ex-offenders, and for assisting the

formerly incarcerated in finding gainful employment. The WFS Liaisons participate in monthly meetings, trainings, and events to further develop their skills in serving the formerly incarcerated.

- NYSDOL has worked with the Division of Criminal Justice Services (DCJS) to provide Offender Employment Specialist Training to WFS Liaisons and Business Services staff in New York City, Western New York, and the Capital Region. Training for the remainder of the regions is being planned for the near future.
- *Low Risk/Low Need Pilot:* In September 2013, the Brooklyn and Bronx Career Centers began a pilot to connect ex-offenders to employment. Parole Officers in these boroughs refer ex-offenders directly to the WFS Liaisons. DOL WFS Liaisons then provide employment related services to low-risk ex-offenders. NYSDOL has partnered with DCJS, Corrections, and Parole in the development of this pilot which will be expanded statewide.

Pay For Success

The Pay for Success (PFS) model is a new way of financing social services to help governments target limited dollars to achieve a positive, measurable outcome. Under the PFS model, a government agency commits funds to pay for a specific outcome that is achieved within a given timeframe. A key feature of the concept is that the financial capital to cover the total operating costs of achieving the target outcome is provided by independent private, philanthropic, or other social investors for the entire period of performance of the project. The investors' motivation for accepting the risks of funding the project is an expectation of a return on investment.

New York State was awarded \$12 million PFS grant from USDOL in September 2013 to pilot this concept. New York's project will expand an evidence-based intervention strategy currently delivered by the Center for Employment Opportunities (CEO) to address the employment needs of 1,000 formerly incarcerated individuals, who 1) are at high risk of returning to incarceration; 2) have been recently released to Rochester or New York City from prison; and 3) have high employment needs. CEO's evidence-based employment program has shown a statistically significant impact on recidivism and employment when targeting high risk individuals (MDRC study). The federally-funded portion of the grant will be conducted over a four-year time frame which allows time for outcome measurement and validation. The State has reserved funds to extend the intervention if successful.

Services to Limited English Proficient Individuals

New York State is committed to ensuring that Limited English Proficiency (LEP) individuals receive the language assistance necessary to afford them meaningful access to participate in all Career Center programs, services, and information.

In the past year, New York State hired 39 language-para-lingual staff to serve our LEP population and we plan to hire an additional 11 bi-lingual staff to serve our Spanish and Chinese populations.

In addition to having bi-lingual staff to work directly in Career Centers, staff can access the following resources to serve LEP customers: a language bank of New York State DOL volunteers who are fluent and able to interpret in other languages; over the phone interpreting and in-person consecutive interpreters; and, written translation through contractors.

Services to Immigrants

In the spring of 2010, New York State developed the Immigrant Workforce Project to address the workforce needs of LEP and immigrant workers. Six specially trained Immigrant Workforce Counselors (IWCs) work in Career Centers located in areas with the highest concentration of LEP and immigrant workers. To achieve the goal of increasing access to employment and training services to this population the Counselors:

- Provide training to Career Center staff to better serve customers from different cultures;
- Help the Career Center system be accessible and responsive to immigrant and LEP customers;
- Develop and maintain relationships with Community Based Organizations and other government agencies that serve immigrant and LEP workers;
- Propose new programs and services to serve this population more effectively; and
- Provide direct counseling to LEP and immigrant customers.

Services to Veterans

Veterans' services in New York are delivered through the Career Centers either under Priority of Service (POS) or the Jobs for Veterans State Grant. Disabled Veteran Outreach Program Specialists (DVOPS) and Local Veterans Employment Representatives (LVERs) funded through the Jobs for Veterans State Grant are located in Career Centers throughout the state. There are currently 74 DVOPS and LVERs who provide services to veterans through the system. DVOPS and LVERs are fully integrated into the Career Center system in New York allowing veterans to have direct and immediate access to the full range of services offered by NYSDOL and each LWIA.

Services to Post 9/11 Veterans

Under the Gold Card initiative, post 9/11 veterans seeking services are offered both intensive services and case management for up to six months from their initial service. Post 9/11 veterans not using services through the Gold Card Initiative still have available to them the full range of services through the Career Centers. Staff assisted services begin with an initial assessment to determine the level and types of services that would be most beneficial to the customer. These services include career counseling, resume and job search assistance, federal resume assistance, interviewing skills, and various workshops. The vast majority of post 9/11 veterans (over 90%) receive staff assisted services through the Career Centers in New York.

Service to Veterans Undergoing Vocational Rehabilitation and Employment

New York State has a Memorandum of Agreement (MOA) with USDOL VETS and the US Division of Veterans Affairs (VA) to provide job search assistance to those veterans completing vocational rehabilitation and employment under Chapter 31. Under this MOA, Jobs for Veterans State Grant funded staff provides case management and employment services to assist veterans in finding employment once they have completed training. The services provided are coordinated with VA counselors. NYSDOL Intensive Services Coordinators provide VA counselors with monthly case updates on each veteran ensuring that the services provided by the VA and the services provided by JVSG or Career staff are coordinated and complementary.

In addition, New York State has submitted its Five-Year Jobs for Veterans State Grant Strategic Plan, which provides detailed descriptions of DVOP/LVER roles and responsibilities under VPL 07-10. A copy of the approved Five-Year Jobs for Veterans State Grant Strategic Plan has been included as Attachment D to the State Plan.

Services to Returning National Guard Members

Career Centers play an integral role in the reintegration of returning National Guard members. Jobs for Veterans State Grant funded staff participate in all facets of the Yellow Ribbon program. Services begin at the pre-deployment event where service members are made aware of the services available to them. They are provided information on how to access services while deployed. Deployed service members can receive resume assistance via email and be enrolled in the SMART system to obtain job leads by email. When service members return, they are provided information on services at the demobilization site and asked to complete an employment screening questionnaire to determine their status following release from active duty. Those that are unemployed, underemployed, or attending school are contacted by the closest Career Center. At the 30 day post deployment yellow ribbon event, each service member meets with either a DVOP or LVER to conduct a one on one employment assessment. During this assessment, the questionnaire is reviewed to determine if there have been any changes and the specifics of each service member's situation are discussed. This information is forwarded to the Career Center to ensure the service member has a strong local connection for employment and training assistance. At the 60 day post deployment event, units with significant numbers of unemployed service members are provided a career fair as a part of the event. This career fair is open only to members of the unit and includes businesses whose employment opportunities match as closely as possible the skills possessed by unit members.

Services to Transitioning Service Members

Transitioning service members typically receive services one of two ways. They return to New York while on terminal leave from the military and seek out services as a result of the NYSDOL Employment Workshop, provided as a part of the Transition Assistance Program, or they receive services from either a DVOP or a LVER at a military installation located in New York State. New York State currently provides services at the Warrior in Transition Units located at West Point and Ft. Drum. Soldiers at these two sites receive assistance in planning their post military careers, developing resumes, interviewing, and job search skills as well as job search assistance. At Ft. Drum, services are also provided through the Army Career and Alumni Program (ACAP). DVOP/LVER staff work in conjunction with ACAP staff to assist transitioning service members in post military career planning. They are provided with information to assist them in making educational choices, choices as to which career has the most demand for their skills, assistance in preparing resumes, interview preparation, job search assistance, transferability of their particular skills, and information on how to use Career Center services in the state to which they return.

