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New York's Workforce Investment Act Annual Report

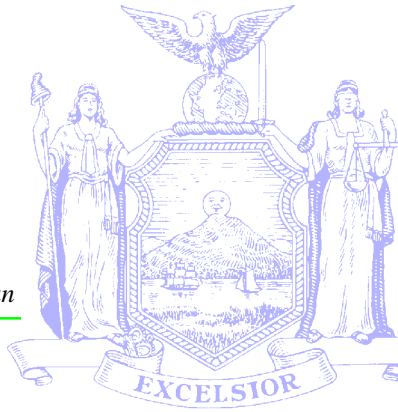
Program Year 2001

On behalf of the New York Workforce Investment Board
A report by the New York State Department of Labor

George E. Pataki, Governor

Linda Angello, Commissioner

Richard Calo, Chairman



A Message from New York Labor Commissioner Linda Angello:

MEETING THE WORKFORCE DEVELOPMENT CHALLENGE THROUGH PARTNERSHIPS ACROSS THE STATE

Linda Angello, Commissioner of Labor

On behalf of Governor George E. Pataki, the New York State Workforce Investment Board, the New York State Department of Labor and the many dedicated workforce development professionals who are working in partnership to deliver optimum services across the Empire State, I am pleased to submit New York State's Workforce Investment Act annual report for Program Year 2002.

I'm optimistic about the challenges we face and the future that awaits us. I've seen what a united New York is capable of. Despite the devastating economic fallout from the assault on New York City and the effects of a national recession, we kept the importance of jobs and the needs of employers in focus. Working together, we designed a One-Stop System capable of delivering high-quality services to employers and job seekers in every region of the Empire State.

Through the Workforce Investment Act (WIA), emerging and current workers are developing the skills that businesses need and helping drive our economy. A skilled workforce ensures that businesses are competitive and keeps our communities economically vibrant. WIA also furthers our ability to provide our young people with career planning information and a solid educational foundation, which helps keep our workforce here at home and New York jobs from leaving the state and the country. Across the state, partners in the One-Stop Career System established under WIA are providing coordinated, market- and customer-driven services to businesses, job seekers and the future workforce.

The State Workforce Investment Board and the 33 local boards are showing the leadership and vision that New York needs in these troubled times. They have dedicated their energy to developing a workforce system that is responsive to our economic needs. The strong leadership of our private sector board members at the state and local level has provided a broad, system-wide perspective on our activities and has guided us to the many achievements and successful outcomes detailed in this report.

We did not allow workforce development and training activities to take a back seat to downsizing and cost-cutting in tough economic times. We realized that our workforce development system had to continue to anticipate and respond to market conditions. Our State Board and local boards ensured throughout the Program Year that New York's businesses and workers directly benefitted from the public employment and training system.

I thank our State and Local Boards and all our partners in the One-Stop Career Center System for their efforts over the past Program Year. Governor Pataki is committed to developing a quality workforce, and the future of this workforce hinges on the strong partnerships we have forged across the state. Together we have confronted unprecedented challenges. We have achieved significant success during the past year, and by cooperating in the realization of our shared vision, we will continue to prevail as we face new challenges in the years to come.

STATE LEVEL ACTIVITIES

New York State Workforce Investment Board

Board Chair: **Richard A. Calo, Vice President, Human Resources S&D Global Businesses, IBM**

Total Board Members: **35**

Business Representatives on the Board: **18**

State Board Activities

The mission of the New York State Workforce Investment Board is to ensure that New York's citizens and workers get and maintain the technical, career and academic skills needed for success in a changing state, national and world economy. During this past program year, the New York State Workforce Investment Board and its four operating subcommittees met regularly to address workforce issues, in particular, a continuing gap between the skills demanded by the workplace and the skills possessed by our workforce. Initiatives of the State Board address closing the skills gap using WIA state-level funds and issuing policy to strengthen the connection between local and state board activities.

To support this mission, New York's systems for workforce development, economic development and education must be aligned and coordinated. The State Board acknowledges that cooperation will be key to building creative solutions for long-term success. If our systems do not succeed in meeting the needs of our industry sectors; individuals, firms and communities will not thrive.

Numerous initiatives were undertaken during Program Year 2001 to begin the alignment of the current employer-based training model with the public employment and training funding streams. This will allow for better employer input to the use of these public funds.

Additionally, the State Board continued its support of New York's 33 local boards. The State Board instituted several policies to coordinate activities at the state and local level. Those policies include dedicating time at each State Board meeting to local board issues; inviting local board chairs to participate at State Board meetings; and using the Local Board Liaison Subcommittee of the State Board to spotlight issues of concern to the local boards. In Program Year 2002, all State Board meetings will be teleconferenced to locations around New York State, so that local board chairs can participate.

Participation by local board chairs has led to a stronger involvement on issues and this effort will continue to be expanded. One achievement was the inclusion of local boards in the review process of state-level grant requests under the newly released Building Skills in New York State incumbent worker training program. Local boards review and rate applications for relevance to the local economy and the needed skills. This rating process connects the local board policies related to the eligible training provider list and the demand occupation list to the State-level policies related to incumbent worker training. State and local reviews are combined for a total score that determines whether the grant request is funded.

Consistent with their mission, the Emerging Worker Subcommittee of the State Board reviewed youth development systems around the State. This included bringing people before the Subcommittee to speak about their experiences with successful youth programs, as well as convening local youth council chairs for dialogue sessions about the issues they encounter. They identified issues that helped shape future agendas for the Subcommittee. The Subcommittee embraced the concept of a Youth Navigator and asked each workforce area to designate a specialist among the partner programs who will serve in that capacity. Specialized training will be rolled out throughout Program Year 2002 to help shape the portfolio of programs and services these Youth Navigators will be able to broker on behalf of at-risk youth.