Services to Youth

The Career Development and Youth Initiatives Office serves as a single point of contact on youth issues and works with other youth serving agencies (e.g., New York State Education Department -NYSED, Office of Children and Family Services - OCFS, and Office of Temporary and Disability Assistance – OTDA) in support of youth initiatives statewide. Through the dual lens of career and youth development, the NYSDOL Youth Office seeks to provide policy guidance, offer professional development opportunities, develop curriculum and tools, and identify best practices from the state, nation and the globe. The ultimate goal is to help position youth for a successful transition to adulthood and to help them make decisions regarding career/college/training opportunities.

Local workforce investment areas develop comprehensive strategic plans for youth services for those activities required under WIA. Local areas provide year round comprehensive youth programs to eligible youth that include the provision of the youth program design framework activities as well as the ten

program elements. These comprehensive services are provided to both in-school and out-of-school youth.

The Career Development and Youth Initiatives Office co-ordinates and supports youth activities across the state through a number of strategies:

1. *Sharing technical assistance with local areas, state agencies and those community based organizations serving youth with a special emphasis on building the literacy and work-readiness skills to compete in the global economy.* Local area data is monitored and customized technical assistance is offered as needed. New Youth Management Reports have been developed for local areas to access information more easily from the NYSDOL One-Stop Operating System and assist them in monitoring performance of local youth contractors and providing assistance to support programming to help youth succeed.

Monthly youth calls and webinars have been offered to the system and will continue to be offered to assist practitioners in these topic areas below:

- Supporting Youth with Disabilities
- Engaging Youth through Positive Social Behaviors
- The Credential Connection: Creating a Competitive Workforce
- Effective Delivery of the National Work Readiness Credential
- Highlights of Youth Academy 2013
- Building Foundations for Summer 2013
- More Summer Experiences for Life Success
- Program Year 2013 Preparing for Success
- CareerZone 2013: A Primer of updates to NYS career exploration and planning system
- The *New*, New York State Career Guide (in development)
- Youth Data Tools to Manage Your WIA Program
- Moving from the GED to the new NYS High School Equivalency
- Incorporating Activities to Build Youth Resiliency and Self-Efficacy
- Critical Elements of a WIA youth Program – a Guide for Local Success
- Resources to Support Youth in Transition
- The NYS Dept. of Labor Youth Portal: Resources for Professionals

In addition to engaging partners in the 33 local workforce areas, NYSDOL has sought to engage the NYS Job Corps centers in WIB activities and coordinating career planning strategies for youth involved in Job Corps and WIA programs. Where local workforce areas have a Job Corps presence, they invite Job Corps representation on their boards.

In the coming year the Career Development and Youth Initiatives office will increase outreach to Job Corps staff and ensure that Job Corps information is shared in monthly youth calls and technical assistance webinars. Job Corps staff will have the opportunity to join a LinkedIn youth practitioners group currently under development.

2. *Developing and sharing youth-appropriate tools to prepare youth for high skill, high-wage, and high-demand occupations of the 21st century and meet the demands of business, especially in high-growth industries of the knowledge economy.* This includes:
 - The continued support and development of [CareerZone](#), a NYSDOL career exploration and planning tool made freely available to local areas to help youth assess their interests, work values and skills and match these to potential careers. Training and college information is linked to each career area and tools such as a state career plan

model, resume builder and budgeting tool help youth make informed career decisions. A new Young Adult career plan portfolio level has been developed and shared with youth programs for the 2013 program year.

- The provision of technical assistance and support to encourage preparation and testing for the National Work Readiness Credential (WRC) in youth programs across the state. The WRC is a certification of an individual's readiness for entry-level work as defined by employers. It is the first assessment for entry-level workers to provide a universal, transferable, national standard for work readiness. The Work Readiness Credential is not intended to replace academics, high school, or postsecondary education. Instead, it addresses the ability of an individual to perform basic entry-level tasks. The Work Readiness Credential can serve as the first step to help youth entering the job market successfully obtain entry-level jobs.
 - The continued development and support of the [NYS DOL Youth Portal](#) built around the theme of “Dream It, Plan it, Make it Happen.” Resources have been identified for youth ages 14-17 and youth ages 18-21. Additional pages for educators, parents/guardians, workforce professionals and business are under development.
3. *Developing curriculum and training materials for professionals* working with youth to support the implementation of WIA youth programs that meet the needs of individual and cultural differences, support the development of youth-centered plans, and embody a youth development approach. Materials in development include:
- Updated *CareerZone User’s Guide* to highlight the recent updates and changes to this NYSDOL career exploration and planning system.
 - *New OSOS Youth Guide* – a resource for new and experienced staff to better understand the basic elements of WIA youth programming and how to keep track of data and use it to enhance programs.
 - The *New, New York State Career Guide* – an updating and compilation of several NYSDOL career resources that will be maintained online with customized resources for target populations such as youth, veterans, etc.

The Career Development and Youth Initiatives Office will continue to:

- Provide technical assistance to local areas, state agencies, and those community based organizations serving youth through monthly Youth Issues calls to disseminate workforce information pertaining to youth with a special emphasis on building literacy and work-readiness skills to compete in the global economy. In addition, the Youth Office will remain proactive and provide technical assistance webinars to programs needing assistance with the WIA Youth Common Measures to ensure youth are receiving the highest quality of service.
- Create youth-appropriate tools to prepare youth for the high-skill, high-wage, and high-demand occupations of the 21st century and meet the demands of business, especially in the high-growth industries of the knowledge economy. This involves the continued support and development of CareerZone (www.careerzone.ny.gov) and JobZone (www.jobzone.ny.gov). The Youth Office will continue work with NYSED to encourage the renewed interest in the Career Development and Occupational Studies (CDOS) Learning Standards, support the provision of Career and Technical Education (CTE) programming and participate on the Skills and Achievement Commencement Credential Workgroup. Additionally, training will be developed for the NYSED Transition Coordinators in order for them to have the ability to provide technical assistance on CareerZone to educators across the state.
- Develop curriculum and training materials for professionals working with youth to support the implementation of programs that meet the needs of individual and cultural differences, support the development of youth-centered plans, and embody a youth development approach. This

includes continued work and updating of resources to support the new CareerZone User's Guide for Educators, updating the relevant Work Based Learning Guide sections from NYSED, supporting the use of CareerZone and JobZone in the NYSED Literacy Zone program, and the incorporation of CareerZone into New York City Education Department's DIG/IT initiative and Summer Enrichment Program for over-aged, under-credited students.

- Expand content for NYSDOL's Youth Portal (www.labor.ny.gov/youth). The Youth Portal was developed to share resources with youth built around the theme of "Dream It, Plan it, Make it Happen." Career exploration and development resources have been identified for youth ages 14-17 and youth ages 18-24. Additional pages for parents/guardians, educators, workforce professionals and business are under development.
- Work to support the implementation of the National Work Readiness Credential (NWRC) in youth programs across the state to assist youth that lack basic work readiness skills (including workplace listening, math, reading, and situational judgment). NYSDOL support has come in the form of providing programs with NWRC test vouchers to help with the financial costs of implementing the program and coordinating training for front line staff on the official curriculum for the NWRC. The Youth Office will work with the Business Services Unit to expand promotion of the NWRC credential to businesses across NYS.

Wagner-Peyser Agricultural Outreach

Please see Attachments B and C for the New York PY2014 Agricultural Outreach Plan (AOP) and the comments received as a result of its public posting and review.