Commissioner Angello presents a check for $10,000 to the Finger Lakes Workforce Investment Board for achieving state-level certification. Pictured from left to right are Assemblyman Brian Kolb; State Labor Commissioner Linda Angello; Finger Lakes Workforce Investment Board Chair Debi Jones; Assemblyman Robert Oaks.

The Incumbent and Transitional Worker Subcommittees focused on how to meet the needs of workers who require higher level skills but do not yet have the basic proficiency to achieve employment security. Several approaches were discussed, with three models being advanced through the competitive bid process. These initiatives are described in greater detail below.

Another initiative was approved by the full State Board but will not be fully operational until mid-Program Year 2002. It represents a partnership between the State Board, several local boards, and the National Institute for Literacy. New York State has chosen to participate in the development of the certificate for worker readiness built around the standards defined in *Equipped for the Future*. The assessment framework and tools are completed; the State and its local partners, including active business participants, will be field-testing and validating the assessment tools and certificate viability.

The event culminated in a ribbon-cutting ceremony commemorating state-level certification for Hempstead Works. Pictured from left to right are Town of Hempstead Supervisor Richard Guardino; State Labor Commissioner Linda Angello; Department of Occupational Resources Commissioner Clinton Boone; Town of Hempstead Councilwoman Dorothy Goosby.

Finally, the State Board's commitment to ensuring all citizens, including those with disabilities, are able to access services through the One Stop System led to grants for each One-Stop Center to have a fully equipped handicapped-accessible computer workstation. They allow all One-Stop Centers to serve customers with a broad range of disabilities. Initial feedback from the One-Stop Center staff has been extremely positive and usage has steadily increased as familiarity with these workstations and their capabilities has expanded. Partner program staff helped train those not familiar with the workstation's capabilities. This commitment does not end with the acquisition of computer hardware and software; specialized training on the use of the equipment and working with disabled customers will be offered.

Specific program highlights for Program Year 2001 include:

Manufacturing Training Grants

The New York State Department of Labor administered a competitive training grant program targeted to a key industry sector in New York State: manufacturing. Manufacturing is a significant economic contributor to many upstate New York communities and the changing nature of the manufacturing process is an obstacle to companies as they try to balance the need for training against the competitive pressures they face in the world economy. The program's goals were to provide training for existing and newly hired workers in demand occupations in the manufacturing industry in New York State. Over $15.6 million was awarded to 87 different manufacturing concerns or consortia of manufacturers and local workforce boards. Many of these projects are completed or nearing completion. Summary information on 48 of these projects indicates that $4,238,116 in grant funds and an additional $2,249,062 in employer-matched funds were expended to provide training or retraining for 9,254 individuals. The completion of this training helped retain 19,272 existing jobs and create 473 new jobs within these manufacturers. This initial level of success demonstrates how targeted use of training funds during challenging economic times can reap great returns.

High-Tech Training Grants

The State Board and Governor want to ensure New York's competitiveness as technology redefines work processes across industry sectors. Few industries can operate without skilled technology workers, and the skill demands are continually becoming more complex. The Department of Labor administered a training grant program that provided funds to small, medium, and large businesses or business consortia that employ high-tech workers in high demand occupations. These funds were to provide training in a variety of high-tech fields for current workers or new hires to ensure that they have the latest cutting-edge skills required in fast-paced high-tech industries. Thirty businesses and business consortia were awarded over $15 million to train workers. Many of these projects are either completed or nearing completion. Summary information on 15 completed projects indicates that $3,597,618 in grant funds and $2,702,227 in employer-matched funds were expended to provide training or retraining to 2,049 individuals. This led to the retention of 2,034 existing jobs and the creation of 160 new jobs within these businesses. With the completion of all 30 projects we

expect the success rate will be even greater. This is truly remarkable considering the severe constraints on the technology sector during the past several years. It also demonstrates the pervasive need for these transferable skills throughout all sectors of our economy.

Strategic Training Alliance Program (STRAP)

The partnership of Empire State Development and the New York State Department of Labor continues to operate a New York State-funded program that supports the training needs of businesses across New York State. Since its inception, the program has awarded over $23 million to 200 businesses. Often these training grants are packaged with other economic development incentives to help meet an array of business needs, including capital, power and property tax abatements. Based on the information collected from an initial group of 62 completed projects, the following goals were achieved: $8,645,688 in grant funds and $13,503,279 in employer-matched funds expended, 6,562 participants trained or retrained, 6,871 existing jobs retained, and 2,676 new jobs created.

Supporting Local Board Strategic Planning:

Phase I- Assessing Local Skills Shortages
Phase II -Closing The Skills Gap

The State Board has encouraged local boards to embrace the challenges they face from altered demographics, changing economies and gaps between business demands and worker skills. Two projects funded by the State Board have promoted strategic planning tools as a way to achieve long-term goals.

Phase I awarded funds to local workforce investment areas to answer nine policy questions that local boards must address to shape their local workforce systems. Strategies to assemble the data needed to answer the nine questions include: reviewing information about the local labor market and describing any gaps; identifying (through survey or focus groups) the occupational skills needs of local businesses; and establishing methods to regularly collect data on needed skills.

This project was concluded at the end of Program Year 2001. As a result, local workforce areas have a better understanding of the critical skills needed by local employers and the challenges they face in trying to apply public and private funds to close those gaps. Through the strategic planning efforts of this project, local boards will also be able to focus the resources and policies in their local system.

Phase II allowed local areas to apply for additional funds (up to $100,000) to develop strategies that address the most critical skill shortages identified through Phase I. Many local boards have used this opportunity to meet one of the State Board's stated goals: connecting the public employment and training system with the education and economic development systems at the local level to fill business needs.

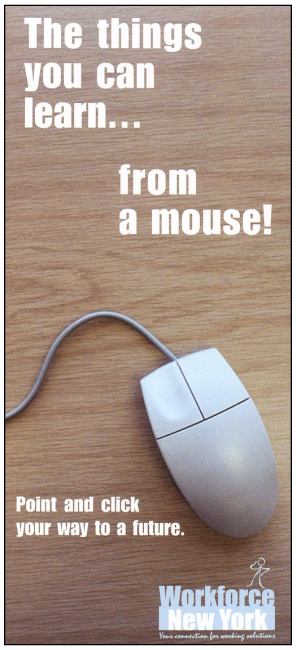
Twenty-First Century Learning: E-Learning As An Incumbent Worker Training Tool

A continuing challenge for state and local boards is to help small-and medium-sized businesses to take full advantage of the incumbent worker training system. This becomes more difficult as economic pressures preclude these businesses from supporting training for their workers, even though the need is clearly demonstrated. The State Board initiated two e-learning projects to pilot the use of e-learning in the workplace, and to determine the industry sectors and worker groups that respond best to the training tools. E-learning modules were acquired based on the overwhelming response by business to the need for training in the soft skills area and the lower-level technology courses.

The Department of Labor provided training slots to local workforce investment areas for use with local businesses, at no cost. To date, eight local workforce areas are participating. These local areas have provided 85 of their local businesses with training slots to meet the needs of 1,734 workers. Initial response to the content and quality of the e-learning tools has been positive. After the pilot program, all businesses and individuals trained will be surveyed about e-learning as a training mode and whether or not businesses found it a successful alternative to offer to their workforce.

At the Binghamton E-learning Informational Breakfast, computers were made available for guests to sample an E-learning demonstration program before and after the event.

A second phase of this project targets another gap identified through business surveys: the need for front-line super-



visory staff training. For employees to become effective supervisors and managers, they need additional managerial and supervisory skills. Businesses have consistently indicated that they are promoting qualified individuals but many lack the experience and time to acquire basic managerial skills needed to truly succeed in this career change.

The second phase of the department's pilot program offers an e-learning management module with over 400 credentialed courses. This Management E-learning Pilot Program is funded by the department in cooperation with the State Workforce Investment Board and is offered at no cost to qualified businesses to help upgrade the skills of their first and second line management teams. Business response to the on-line application for these slots has been tremendous: 85 companies have been awarded slots to train 1,165 workers in their companies.

Changing Demographics: Helping Businesses Accommodate an Aging Workforce

The 2000 Census offers New York businesses a sobering challenge: our population is growing but not nearly as fast as is needed to replace our retiring workforce. To help focus industry sectors across our state on this aspect of a larger workforce problem, the State Board and the Department of Labor used WIA state-level discretionary funds for projects to examine, develop and model practices to keep older workers in the workplace. Projects vary, focusing on ways to change workplace processes or environments, identifying obstacles/barriers faced by older workers and developing ways to overcome them. Projects also identify ways to enhance work opportunities and incentives for older workers that meet their needs and the needs of their employers, such as phased retirement programs, flexible work schedules, opportunities to enhance or upgrade skills, etc. The projects develop strategies that allow employers to retain older workers and pilot these strategies among the participating employers of the business association or industry.

Four organizations representing the health care and manufacturing industries were awarded a total of $1,003,291 under this project. These projects address existing work processes and workplace environments that affect the retention of older workers in key occupations within these industries. Projects being funded within the health care industry will re-design job functions to assist occupations such as nurses, nursing assistants, patient care technicians and home health care aides. They aim to increase job satisfaction, improve working conditions, reduce paperwork, reduce travel time for visiting nurses and aides, and reduce overall job burnout. Options such as the use of interactive voice and video equipment in patient's homes will be tested to see if they can help meet the goals.

Projects in the manufacturing sector aim to retain valued older workers whose knowledge and experience within the industry cannot be replaced easily. The nature of the work for many of the occupations in manufacturing is repetitive and strenuous. As the workforce ages, injuries arising from this type of work become more frequent and lasting. The older worker is forced to transfer to other less strenuous occupations. The goals of these projects include reducing workplace injury rates, increasing worker flexibility and skills and re-designing work processes to retain older workers. Some 2,800 older workers may be affected by the findings from the four pilot projects funded under this RFP.

Moving NY Forward: Career Ladders To Encourage Lifelong Learning

Lifelong learning is the concept that both workers and employers understand there is a career ladder in a firm for the individual. This initiative assists businesses with the development of a career ladder (if one did not exist) and helps offset the costs of training for incumbent workers for a position at any of the individual "rungs" on the ladder. Each "rung" or level must have a demonstrable shortage of qualified workers for reasons beyond the control of the business. The training must result in the worker's attainment of a certification or credential in a national industry-recognized skill.

Seven projects were awarded funds totaling $993,993 under this project. Approximately 587 workers will gain from these projects, which will be completed during Program Year 2002. Grants went to health care, automotive and laboratory technology industry sectors. Results affect state and local board policies related to opportunities in an industry and demand occupation strategies to prioritize training at the local level. Grants will also foster relationships among businesses, local workforce investment boards, and the State's 2- and 4-year colleges, that will offer long-term benefits.

Projects included training unskilled workers to be automobile light repair service technicians, training furnace operators to be certified brazing technicians, training clerical staff to become medical billing specialists, and training nurses aides to become Licensed Practical Nurses.

Rapid Response Activities

The Department of Labor implemented a Layoff Aversion Training Grant Program to help businesses to avert the dislocation of workers. During the past year, the Department funded through its local workforce areas, projects at 11 companies totaling over $2.8 million. Seven of these projects are complete. Results show that $1,075,386 was spent on training or re-training for 1,053 employees, allowing the businesses to successfully avert layoffs.