Services to Businesses

Since taking office, Governor Cuomo's top priority has been to make New York State more business friendly in an effort to create jobs and restore New York's reputation as a world-class place in which to do business. In addition to improving the state's business climate, his vision has also extended into workforce development, with specific emphasis on On-the-Job Training programs. By coupling workforce development with economic development, we can be better prepared to respond to the ever-changing needs of business.

In an effort to align with the Governor's vision, DOL works closely with the Career Center system to coordinate the delivery of core services to our dual customers. The Regional Business Services Teams have been another valued partner in delivering services to our business customers. Core services include customized recruitments, match and referrals, training programs, tax credits, and layoff aversion services. Over the past two years the Department's Business Services Unit has launched several training programs. Not only do these programs enable New Yorkers to get back to work, they provide businesses with the opportunity to invest in their workforce and remain competitive in today's global economy.

Examples of recent training programs include:

- Statewide OJT - \$2.85 million in state-level WIA monies for an On-the-Job Training (OJT) initiative aimed at assisting long-term dislocated workers. The maximum award was \$5,000 per person, \$50,000 per business. The program awarded \$1 million to 160 businesses and put 323 individuals back to work.
- National Emergency Grant (NEG) OJT - \$3.4 million from USDOL's National Emergency Grant (NEG) program for an On-the-Job Training (OJT) initiative. This program was also aimed at assisting long-term unemployed individuals. An additional \$6.4 million was recently awarded by USDOL to continue the NEG-OJT program.

- Clean Energy OJT - NYSERDA has collaborated with DOL on the Clean Energy. The program leverages \$875,000 in clean energy assets under the Green Jobs-Green New York Act to assist both new hires and incumbent workers learn green skills. This program has recently been extended until December 31, 2014.
- Consolidated Funding Application (CFA) – NYSDOL has set aside funding for three rounds of the Governor’s CFA initiative. Businesses could apply for three types of programs: Worker Skills Upgrade (Incumbent Workers), One-the-Job Training (New Hires), and Unemployed Worker (Classroom training).

In addition to training programs, DOL holds dozens of career fairs and customized recruitments across the state each year to assist businesses in meeting their workforce needs. These events are the ideal opportunity for businesses to get a better sense of the labor market, as well as meet several candidates face-to-face in one setting. DOL compares potential candidates in our Talent Bank against the job description, skills, and abilities requested by the business in an effort to get the best match possible for the employer. This kind of targeted recruitment saves the business time and money on their hiring process.

In addition to recruitments, DOL provides businesses access to the JobsExpress/NYS Job Bank. The New York State Job Bank is DOL’s main source for job postings and job seeker resumes. It includes over 91,500 job listings from a wide array of industries and a total of more than 119,000 job openings. This is the largest number of openings we’ve ever had on the Job Bank and is reflective of the outreach effort DOL has made to engage the business community in listing opportunities with us. Businesses can post their job openings either through Indexing, Self-Posting or Staff Assisted. Indexing allows the businesses to post information on their corporate website which is then downloaded into the Job Bank each night. This free service is available to all businesses in New York State and enables them to post unlimited job openings and access hundreds of job seekers resumes, further assisting them with their workforce needs.

Another way we engage businesses in the workforce system is through tax credits. These hiring incentives can make a candidate more attractive to a business, especially an individual with a larger skill gap. DOL is currently marketing the VOW to Hire Heroes tax credit which targets veterans, as well as the New York Youth Works tax credit, which provides businesses with a tax credit of up to \$4,000 for hiring and retaining disadvantaged youth age 16-24 for twelve consecutive months. Combining training programs with tax credits is an effective way to provide lower skill individuals or individuals with a barrier to employment with an entry into the labor market, while at the same time addressing a business’s workforce needs.

Acknowledging the importance of tying economic development with workforce development, the Governor created ten Regional Economic Development Councils (REDCs). These Councils have each drafted a regional plan that highlights their strengths and focuses on sectors that are rooted in the region. DOL is aligning with the REDCs as we focus our workforce development efforts toward sector strategies in health care, advanced manufacturing and green industries.

Focus Products (Focus/Career, Focus/Talent and Focus/Assist, Labor/Insight)

Focus/Career is the job seeker portal currently known as SMART (skills matching and referral technology). New York is moving SMART from a vendor hosted service to one where it is hosted by NYSDOL and housed on our servers. In addition, it is currently being integrated within JobZone so that it will be accessible directly by jobseekers as a self service tool. Customers will be able to fully explore the technology on their own when it is available in JobZone. At the time of integration, SMART job lead emails will be sent to customers by NYSDOL directly via JobZone, which allows NYSDOL more control over aspects such as branding, content, formatting and follow up. Furthermore, NYSODL will be able to customize settings, query the database of resumes and have better potential for outcome tracking. Focus/Career also plays an important role within the ES-UI Connectivity Grant. It is a key component of the “skills matching and job transferability” element.

Focus/Talent is a Talent Bank application for business customers. It harnesses skills matching technology previously seen in the State’s SMART program for jobseekers. Focus/Talent helps businesses to write quality job orders or update previously written ones and enhance if needed, search for resumes through this innovative search technology, view and organize resumes, and even communicate with jobseekers via a built in chat feature.

Focus/Assist is a staff module for use in tandem with Focus/Talent. Staff will use this interface to assist the business customer and manage Focus/Talent accounts. Staff can view accounts, edit if necessary, etc. It also has the ability to assign staff roles as they relate to use of the tool.

Labor/Insight is a real time demand job analytics tool. It is web based and hosted by the vendor. Labor/Insight provides access to real time job data on a local, county, regional, statewide or national basis. It can generate reports by various categories of industry, occupation, geographic area, etc. Both standard pre-formatted reports and ad hoc reports are available.

WIA Waiver Requests

New York State is requesting an extension of its existing waivers for Program Years 2013 - 2016. New York State is also requesting to expand the scope of two waivers and to add one new waiver for Program Years 2013 – 2016.

For PY 2011, New York State was granted the following waivers:

- Funds Flexibility: Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for Rapid Response activities to be used for incumbent worker training as part of a layoff aversion strategy (*expansion requested for PY 2013 – 2016*).
- Funds Flexibility: Waiver of the Requirement for a 50 Percent Employer Match for Customized Training, to Permit a Graduated Scale Match to Increase Employer Connections with the Career Center System.
- Funds Flexibility: Waiver to Increase the Employer Reimbursement for On-the-Job Training for Small- and Medium-Sized Businesses.
- Funds Flexibility: Waiver to permit local areas to request the use of up to 10 percent of the local area’s formula allocation funds for adult and dislocated workers to support local incumbent worker training programs. NYSDOL has established a process and form for local areas to request approval to use up to ten percent of their funds to serve incumbent workers as a layoff aversion strategy. The local area must identify the employer, identify indicators that the company is at risk of laying off workers (e.g., WARN, general announcement, applied for Shared Work, TAA

petition); identify the employees at risk and provide an explanation regarding the training and why it will assist in layoff aversion. NYSDOL also had a Layoff Aversion Dashboard that used Dun and Bradstreet data for manufacturing-based employers that would check for risk factors. NYSDOL plans on implementing the Dashboard again in the near future, perhaps for a broader range of industries. Therefore, the State has general guidelines that it uses to provide “evidence” that the business is at risk, but it is up to the local area and business to provide a rationale and justification that training will assist in averting layoffs (case by case basis).