World Trade Center National Emergency Grant

New York State and City workforce partners responded to the economic impact of the September 11th terrorist attacks in ways that showed that positive results can be achieved in the midst of terrible pain and suffering.

The timely and extraordinary response of the workforce partners to meet the employment and training needs of dislocated workers was acknowledged by a special award from the National Association of Workforce Boards at their March, 2002 annual conference.

This $25 million grant from the United States Department of Labor has provided services for over 7,800 impacted workers. Over 25% of individuals being offered services through 17 contractors have been trained in up-to-date skills for the changed marketplace. Many have made career changes, as job markets for their skills disappeared. Counselors and placement staff continue to work with the clients being served by this grant. The State Department of Labor, which is the administrative entity for the grant, will report results of this grant in the Program Year 2002 annual report.

Self Employment Assistance Program

WIA State-level discretionary funds continue to support a partnership between the New York State Department of Labor and the New York Small Business Development Center to provide entrepreneurial and business counseling and instruction services for program participants interested in starting their own businesses. The result is the development of a business plan that launches a successful small business venture. During the past year, 895 individuals were enrolled in the program, 382 participants successfully completed the program, 370 participants completed a business plan, and 423 participants started a business.

A massive advertising campaign reminds New York City employers of the many experienced workers available through New York's Talent Bank and the Workforce New York System.

Youth Challenge and Youth Incentive Projects

These competitive grant projects enhance the services and opportunities to youth in the One-Stop System. The Youth Challenge project was established to help further advance a local area's approach to providing comprehensive year-round services to WIA and non-WIA eligible youth, by integrating comprehensive youth programming into the local One-Stop System, including the One-Stop Centers. Five grants totaling $955,897 were awarded to local workforce boards under this project.

The Youth Incentive project fosters innovative local partnerships that expose youth to meaningful real-world work experiences in demand occupations. Applicants consist of a consortia of a local workforce board/youth council, businesses or business consortia, and a local education agency. Six grants totaling $1,297,628 were awarded under this project that may affect 476 individuals.

Projects under both grants funded with State-level WIA funds are underway and results should be available in Program Year 2002.

Promoting Local Workforce Development Promising Practices

This past spring, the Department made awards for 21 promising practices submitted by 14 local workforce investment areas under 5 different categories. These awards were made on behalf of the State Board's Local Board Liaison Subcommittee, which sought to acknowledge the tremendous effort being made by local boards and partnerships to bring meaningful change to their workforce systems. Individual award amounts ranged from $25,000 to $37,500. Awards were made in the following five categories: Community Investment, Business Services in the One-Stop System, Local Board Development, One Stop Partner Initiatives, and Performance/Customer Satisfaction.

Because local board chairs wanted to share promising practices, a consultant was retained to develop each selected practice into a template for web distribution. These promising practices are now proudly displayed on the system's website, WorkforceNewYork.

Capacity- And System-Building Activities

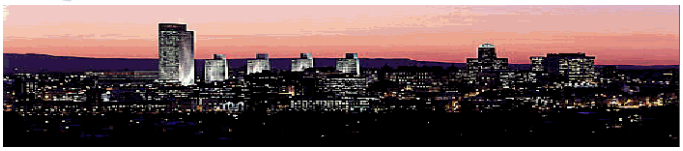
WIA state-level funds have continued to support activities that build the skills of the front line staff at the One Stop Centers, and provide the workforce system with opportunities to broaden their skills on many topics. Program Year 2001 saw training offered to over 2,600 individuals on topics including customer service, continuous improvement, grant writing, labor market information, and services to special populations.

Commissioner Angello presents a ceremonial check for $10,000 to David Bertolino, Chair, North Country Workforce Investment Board.

Two statewide conferences for workforce development professional were also held during the Program Year, with over 1,000 attending the two events.

New York's 33 local workforce board directors continue to meet bi-monthly for sessions facilitated by Greg Newton, a nationally recognized expert in the workforce community. These sessions provide feedback for state and local board staff as they shape agendas and move forward with new and creative solutions to problems facing their areas.

Finally, 24 local areas achieved state-level certification. They completed a rigorous local-level process to be certified by their local boards; the State Board then offered a process by which state certification would validate the process and the quality of that process in offering services to the business and job seeking public. State-level certification helped the State kick off its marketing campaign for the Workforce New York logo. As local areas achieved certified status, they became eligible for a $10,000 grant for marketing and materials to be used at their local level. This is the first in a series of marketing initiatives undertaken to support local workforce systems across New York State and as the remaining nine areas achieve certification, the State Board will start a multi-media advertising campaign on behalf of local workforce systems.



ALBANY-RENSSELAER-SCHENECTADY

(CAPITAL REGION) LWIA

The Capital Region local workforce investment system is governed by the Capital Region Workforce Investment Board. The Board is comprised of 42 members, with 22 representatives of the local business community. The Board is chaired by Gary Nicklaus, President of Career Connections, LLC.