- Governor’s Reserve: Waiver from the requirement to provide incentive grants to local areas (WIA Section 134(a)(2)(B)(iii) and 20CFR 665.200(e)).
- Governor’s Reserve: Waiver from the requirement to conduct evaluations (WIA Section 134(a)(2)(B)(ii) and 20 CFR 665.200(d)).
- Performance: Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the common measures.
- Performance: Waiver to permit the State and Local Areas to discontinue the collection of seven of the data elements in Section 1 of the WIASRD for incumbent workers trained with WIA Funds.
- Youth: Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for older and out-of-school youth.
- Youth: Waiver to allow Youth Follow-Up Services and Work Experience to be provided as part of the Youth Program Design Framework Services (*expansion requested for PY 2013 through 2016*).
- Youth: Waiver of youth program design requirements at WIA Section 129 to apply the program design flexibility for youth aged 14-21 that are co-enrolled under TANF and WIA for Summer Employment Activities effective May 1, 2012 [2013] through September 30, 2012 [2013].
- Youth: Waiver of indicators of performance authorized under WIA section 136 to allow use of work readiness as the sole Performance Indicator for youth aged 14-21 that are co-enrolled under TANF and WIA for Summer Employment activities effective May 1, 2012 [2013] through September 30, 2012 [2013].
- Administrative: Waiver of the regulations at 20 CFR 663.530 of the time limit on the period of initial eligibility for training providers.

New York State has reviewed these waivers and has concluded that they continue to support the strategies outlined in this State Plan and match the needs of the State’s workforce system. Therefore, New York State is requesting that these waivers be extended through Program Years 2013 – 2016.

New York would like to expand its waiver to all Youth Follow-Up Services and Work Experience to be provided as part of the Youth Program Framework to also include Supportive Services. In addition, we are expanding our request to use up to 20 percent of the funds reserved for statewide rapid response activities to support a broader range of allowable statewide activities, in addition to providing incumbent worker training. NYSDOL is requesting flexibility to use rapid response funds to support:

- Incumbent Worker Training for Layoff Aversion - \$3 million
- Career Pathways for Disconnected Youth - \$1 million
- Regional Sector Initiatives - \$1 million – this could be targeted to enhance services to dislocated workers
- Incentives for Exemplary Performance - \$800,000

We are also requesting one new waiver as summarized below:

Funds Flexibility: Waiver of WIA Section 133(b)(4) , the provision to limit Workforce Investment Boards (LWIBs) ability to transfer up to 20 percent of a program year allocation for adult employment and training activities, and up to 20 percent of a program year allocation for dislocated worker employment and training activities between the two programs, with the approval of the governor. Under this waiver,

the state proposes to increase the fund transfer limit up to 50 percent. NYSDOL wants the flexibility to use the funds to:

- Provide increases responsiveness in the Local Areas labor markets and meet the needs of their local communities;
- Provide greater flexibility in redirecting resources where demand for services is greatest;
- Improve the ability to respond to employer needs for workers trained in employer-specific skills; and
- Improve the ability to design programs and provide targeted assistance in response to customer needs.

Please see Attachment E which includes the Waiver Plan with all completed waiver requests in accordance with instructions contained in the Integrated Workforce Plan requirements in Training and Employment Guidance Letter (TEGL) 21-11 and listed in the WIA regulations at 20 CFR 661.420(c).

Trade Adjustment Assistance (TAA)

The primary goal of the Trade Adjustment Assistance (TAA) program is to assist trade-affected workers in locating and preparing for new jobs as rapidly and effectively as possible. In New York State this is accomplished through:

- Effective Case Management through the provision of various core and intensive services in the Career Center as a co-enrolled participant under the WIA Dislocated Worker Program;
- Timely provision of Rapid Response services; and
- Focus on re-training workers for emerging and in-demand occupations.

TAA with WIA/WP

It is the goal of New York State to ensure that dislocated workers, including Trade-certified workers, receive services available through the Career Center service delivery system to ensure rapid reattachment to the workforce through the identification or development of suitable employment. Further, New York State has determined that individuals eligible for services under the Trade Adjustment Assistance (TAA) Programs are best served through Career Center offices operating in local workforce investment areas. New York State has previously adopted policy (Technical Advisory #04-6 and subsequent amendments) to ensure that all Trade Act customers are co-enrolled as Dislocated Workers under the WIA and are provided the same set of core and intensive services available to all customers in the system. This co-enrollment allows trade affected customers to take advantage of the same of reemployment, assessment, labor market information, career advisement, case management and follow-up services available through the local Career Center system. In NYS, WIA and Wagner Peyser funded staff and services are functionally aligned within each of our local Career Center offices. This allows services to be provided to Trade customers in a seamless and efficient manner. Trade funded services can be layered on top of WIA and Wagner Peyser funded core and intensive services already provided through the Career Center. NYSDOL has allocated to each local workforce investment area sufficient resources to support outreach (including Rapid Response services), orientation, case management, job development and follow-up services for dislocated workers eligible for Trade Adjustment Assistance (TAA) benefits. Federal Trade benefits include funding for Trade Readjustment Allowances (TRAs), out of area job search, job relocation and Trade-approved training.

Co-enrollment

Trade Act eligible individuals who access services via the Career Centers are co-enrolled in the WIA Dislocated Worker Program and receive all applicable core and intensive services available. Career advisors record the co-enrollment in the One-Stop Operating System, and NYSDOL's TAA Unit staff checks for co-enrollment in the record when approving training programs at the State level.

Rapid Response and TAA

NYS's Unemployment Insurance Division Benefits Section (UID) and Division of Employment and Workforce Solutions (DEWS) have partnered to identify workers associated with a prospective Trade Act account toward accelerating the application mailing and eligibility process, thereby allowing more time for counseling staff to assess these customers and identify appropriate training opportunities, before their training program enrollment deadline. Regional Rapid Response Coordinators (RRRC) discuss the benefits of the Trade Act program in advance of planned layoffs with the company, and alert the company to the worker information that the UID will require, and urge the company to provide such to the UID.

As an alternate plan, when needed, the Statewide TAA Coordinator requests the local TAA Coordinator submit contact information of known individuals who are potentially eligible and relays the information to the UID for application mailing.

The DEWS Rapid Response Program involves planning and delivery of reemployment services for affected workers prior to a mass layoff or business closure. Rapid Response services are initiated when separations meet the NYS Worker Adjustment and Retraining Notification (WARN) Act thresholds.

In NYS, ten Regional Rapid Response Teams impact the Trade Adjustment Assistance program. When a WARN has been filed, the Regional Rapid Response Coordinator contacts the business within one day of receipt of the WARN. If the business is not TAA certified, the RRRC makes the business aware of the TAA program (if TAA is applicable) prior to layoffs and will assist the business with filing the TAA petition, or will file directly on behalf of the affected workers. When the specific trade affected workers are known, the RRRC advises the business to email the following information directly to the Unemployment Insurance Division (UID) Benefits Section:

- Name of trade affected worker;
- Social Security Number;
- Worker's Address;
- Division of the company where the worker was assigned;
- Employment start date;
- Separation date; and
- Reason for separation.

The UID mails each worker an application for Trade Adjustment Assistance, which is followed by an individual determination of eligibility.

The RRRC keeps the State TAA Coordinator, along with the State Dislocated Worker Unit and key local NYSDOL and Workforce Development System partners, apprised of the status. Working with the business, the Rapid Response team develops a service plan.