The Capital Region workforce investment system is comprised of three comprehensive One-Stop Centers and two satellite sites to serve the 590,000 residents of our three-county region. Workforce services are provided by 14 different partner programs in our system. On average, our One-Stop Centers receive 3,550 customer visits per month. Through the Centers, our customers can access the following free services: high speed internet access to job openings statewide, career planning, resume guidance, job training opportunities, copy and fax services, library of resource materials, academic skills assessment, ability and interest assessments, veterans services, mini job-fairs, counseling, information regarding unemployment insurance benefits, labor market information, program eligibility determination, and gain access to partner agencies and programs.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our local One-Stop System provided the following employer services:

- 580 different employers listed jobs through One Stop Centers
- 977 of the 3,975 jobs listed were filled directly by system staff through the One Stop Centers
- 92 recruitments were held at the One Stop Centers or affiliate sites involving 51 employers
- 5 major job fairs were held for local companies including Gardenway, Oak-Mitsui and Walmart. A "virtual job fair" was held for the General Electric Company. Additionally, 101 employers participated in the Martin Luther King Jr., Job Fair.
- 1,970 incumbent workers with 14 manufacturing companies received $1,010,708 for much-needed skills upgrading to remain competitive in the marketplace
- 70 incumbent workers with 2 major health care providers trained through the InVest Program, a program supported with State-level TANF funds and designed to provide skill development and wage growth for low-skill, low-wage workers.
- 954 incumbent workers with 30 local employers were trained through e-learning training pilot project supported with funding from the State Workforce Investment Board. These training modules provided over 600 online courses ranging from computer based skills to team building and front-line supervisory skill enhancement. In addition, 405 incumbent workers with 48 local employers trained through e-learning licenses in coursework designed to meet local employer needs.

Additionally, 550 jobseekers were enrolled in training during the year at one of 66 different training providers or OJT sites at an average cost of $3,500 each.

During the past year, our local system eased the fiscal burden on the local community by helping 4,307 laid off workers from 28 companies with Rapid Response Services including: a presentation of services available, a job fair, access to training, and, in some cases, an on-site staffed re-employment service office.

Our system's partners were able to provide assistance to unemployed workers that resulted in:

- 555 unemployed workers placed in jobs
- 517 Veterans placed in jobs
- 496 welfare recipients were placed in jobs and left the public assistance rolls

Additionally,

- 1,594 unemployed customers found employment after using One Stop Services
- 494 veterans found employment after using One Stop Services
- 141 welfare recipients found employment after using the services of our One Stop Centers.

Other Local System Highlights

The Capital Region received an initial allotment of 1,000 e-learning certificates from the State. Based on the interest and demand from employers, the LWIB approved and secured an additional 1,500 e-learning certificates for the area. In a four-month period since they were made available, more than half of the additional certificates have been used by local employers.

Table O - Local Program Activities

Local Area Name			
Capital Region	Total Participants Served	Adults	542
		Dislocated Workers	1,201
		Older Youth	67
		Younger Youth	348
	Total Exiters	Adults	316
		Dislocated Workers	676
		Older Youth	0
		Younger Youth	0
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	94.0
Entered Employment Rate	Adults	80.0	92.3
	Dislocated Workers	78.0	96.7
	Older Youth	52.0	
Retention Rate	Adults	78.0	89.7
	Dislocated Workers	88.0	86.2
	Older Youth	56.0	
	Younger Youth	41.0	
Earnings Change/Earnings Replacement in Six Months	Adults	3,256	3,503
	Dislocated Workers	93.0	88.0
	Older Youth	1,810	
Credential/Diploma Rate	Adults	44.0	88.2
	Dislocated Workers	37.0	91.1
	Older Youth	28.0	
	Younger Youth	34.0	
Skill Attainment Rate	Younger Youth	67.0	99.1
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	0	8

BROOME/TIOGA Workforce Development System

BROOME-TIOGA LWIA

The Broome-Tioga local workforce investment system is governed by the Broome-Tioga Workforce Investment Board. The Board is comprised of 43 members, of whom 22 represent the local business community. The Board is chaired by Michael McNally, Vice President of Human Resources for United Health Services.

The Broome-Tioga local workforce investment system is comprised of three comprehensive One-Stop Centers and two satellite sites. Workforce development services are provided by nine different partner programs in our system. On average, our One-Stop Centers receive 3,317 customer visits per month. During this past year, 5,682 local residents used the Centers for the first time. The average monthly cost to operate our One-Stop Centers is $11,573. Based on the number of customer visits, this works out to an average cost of $3.49 per month to provide service to each visitor to our Centers. Two of our centers now operate all TANF employment programs, as well as offering the full range of WIA and DOL services.

Our system places a strong emphasis on meeting the needs of local businesses. During this past year, our local One-Stop System provided services to 2,370 employers in this area. These system services included posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas, such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. We have invested significantly in business-based training. TANF and WIA funds have provided over $375,000 to local industry to offset training for new hires. Our local system provided training services for 1,142 incumbent workers in local businesses. In addition, the system was able to help fill 2,536 jobs listed with us by local businesses. Our overall business penetration rate in our workforce area during the past year was 48%. As our system continues to grow and develop, we believe this number will go up further.

During the past year, our local system was also able to help ease the fiscal burden on the local community by helping 3,876 unemployed workers find jobs while also providing assistance in helping 1,156 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Development of Regional Soft Skills Program: This initiative was driven by business demand for such a program. The program was designed and delivered by system and other community partners. It is currently being piloted with the TANF population. Partners involved with the design and development included Broome-Tioga Employment & Training, NYSDOL, Broome-Tioga BOCES, Broome County Executive and Broome County DSS, Binghamton City School District, Consumer Credit Counseling, Broome County Development Corporation, Cornell Cooperative Extension, Broome County (Equal Opportunity Officer), and Broome County Transit.
- In response to industry demand in our region,we created a specialized Warehouse Curriculum was developed for employment and training in partnership with business partners, including Best Buy. Partners involved with this business project included Broome-Tioga BOCES, our Employment Centers and the Distribution Industry Advisory Group.
- Credentials carry value to our business customers. Our system is in the preliminary stages of developing a High Performance Workplace credential, in response to industry skill needs for training in ISO Quality, APICS, IPC, etc. This need was identified by surveys and in previous grant requests. It is train-the-trainer approach that will create “super trainers” in local business, capable of continuous staff development in nationally recognized certifications. Our partners in this project include Broome County Employment & Training, Broome Community College and the Business Development Advisory Group.

Table O - Local Program Activities

Local Area Name			
Broome/Tioga	Total Participants Served	Adults	376
		Dislocated Workers	345
		Older Youth	14
		Younger Youth	98
	Total Exiters	Adults	122
		Dislocated Workers	97
		Older Youth	4
		Younger Youth	50

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	80.0
	Employers	68.0	75.0
Entered Employment Rate	Adults	70.0	62.2
	Dislocated Workers	77.0	84.9
	Older Youth	67.0	100.0
Retention Rate	Adults	62.0	80.6
	Dislocated Workers	87.0	87.1
	Older Youth	72.0	100.0
	Younger Youth	41.0	37.5
Earnings Change/Earnings Replacement in Six Months	Adults	1,455	4,125
	Dislocated Workers	81.0	81.3
	Older Youth	4,097	4,734
Credential/Diploma Rate	Adults	51.0	41.1
	Dislocated Workers	45.0	30.0
	Older Youth	52.0	100.0
	Younger Youth	47.0	0.0
Skill Attainment Rate	Younger Youth	67.0	17.6
Overall Status of Local Performance	Not Met	Met	Exceeded
	6	0	11

CATTARAUGUS-ALLEGANY LWIA

The Cattaraugus-Allegany local workforce investment system is comprised of 2 comprehensive One-Stop Centers, 2 satellite and 19 partner affiliate sites to serve our 133,000 residents. Nineteen different partner programs provide workforce development services in our system. On average, our One-Stop Centers receive 1,760 customer visits per month. The average monthly cost to operate our One-Stop Centers is $190,483, which includes staffing, overhead and Center-based general services, such as workshops. Based on the number of customer visits, this works out to an average cost of $108 per month to provide core and intensive services to each visitor to our Centers. Some 929 individuals received basic reading and math level testing and service system orientations and pre-vocational workshops were delivered to 2,919 individuals.

Our system places a strong emphasis on meeting the needs of local businesses. During this past year, our One-Stop System provided services to 168 employers in this area. These system services included: posting job openings, pre-screening job applicants, developing of OJTs and customized training programs, providing incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, system provided training services for 173 incumbent workers in local businesses and nearly 200 additional employed workers. In addition, our system was able to help fill 812 jobs listed with us by our local businesses. Our overall business penetration rate in this workforce area during the past year was 6.2%. As our local system continues to grow and develop, this number can only go up.

During the past year, our local system was also able to help ease the fiscal burden on the community by helping 425 WIA-enrolled unemployed workers find jobs while providing assistance to an unduplicated total of 662 welfare recipients in Allegany County during the year and 264 each month in Cattaraugus County to obtain employment and get off public assistance rolls. In each county, all employable TANF and Safety Net Assistance recipients are served at the One Stop Centers.

Other Local System Highlights

- During the past year, our One-Stop Centers aided more than 20,000 customers seeking services. In addition, our Centers referred over 8,000 individuals to jobs, accounted for approximately 800 direct employer placements, and made more than 1,500 referrals for partner program services.
- Our local system includes 2 consortia, made up of 11 youth service and education providers who deliver year-round services to area youth, using a combination of WIA and other resources.
- Our system partners provide 16 distinct employer services and a comprehensive array of 72 different services to individuals.
- A two-county Center effort to meet expansion demands of one Empire Zone business was arranged and delivered. Empire State Development and WIB convened the partners to successfully coordinate efforts to screen/test and place customers in nearly 50 newly created jobs.
- Empire State Development and the WIB brought in a NYSDOL Job Analyst to assist a small manufacturer to identify quality control needs, located training providers and partnered with the Appalachian Regional Commission to cover the costs of training. Subsequently the One Stop Center provided OJT assistance to support advancement for the incumbent workers of this employer.
- Economic developers and Chamber of Commerce representatives have joined with the WIB in the promotion of grant resources to area businesses.
- Home Depot is using Center facilities to recruit and train its initial workforce in Cattaraugus County.
- Our One Stop Centers are working with Empire Zone Directors and staff on filling the workforce needs related to business expansions within these Zones.
- Some of our system partners have met with ceramic manufacturers and the Greater Olean Chamber of Commerce to formulate a project that would connect area ceramic businesses with resources and help develop a certificate degree program for chemistry technicians.
- Jamestown Community College has taken a lead role in administering Appalachian Regional Commission training funds to meet the needs of area businesses. This is a cooperative effort among six area educational institutions. The project has assisted over 30 companies in training their workforces and is a valuable resource as the WIB seeks to broker services for business customers.

- Area health care agencies have partnered with Jamestown Community College to implement a Health Care Worker and Registered Nurse Recruitment Project to encourage young people to consider a career in health care and to stimulate interest in RN education.
- Our WIB has been awarded $160,000 by the State Workforce Investment Board to connect youth from six pilot school districts and the area's three BOCES Centers to the One-Stop Centers and System by dedicated computer stations located in both the schools and the One-Stop Centers, and through school-based Outreach coordinators.

Table O - Local Program Activities

Local Area Name			
Allegany/Cattaraugus	Total Participants Served	Adults	339
		Dislocated Workers	152
		Older Youth	33
		Younger Youth	163
	Total Exiters	Adults	143
		Dislocated Workers	54
		Older Youth	22
		Younger Youth	42
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	66.0	65.0
	Employers	63.0	71.0
Entered Employment Rate	Adults	69.0	82.8
	Dislocated Workers	80.0	93.3
	Older Youth	70.0	80.0
Retention Rate	Adults	71.0	93.5
	Dislocated Workers	78.0	96.4
	Older Youth	75.0	80.0
	Younger Youth	40.0	81.8
Earnings Change/Earnings Replacement in Six Months	Adults	2,000	4,390
	Dislocated Workers	97.0	91.7
	Older Youth	2,109	4,137
Credential/Diploma Rate	Adults	50.0	80.9
	Dislocated Workers	45.0	82.8
	Older Youth	43.0	50.0
	Younger Youth	34.0	43.3
Skill Attainment Rate	Younger Youth	64.0	85.6
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	0	15

CAYUGA-CORTLAND LWIA

The Cayuga-Cortland local workforce investment system is governed by the Cayuga-Cortland Workforce Investment Board, comprised of 35 members, of whom 18 represent the local business community. The Board is chaired by David Daum, Plant Engineer for Owens-Illinois Glass Company.