The Rapid Response Team conducts onsite and offsite customized service orientations for workers, covering reemployment services, Unemployment Insurance, state public healthcare enrollment options,

credit counseling resources, and an overview of Trade Act benefits and the TAA individual eligibility process. The Team encourages the workers to act timely by completing and returning their TAA applications once they have received them in the mail from the UID, and to visit the Career Center for case management. All attendees of the Rapid Response orientation are registered in the One-Stop Operating System (OSOS) immediately following the orientation session. Both the business and attached affected workers are coded with a Rapid Response Event Number for intensive reemployment services and service tracking purposes.

The UID uses worker contact info collected by Rapid Response Teams and collected from the trade affected company to mail TAA applications to affected workers. The UID advises the State TAA Coordinator on a weekly basis of applications that were mailed. The State TAA Coordinator in turn advises key local NYSDOL and workforce development system partners including thirty three local TAA Coordinators. The local TAA Coordinators outreach to the workers to promote the program and urge workers to return their individual eligibility applications to the UID for review, and to visit the Career Center for Case Management services.

Case Management

Case management begins with a preliminary assessment of knowledge, skills, interests, and abilities. The initial assessment helps identify dislocated workers (including Trade-certified workers) who possess marketable skills needed by local employers. It may also identify dislocated workers (including Trade-certified workers) who need additional services at the intensive service level. An on-going comprehensive assessment, in light of the labor market, includes:

- Testing of skill levels such as math, reading, and writing to determine grade-level equivalencies;
- Evaluating aptitudes, abilities, and work values;
- Identifying transferable skills such as computer, problem solving, time management, and organization;
- Assessing English language proficiency (command of the English language);
- Identifying knowledge of foreign languages that may help an employer;
- Assessing supportive service needs such as child care or transportation; and
- Evaluating the need for referral to community resources.

Assessment results help determine if the affected worker can return to suitable employment or if training is the appropriate path to reemployment. Career advisors in conjunction with the affected worker determine one of the following steps:

- Active Job search to return to the labor market, or
- Referral to training; either classroom, OJT, or a combination.

Training

Career advisors, working with the trade affected worker, determine when training is appropriate for the trade-affected worker given the worker's capabilities, background, and experience, and the current labor market information. In considering training options, the guiding principle is to return the trade-affected worker to suitable employment as quickly and as economically as possible. Before submitting a request for training approval to the DEWS Trade Adjustment Assistance Program Unit, career advisors ensure that the six criteria for approval of training are met. Career advisors call upon NYSDOL's network of local labor market analysts, access employment projections on the NYSDOL website, and call upon their own knowledge of the local labor market to assist workers in developing occupational goals. A training program may be approved for an eligible trade-affected worker at any time regardless of their eligibility for UI/TRA. In the event the trade-affected worker has exhausted UI and is not eligible for

TRA, careful consideration is paid to the person's ability, based on financial resources, to complete the training program.

Training may not be approved when, all costs being considered, training that is substantially similar in quality, content and results can be obtained from another provider at a lower cost within a similar timeframe. The total cost of a training program, in determining reasonableness, includes tuition and related expenses (books, tools, and academic fees), travel or transportation expenses, and subsistence. Training at facilities outside the trade-affected worker's commuting area that involves transportation or subsistence costs which adds substantially to the total costs are not approved if similar training is available locally. Training cannot be approved when the cost is unreasonably high compared to the cost of training workers in similar occupations.

Career advisors assist workers in finding training programs which are of a suitable duration to achieve the desired skill level in the shortest possible time.

Program Process Responsibilities

The Trade Act program in NYS is co-managed by two NYSDOL Divisions; the Unemployment Insurance Division (UID) Benefits Section, which is responsible for interfacing with the trade certified businesses and determining individual eligibility, and the Division of Employment and Workforce Solutions (DEWS) Trade Adjustment Assistance Program Unit, which provides program oversight to the Career Centers. UID mails TAA application packets to laid off workers and Threatened Status letters to those identified pre-layoff who are named as trade affected by the businesses. UID communicates the list of laid off and threatened workers to DEWS, which in turn communicates with local workforce investment areas. Local areas provide outreach to facilitate the application and entitlement processes. Career Centers begin case management while workers await their determination of eligibility.

The following details program responsibility by NYSDOL Division:

- Receive petition, trigger rapid response*; *DEWS*
- Provide a legal notice of certification through publication in a local newspaper (outreach); *UID/NYSDOL Communications Office*
- Provide notification to local boards of filed Trade petitions; *DEWS*
- Notify trade-affected workers of approved Trade certifications, Reemployment Trade Adjustment Assistance and Health Care Tax Credit eligibility; *UID*
- Determine individual eligibility to TAA; *UID*
- Pay weekly TRA benefits; *UID*
- Provide orientation to TAA benefits/services; *DEWS via Career Centers*
- Deny and revoke waivers from training; *DEWS*
- Deny requests for training; *DEWS*
- Deny requests for job search and relocation allowances; *DEWS*
- Provide regular updates to local boards on federal Trade funds, WIA National Emergency Grant funds, and additional assistance funds that may be available to support training for trade-affected workers; *DEWS*
- Process hearings and appeals related to determinations and decisions concerning Trade Act funded benefits and other services, including the following: TRAs; job relocation allowances; job search allowances; subsistence allowances while in training, including certain costs associated with an approved training plan at a provider outside the commuting area, as defined by applicable unemployment insurance law or regulation; and training programs as approved courses of study; *UID*

- Approve the use of a reimbursement method to ensure the adequate oversight and integrity of federal funds made available for Trade-approved training; *DEWS*
- Provide required reports to USDOL and others as required by law or regulation; *UID, DEWS, Division of Research and Statistics*
- Ensure the integrity of data for reports provided to federal agencies as required by law or regulation. *UID, DEWS, Division of Research and Statistics*

Role of Local Boards

Local workforce investment boards ensure that their strategic planning process includes an analysis of the local labor market to:

- Determine employer needs;
- Determine emerging, targeted, and demand occupations;
- Identify employment opportunities, which include those with a potential for career advancement; and
- Identify employer-based training opportunities.

Boards set local policies for a Trade Act service strategy that coordinate various service delivery approaches to:

- Assist dislocated workers eligible for Trade benefits in obtaining suitable employment as an alternative to referral to training;
- Promote the use of WIA core and intensive services to support the rapid reattachment to the workforce;
- Refer individuals to prevocational and vocational training in demand and targeted occupations; and
- Assist in job retention and career advancement.

Boards ensure that dislocated workers eligible for Trade benefits, who are unable to find suitable employment through WIA Title I core services, are co-enrolled in WIA Title I dislocated worker services for referral to WIA-funded intensive and Trade-funded training services.

Managed Resources

One-Stop Operating System (OSOS)

OSOS is a tab-and-button driven case management system, used to record data related to the Wagner/Peyser (Labor Exchange or LEX) and Workforce Investment Act (WIA) programs. OSOS will continue to be used to record services provided to customers.

The Trade Adjustment Assistance Management System (TAAMS)

TAAMS was established to provide an all-inclusive computerized data entry and retrieval system for the Trade Adjustment Assistance (TAA) programs. Presently under development, the system will be used to track petition status, determine individual eligibility, issue waivers from training, submit requests for training, relocation and job search funds, process waiver and training determinations, and for financial management and reporting purposes. It replaces the Trade Act Tracker, several Access databases, Excel spreadsheets and will be linked with the OSOS and PeopleSoft systems.