The Cayuga-Cortland local workforce investment system currently operates one comprehensive One-Stop Center and one satellite/affiliate site. Workforce development services are provided by 14 different partner programs in our system. On average, our One-Stop Center receives 1,120 customer visits per month. The average monthly cost to operate our One-Stop Center is $ 7,766. Based on the number of customer visits, this works out to an average cost of $ 6.93 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided over 1,167 services to 532 employers in this area. These system services included such things as: posting job openings, pre-screening job applicants, developing of OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 1,778 incumbent workers in local businesses. In addition, our system was able to help fill 948 jobs listed with us by local businesses. Our overall business penetration rate in the workforce area during the past year was 10.35%. As our local system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 348 unemployed workers find jobs while also providing assistance in helping 744 welfare recipients to obtain employment and leave public assistance rolls.

Other Local System Highlights

- Program Year 2001 saw the Development and implementation of a highly successful Professional Opportunity Development (POD) Workgroup at our Cayuga Works Career Center in Auburn. The "9:00 Club," as it is known locally, consists of unemployed professional workers who come together to help each other find jobs in professional and technical career fields. The 10-15 participants meet weekly to address issues specific to the group. Often they schedule guest speakers from service agencies like Consumer Debt Counseling. Area employers are also invited to discuss what skills they are looking for when recruiting, as well as highlighting future business needs. The "POD" is overseen by the Career Center Staff. Most recent hires from the group include: a help desk specialist, with an annual salary of $40,000, a circulation manager for an area newspaper, a school administrator, and teacher. We look forward to the continued development of the "POD" and to replicating it in our other full-service Career Center in Cortland.
- Our successes with area employers continue to grow. Over the past year we have worked with 52 employers to develop successful On-the-Job Training contracts. In addition, a customized training contract was developed for a local plastics manufacturing company to train workers in the use of a manufacturing software that covers all aspects of their manufacturing process. The training received by their 116 employees will help the company to remain competitive by increasing productivity.
- The Career Center Staff in both counties are represented on a variety of Boards, Teams, and Committees having an economic development focus such as; Empire Zone Corporations, the Auburn Local Development Committee, and the Auburn Team for Economic Growth. Cortland County has also successfully teamed with partner agencies to write grants to work with area businesses. The Cortland Connects WIA Youth Grant, the Community Adjustment and Investment Program (CAIP, NAD Bank Grant) and the SUNY Cortland Community Outreach Partnership Center Program (COPC, HUD Grant) are a few of the initiatives. The CAIP Grant alone has helped more than 250 incumbent workers to retain jobs at 5 local manufacturing firms in the County.
- Current customer satisfaction reports indicate we are on track for another great year. The Cortland Works Career Center renovation is complete and partner agency staff are relocating to that facility. The construction of the new Cayuga Works Career Center on the Cayuga Community College Campus is on sched-

ule for completion in June of 2003.

- Comments from some of our business customers follow:

"The contract that you arranged with us, the provision of two fine people for our employment and the support, both financial and moral, that was provided during the training phase for our employees was outstanding. I am also thrilled with the idea of being able to use the provisions of the program, through our contract, to advance and upgrade the training of a member of our existing staff."

Obstetric and Gynecologic Associates of Cortland, M.D., P.C.

"In today's job market it has been very difficult to find employees with the skills needed to run my equipment rental business. But with the help of this WIA funded OJT Program, it has helped a lot."

Cortland Rental Center

Table O - Local Program Activities

Local Area Name			
Cayuga/Cortland	Total Participants Served	Adults	391
		Dislocated Workers	391
		Older Youth	21
		Younger Youth	149
	Total Exiters	Adults	41
		Dislocated Workers	42
		Older Youth	6
		Younger Youth	20
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	91.0
	Employers	68.0	71.0
Entered Employment Rate	Adults	71.0	100.0
	Dislocated Workers	81.0	100.0
	Older Youth	76.0	100.0
Retention Rate	Adults	73.0	93.8
	Dislocated Workers	84.0	96.6
	Older Youth	74.0	100.0
	Younger Youth	41.0	28.6
Earnings Change/Earnings Replacement in Six Months	Adults	3,001	4,854
	Dislocated Workers	83.0	96.4
	Older Youth	3,337	-1,073
Credential/Diploma Rate	Adults	54.0	58.3
	Dislocated Workers	46.0	58.3
	Older Youth	47.0	100.0
	Younger Youth	47.0	50.0
Skill Attainment Rate	Younger Youth	67.0	76.5
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	0	15

CHAUTAUQUA LWIA

The Chautauqua County local workforce investment system is governed by the Chautauqua Workforce Investment Board, comprised of 31 members, of whom 16 represent the local business community. The Board is chaired by Mr. Thomas Holt of Lutheran Social Services.

Two comprehensive One-Stop Centers serve our 138,000 residents. Workforce development services are provided by 17 different partner programs in our system.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided services to 503 employers in local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our local system provided training services for 8 incumbent workers in our local businesses. In addition, our system was able to help fill numerous jobs listed with us by local businesses. Businesses received over 878 services from our One-Stop team throughout the year.