PeopleSoft

PeopleSoft is fiscal accounting software which allows DEWS to track allocations and spending of all programs managed by DEWS, including Trade Adjustment Assistance and Workforce Investment Act programs. It also allows us to generate timely and accurate reports of fiscal activity at both the state and local levels.

The NYSDOL Website

The NYSDOL Website -www.labor.ny.gov- features a Workforce Professionals section that serves as a repository for program information. The TAA section houses all TAA program forms used by Career Center professionals, in addition to the TAA Desk Guide, OSOS Desk Guide, and other staff capacity building material. Additionally, career advisors access employment projections in the Research & Statistics section.

Additional Information

Trade Adjustment Assistance Extension Act

The Trade Adjustment Assistance Extension Act of 2011 (TAAEA) was signed by the President in October of 2011 and went into effect December 20, 2011. This Act generally restores the group eligibility requirements and benefits available under the 2009 Amendments, except that workers in a public agency are not eligible for certification. Under the Act, program participants who are in Trade approved training must pass benchmarks of satisfactory academic progress. Revisions to OSOS are planned to enable career advisors to record benchmarks. The changes continue a seamless system of services for WIA dislocated and trade-affected workers that further enhance the positive outcomes anticipated by the amendments.

NYSDOL is currently in the process of communicating the sunset provisions of the TAAEA to the Career Center System in accordance with the Operating Instructions provided by USDOL in Training and Guidance Letter No. 7-13.

Going Forward

Program Staff Capacity Building

New York State has embarked on an initiative to provide Trade Act specific training to workforce professionals via videos designed for independent viewing by Career Center personnel.

The cutting edge training program uses the Adobe Captivate software to deliver engaging interactive presentations on all aspects of the Trade Act program: the petition and entitlement processes, criteria for approval of benefits and the associated request processes and deadlines, along with case management data entry instruction and detail regarding the agent/liable state relationship.

Training will address varying knowledge gaps associated with the on again/off again activity level of the Trade Act program by allowing staff to review the program details on demand at their workstations.

TAACCCT Grant Awards

Entities in New York State were awarded \$17.63 million in Round II of the Trade Adjustment Assistance Community College and Career Training Grant Program and \$7,034,061 in Round III. The NYSDOL looks forward to collaborating with our awardees focusing on high-quality, high-wage jobs within the advanced manufacturing industry and healthcare sectors. These efforts are in addition to the work already begun by a previous award of \$19.86 million to provide academic and English language skills

instruction “contextualized” to five industry sectors with the goal of engaging adult learners and helping them bypass traditional developmental education.

Participant Data Analysis

Joining forces with our Business Services units, Career Center staff in New York State will examine opportunities to re-engage our Trade Act customers who have not shown an interest in training in the past. Key emphases will include: promoting On-the-Job Training; offering customized job placement; testing new methods of outreach to inform customers of un-accessed benefits; and streamlining the assessment-to-approval process.

Section III. Integrated Workforce Plan Assurances and Attachments

ASSURANCES and ATTACHMENTS – Planning process and Public Comment

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
1.	<input checked="" type="checkbox"/>	The state established processes and timelines, consistent with WIA Section 111(g) – and, where appropriate, 20 CFR 641.325 (g) – to obtain input into the development of the Integrated Workforce Plan and to give opportunity for comment by representatives of local elected officials, local workforce investment boards, businesses, labor organizations, other primary stakeholders, and the general public.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 641.325(f), (g), (h), 20 CFR 641.335	The draft plan was made available for public comment via the NYSDOL website. http://www.labor.ny.gov/workforce/swibplan.shtm
2.	<input checked="" type="checkbox"/>	The state afforded opportunities to those responsible for planning or administering programs and activities covered in the Integrated Workforce Plan to review and comment on the draft plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d)	The draft plan was made available for public comment via the NYSDOL website.
3.	<input checked="" type="checkbox"/>	The final Integrated Workforce Plan and State Operational Plan are available and accessible to the general public.		The final plan is posted to the NYSDOL website
4.	<input checked="" type="checkbox"/>	The state afforded the State Monitor Advocate an opportunity to approve and comment on the Agricultural Outreach Plan. The state solicited information and suggestions from WIA 167 National Farmworker Jobs Program grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. At least 45 days before submitting its final outreach, the State provided a proposed plan to the organizations listed above and allowed at least 30 days for review and comment. The State considered any comments received in formulating its final proposed plan, informed all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore, and included the comments and recommendations received and its responses with the submission of the plan.	WIA Sections 112(b)(9), 111(g) 20 CFR 661.207 20 CFR 661.220(d) 20 CFR 653.107 (d) 20 CFR 653.108(f)	Please see attached Agricultural Outreach Plan And comments Plan was posted for public comment on NYSDOL website: http://labor.ny.gov/immigrants/agriculture-outreach-plan.shtm
5.	<input checked="" type="checkbox"/>	In the development of the plan, the state considered the recommendations submitted by the State Monitor Advocate in the annual summary of services to Migrant and Seasonal Farmworkers.	20 CFR 653.108(t)	

6.	<input checked="" type="checkbox"/> The state established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.	WIA Sections 111(g), 112(b)(9), 117(e) 20 CFR 661.207	http://www.labor.ny.gov/workforcenypartners/ta/TA01191LocalGovernance.pdf
7.	<input checked="" type="checkbox"/> Where SCSEP is included in the Integrated Workforce Plan, the state established a written policy and procedure to obtain advice and recommendations on the State Plan from representatives of the State and area agencies on aging; State and local boards under the WIA; public and private nonprofit agencies and organizations providing employment services, including each grantee operating a SCSEP project within the state, except as provided under section 506 (a)(3) of OAA and 20 CFR 641.320(b); Social service organizations providing services to older individuals; Grantees under Title III of OAA, Affected Communities, Unemployed older individuals, Community-based organizations serving older individuals; business organizations and labor organizations	20 CFR 641.315(a)(1-10), 641.325 (f), (g), (h)	Not applicable. SCSEP is not included in the Integrated Workforce Plan for NYS.

ASSURANCES and ATTACHMENTS – Required policies and procedures

	STATEMENT	REFERENCE	DOCUMENTATION or COMMENTS
8.	<input checked="" type="checkbox"/> The state made available to the public state-imposed requirements, such as state-wide policies or guidance, for the statewide public workforce system, including policy for the use of WIA title I statewide funds.	WIA Sections 112(b)(2), 129, 134 20 CFR 665.100	http://labor.ny.gov/workforcenypartners/tas.shtm
9.	<input checked="" type="checkbox"/> The state established a written policy and procedure that identifies circumstances that might present a conflict of interest for any state or local workforce investment board member or the entity that s/he represents, and provides for the resolution of conflicts. The policy meets the requirements of WIA Sections 111(f) and 117(g).	WIA Sections 112(b)(13), 111(f), 117(g)	http://www.labor.ny.gov/workforcenypartners/ta/TA01191LocalGovernance.pdf
10.	<input checked="" type="checkbox"/> The state has established a written policy and procedure that describes the state’s appeals process available to units of local government or grant recipients that request, but are not granted, designation of an area as a local area under WIA Section 116.	WIA Sections 112(b)(15), 116(a)(5) 20 CFR 661.280 20 CFR 667.700	This is included in current state plan (Section II: State Operational Plan – Overview of Workforce System, pages 55 and 56).
11.	<input checked="" type="checkbox"/> The state established written policy and procedures that describe the state’s appeal process for requests not granted for automatic or temporary and subsequent designation as a local workforce investment area.	20 CFR 667.640 20 CFR 662.280	This is included in current state plan (Section II: State Operational Plan – Overview of Workforce System).
12.	<input checked="" type="checkbox"/> The state established a written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of local workforce investment board members.	WIA Sections 112(b)(6), 117(b) 20 CFR 661.300(a), 20 CFR 661.325	http://www.labor.ny.gov/workforcenypartners/lbcriteria.shtm
13.	<input checked="" type="checkbox"/> The state established written policy and procedures to ensure local workforce investment boards are certified by the governor every two years.	WIA Sec 117(c) 20 CFR 661.325	http://www.labor.ny.gov/workforcenypartners/ta/ta01-4.html <i>USDOL requires us to establish such policy per comments received on first plan submittal</i>
14.	<input checked="" type="checkbox"/> Where an alternative entity takes the place of an SWIB, the state has written policy and procedures to ensure the alternative entity meets the definition under section 111(e) and the legal requirements for membership.	WIA Sections 111(e), (b) 20 CFR 661.210	Not applicable.

15.	<input checked="" type="checkbox"/>	Where the alternative entity does not provide representative membership of the categories of required SWIB membership, the state has a written policy or procedure to ensure an ongoing role for any unrepresented membership group in the workforce investment system. (Only applicable in cases where a state uses an alternative entity as its SWIB, and that entity does not provide for representative membership by individuals in the categories required by WIA sec. 111(b).)	WIA Sections 111(b), (e) 20 CFR 661.210(c)	Not applicable.
16.	<input checked="" type="checkbox"/>	When applicable, the state takes any action necessary to assist local areas in developing and implementing the Career Center system.	WIA Sections 112(b)(14), 134(c) W-P Section 8(c)	http://labor.ny.gov/workforcenypartners/tas.shtm
17.	<input checked="" type="checkbox"/>	The state established procedures for determining initial and subsequent eligibility of training providers.	WIA Sections 112(b)(17)(A)(iii), 122, 134(d)(4) 20 CFR 663.515, 663.535	http://www.labor.ny.gov/workforcenypartners/ta/ta06-7.htm
18.	<input checked="" type="checkbox"/>	All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services, technology, and materials for individuals with disabilities in Career Centers.	WIA Section 188 W-P Section 8(b) 29 CFR part 37 20 CFR 652.8(j)	http://www.labor.ny.gov/agencyinfo/moa/moa.shtm
19.	<input checked="" type="checkbox"/>	The state ensures that outreach is provided to populations and sub-populations who can benefit from Career Center services.	WIA Section 188 29 CFR 37	
20.	<input checked="" type="checkbox"/>	The state implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.	WIA Section 188 29 CFR 37.42	
21.	<input checked="" type="checkbox"/>	The state complies with the nondiscrimination provisions of section 188, including that Methods of Administration were developed and implemented.	WIA Section 188 29 CFR 37.20	
22.	<input checked="" type="checkbox"/>	The state collects and maintains data necessary to show compliance with nondiscrimination provisions of section 188.	WIA Section 185	
23.	<input checked="" type="checkbox"/>	For WIA Single-Area States only, the state has memorandums of understanding between the local workforce investment board and each of the Career Center partners concerning the operation of the Career Center delivery system in the local area.	WIA Sections 112(b)(5), 116(b), 118(b)(2)(B), 20 CFR 661.350(a)(3)(ii)	Not applicable.

ASSURANCES and ATTACHMENTS - Administration of Funds

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
24	<input checked="" type="checkbox"/>	The state established written policy and procedures that outline the methods and factors used in distributing funds, including WIA Adult, Dislocated Worker, and Youth formula and rapid response funds. The policy establishes a process for funds distribution to local areas for youth activities under WIA Section 128(b)(3)(B), and for adult and training activities under WIA Section 133(b), to the level of detail required by Section 112(b)(12)(a). In addition, the policy establishes a formula, prescribed by the governor under Section 133(b)(2)(B), for the allocation of funds to local areas for dislocated worker employment and training activities.	WIA Sections 111(d)(5), 112(b)(12)(A), (C), 128(b)(3)(B), 133(b)(2)(B), 133(b)(3)(B) 20 CFR 661.205(e)	http://www.labor.ny.gov/workforcenypartners/alloc/wia-adult-youth-dlw-formula.pdf
24a	<input checked="" type="checkbox"/>	For Dislocated Worker funding formulas, the state's policy and procedure includes the data used and weights assigned. If the state uses other information or chooses to omit any of the information sources set forth in WIA when determining the Dislocated Worker formula, the state assures that written rationale exists to explain the decision.	WIA Section 133(b)(2)(B) 20 CFR 667.130(e)(2)(i)-(ii)	
25.	<input checked="" type="checkbox"/>	The state established a written policy and procedure for how the individuals and entities represented on the SWIB help to determine the methods and factors of distribution, and how the state consults with chief elected officials in local workforce investment areas throughout the state in determining the distributions..	WIA Sections 111(d)(5), 112(b)(12)(A), 128(b)(3)(B), 133(b)(3)(B), 20 CFR 661.205(e)	http://www.labor.ny.gov/workforcenypartners/alloc/wia-adult-youth-dlw-formula.pdf
26.	<input checked="" type="checkbox"/>	The state established written policy and procedures for any distribution of funds to local workforce investment areas reserved for rapid response activities, including the timing and process for determining whether a distribution will take place.	WIA Sections 133(a)(2), 134(a)(2)(A) 20 CFR 667.130(b)(2), (e)(4), 665.340	http://www.labor.ny.gov/workforcenypartners/ta/TA12-4.pdf
27.	<input checked="" type="checkbox"/>	The state established written policy and procedures to competitively award grants and contracts for WIA Title I activities.	WIA Section 112(b)(16)	http://www.ogs.ny.gov/procurecouncil/pdfdoc/guidelines.pdf

28.	<input checked="" type="checkbox"/>	The state established written criteria to be used by local workforce investment boards in awarding grants for youth activities, including criteria that the governor and local workforce investment boards will use to identify effective and ineffective youth activities and providers of such activities.	WIA Sections 112(b)(18)(B), 123, 129	Attached is Policy that was developed, in DRAFT form. Once finalized, the Technical Advisory will be posted on the website. http://www.labor.ny.gov/workforcenypartners/PDFs/draft_youth_program_procurement_guidance_9-17-12.pdf
29.	<input checked="" type="checkbox"/>	The state established written criteria for a process to award a grant or contract on a competitive basis for Summer Youth Employment Opportunities element of the local youth program, where a provider is other than the grant recipient/fiscal agent.	WIA Sections 123, 129(c)(2)(C) 20 CFR 664.610.	Attached is Policy that was developed, in DRAFT form. Once finalized, the Technical Advisory will be posted on the website. http://www.labor.ny.gov/workforcenypartners/PDFs/draft_youth_program_procurement_guidance_9-17-12.pdf
30.	<input checked="" type="checkbox"/>	The state distributes adult and youth funds received under WIA equitably throughout the state, and no local areas suffer significant shifts in funding from year-to-year during the period covered by this plan.	WIA Section 112(b)(12)(B)	
31.	<input checked="" type="checkbox"/>	The state established written fiscal-controls and fund-accounting procedures and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the state through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.	WIA Sections 112(b)(11), 127, 132, 184 W-P Sections 9(a), (c) 20 CFR 652.8(b), (c)	.
32.	<input checked="" type="checkbox"/>	The state ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each local area.	WIA Sections 184(a)(3), (4) 20 CFR 667.200, .400(c)(2), 667.410	http://labor.ny.gov/workforcenypartners/ta/TA09-18.pdf
33.	<input checked="" type="checkbox"/>	The state follows confidentiality requirements for wage and education records as required by the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, WIA, and applicable Departmental regulations.	WIA Sections 136(f)(2), (f)(3), 122, 185(a)(4)(B) 20 USC 1232g 20 CFR 666.150 20 CFR part 603	
34.	<input checked="" type="checkbox"/>	The state will not use funds received under WIA to assist, promote, or deter union organizing.	WIA Section 181(b)(7) 20 CFR 663.730	

ASSURANCES and ATTACHMENTS - Eligibility

	STATEMENT	REFERENCE	DOCUMENTATION and COMMENT
35. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding the “deficient in basic literacy skills” criterion.	WIA Sections 101(13)(C)(i) CFR 664.205(b)	Each LWIB establishes local definitions and requirements.
36. <input checked="" type="checkbox"/>	Where the SWIB chooses to establish them, the state established definitions and eligibility documentation requirements regarding “requires additional assistance to complete and educational program, or to secure and hold employment” criterion.	WIA Sections 101(13)(C)(iv) 20 CFR 664. 200(c)(6), 664.210	Each LWIB establishes local definitions and requirements.
37. <input checked="" type="checkbox"/>	The state established policies, procedures, and criteria for prioritizing adult title I employment and training funds for use by recipients of public assistance and other low-income individuals in the local area when funds are limited.	WIA Section 134(d)(4)(E) 20 CFR 663.600	Each LWIB establishes local policies and procedures.
38. <input checked="" type="checkbox"/>	The state established policies for the delivery of priority of service for veterans and eligible spouses by the state workforce agency or agencies, local workforce investment boards, and Career Centers for all qualified job training programs delivered through the state's workforce system. The state policies: 1. Ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service; and 2. Ensure that covered persons are aware of: a. Their entitlement to priority of service; b. The full array of employment, training, and placement services available under priority of service; and c. Any applicable eligibility requirements for those programs and/ or services. 3. Require local workforce investment boards to develop and include policies in their local plan to implement priority of service for the local Career Centers and for service delivery by local workforce preparation and training providers.	WIA Sections 112(b)(17)(B), 322 38 USC Chapter 41 20 CFR 1001.120-.125 Jobs for Veterans Act, P.L. 107-288 38 USC 4215 20 CFR 1010.230, 1010.300-.310	http://www.labor.ny.gov/workforcenypartners/ta/TA09-14.1.pdf

ASSURANCES and ATTACHMENTS - Personnel and Representation

		STATEMENT	REFERENCE	DOCUMENTATION and COMMENTS
39.	<input checked="" type="checkbox"/>	<p>The state assures that Migrant and Seasonal Farmworker (MSFW) significant office requirements are met.</p> <p>Note: The five states with the highest estimated year-round MSFW activities must assign full-time, year-round staff to outreach activities. The Employment and Training Administration designates these states each year. The remainder of the top 20 significant MSFW states must make maximum efforts to hire outreach staff with MSFW experience for year-round positions and shall assign outreach staff to work full-time during the period of highest activity.</p> <p>If a state proposes that its State Monitor Advocate work less than full-time, the state must submit, for approval by the Department, a plan for less than full-time work, demonstrating that the state MSFW Monitor Advocate function can be effectively performed with part-time staffing.</p>	<p>WIA Section 112(b)(8)(A)(iii), 112(b)(17)(A)(iv) W-P Sections 3(a), (c)(1)-(2) 20 CFR 653.107(a), 107(i), 653.112(a), 653.108(d)(1)</p>	<p>New York State has a full-time Monitor Advocate.</p>
40.	<input checked="" type="checkbox"/>	<p>Merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Departmental regulations.</p>	<p>W-P Sections 3(a), 5(b) 20 CFR 652.215 Intergovernmental Personnel Act, 42 USC 4728(b)</p>	<p>.</p>
41.	<input checked="" type="checkbox"/>	<p>The state has designated at least one person in each state or Federal employment office to promote and develop employment opportunities, job counseling, and placement for individuals with disabilities.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	<p>.</p>
42.	<input checked="" type="checkbox"/>	<p>If a SWIB, department, or agency administers state laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services.</p>	<p>W-P Section 8(b) 20 CFR 652.211</p>	<p>.</p>

Attachment A: Statement of Assurances Certification

The State, Commonwealth, or Territory of New York certifies on the 17th day of September in 2012 that it complied with all of required components of the Workforce Investment Act, Wagner-Peyser Act, Trade Adjustment Assistance Act and Veterans' Employment and Training programs. The State, Commonwealth, or Territory also assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor guidance implementing these laws, and all other applicable Federal and state laws and regulations.



Peter M. Rivera, Commissioner of Labor (designee of Governor Andrew M. Cuomo)

Date

Attachment A – Program Administration Designees and Plan Signatures

Name of WIA Title I Grant Recipient Agency: _New York State Department of Labor

Address: State Building Campus, Bldg. 12, Room 516

Albany, NY 12240

Telephone Number: (518) 457-2647

Facsimile Number: (518) 457-7550

E-mail Address: Roger.Bailie@labor.ny.gov

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):
(Same as Grant Recipient)

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of WIA Title I Signatory Official: Peter M. Rivera, Commissioner of Labor

Address: NYS Department of Labor, State Bldg. Campus, Bldg. 12, Room 500

Albany, NY 12240

Telephone Number: (518) 457-2746

Facsimile Number: (518) 457-6908

E-mail Address: Peter.Rivera@labor.ny.gov

Name of WIA Title I Liaison: Karen A. Coleman, Deputy Commissioner
for Workforce Development

Address: NYS Department of Labor, State Bldg. Campus, Bldg. 12, Room 590

Albany, NY 12240

Telephone Number: (518) 457-4317

Facsimile Number: (518) 485-6297

E-mail Address: Karen.Coleman@labor.ny.gov

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency:

New York State Department of Labor

Address: State Bldg. Campus, Bldg. 12, Room 516

Albany, NY 12240

Telephone Number: (518) 457-2647

Facsimile Number: (518) 457-7550

E-mail Address: Roger.Bailie@labor.ny.gov

Name and Title of State Employment Security Administrator (Signatory Official):

Peter M. Rivera, Commissioner of Labor

Address: NYS Department of Labor; State Bldg. Campus, Bldg. 12, Room 500
Albany, NY 12240
Telephone Number: (518) 457-2746
Facsimile Number: (518-457-6908
E-mail Address: Peter.Rivera@labor.ny.gov

As the governor's designee, I certify that for the State/Commonwealth/Territory of New York, the agencies and officials designated above have been duly designated to represent the State/Commonwealth/Territory in the capacities indicated for the Workforce Investment Act, title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this plan and the assurances herein.

Typed Name of Governor's Designee: Peter M. Rivera, Commissioner of Labor

Signature of Commissioner  Date:

Attachment B – Agricultural Outreach Plan

Attachment C – Comments to the Agricultural Outreach Plan

Attachment D – Five-Year Jobs for Veterans State Grant Strategic Plan

Attachment E – WIA Waiver Plan