Other Local System Highlights

- As of the end of Program Year 2001, we had 733 individuals active in our local One-Stop System. Some 40% of our active customers are from our Dunkirk Center and 60% are from our Jamestown Center.
- During the program year, 331 individuals entered employment, at an average starting wage of $9.91/hour.
- As of year end, 163 youth were being served in our system. During the course of the year 200 youth were provided services.
- Our Summer Youth Program served 135 youth through a collaborative combination of TANF funding and WIA support. Our program included a special initiative to involve schools in the summer youth program to support the youth academically and encourage the youth to stay in summer school. Each program used teachers at reduced pay to continue to work with the youth, teaching them employment skills. Support was garnered from the Dunkirk City Schools, Falconer School District, GA Home, Trinity Relief (faith-based program connected to Frewsburg Schools), and the Jamestown Public Schools through Weed and Seed program.
- Our WIB Board Members participate as guest speakers at Professional Networking Group meetings. Speakers are asked to discuss their industry, company, economic forecasts, and tips for job seekers. The meetings are informal and are open to all professionals in the county. The group is sponsored by ChautauquaWORKS and meets twice a month for two hours. Meetings are held at the Jamestown and Dunkirk One-Stops on an alternating basis.

Table O - Local Program Activities

Local Area Name			
Chautauqua County	Total Participants Served	Adults	666
		Dislocated Workers	450
		Older Youth	83
		Younger Youth	193
	Total Exiters	Adults	431
		Dislocated Workers	170
		Older Youth	34
		Younger Youth	65
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	67.0	71.0
	Employers	65.0	76.0
Entered Employment Rate	Adults	70.0	69.2
	Dislocated Workers	78.0	94.3
	Older Youth	71.0	42.9
Retention Rate	Adults	75.0	83.2
	Dislocated Workers	88.0	90.4
	Older Youth	72.0	80.0
	Younger Youth	39.0	38.3
Earnings Change/Earnings Replacement in Six Months	Adults	4,050	1,968
	Dislocated Workers	97.0	128.1
	Older Youth	2,697	2,673
Credential/Diploma Rate	Adults	51.0	25.6
	Dislocated Workers	45.0	31.4
	Older Youth	44.0	0.0
	Younger Youth	45.0	13.0
Skill Attainment Rate	Younger Youth	64.0	54.1
Overall Status of Local Performance	Not Met	Met	Exceeded
	10	0	7

CHEMUNG-SCHUYLER-STEUBEN LWIA

The Chemung-Schuyler-Steuben local workforce investment system is governed by the Chemung-Schuyler-Steuben Workforce Investment Board. The Board is comprised of 39 members, of whom 20 represent the local business community. It is chaired by Michael Nisbet, Director Operations & Comptroller for Transportation & Transit Associates.

The Chemung-Schuyler-Steuben local workforce investment system is comprised of 5 comprehensive One-Stop Centers to serve the 209,000 residents across our 3 rural counties. Workforce development services are provided by 17 different partner programs in our system**.** In our Career Centers there has been a 42% increase in participant visits over the past 2 years, with 37,951 customers seen during Program Year 2001. The centers registered 11,634 new clients during the program year. During this past year (PY 2001), 77 ITA's were approved (140% increase). Year-to-date, out of the 77 approved, 32 have completed training and 19 have secured employment (59%).

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our local One-Stop system provided services to 269 employers in the area. These system services included such things as: posting of job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more.

Other Local System Highlights

- Despite having one of the highest unemployment ratings in the state, CSS WF NY still managed to place participants in employment. In PY 2001, CSS WF NY had a 191% increase in the number of OJT's written (374) over the previous year (128). Of the 374 contracts that were written, 229 completed on 6/30/02 and 207 continue to be employed (90% retention rate).
- CSS WF NY received $224,000 for the State Workforce Investment Board Youth Challenge Grant to target out-of-school youth at risk of dropping out. This program provides support services for training and employment.
- CSS WF NY has had over 300 business contacts in the past program year. Two major job fairs were held. One was on February 14th in Hornell and the second one was held in May in Chemung County. Consequently, over 300 job seekers secured employment as a result of attending these job fairs. Employment was obtained through Alstom, WINS, Transportation & Transit Associates, US Salt, Vulcraft and a number of area hospitals. Quality referrals have helped the local workforce development system expand its outreach to the business community and engage new businesses.

Table O - Local Program Activities

Local Area Name			
Chemung/Schuyler/Steuben	Total Participants Served	Adults	813
		Dislocated Workers	255
		Older Youth	67
		Younger Youth	304
	Total Exiters	Adults	337
		Dislocated Workers	80
		Older Youth	36
		Younger Youth	64
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	73.0
	Employers	68.0	74.0
Entered Employment Rate	Adults	68.0	82.4
	Dislocated Workers	79.0	87.0
	Older Youth	64.0	60.0
Retention Rate	Adults	74.0	82.6
	Dislocated Workers	88.0	84.1
	Older Youth	78.0	64.7
	Younger Youth	41.0	36.9
Earnings Change/Earnings Replacement in Six Months	Adults	3,160	2,483
	Dislocated Workers	97.0	104.1
	Older Youth	2,699	1,134
Credential/Diploma Rate	Adults	50.0	60.5
	Dislocated Workers	45.0	61.0
	Older Youth	39.0	18.5
	Younger Youth	47.0	31.3
Skill Attainment Rate	Younger Youth	67.0	51.7
Overall Status of Local Performance	Not Met	Met	Exceeded
	9	0	8

CHENANGO-DELAWARE-OTSEGO LWIA

The Chenango-Delaware-Otsego workforce investment system is governed by the Chenango-Delaware-Otsego Workforce Investment Board, comprised of 35 members, of whom 19 represent the local business community. The Board is chaired by Eileen Hoffman, Vice President of Staffworks, Inc., Chenango Region.

The Chenango-Delaware-Otsego local workforce investment system includes 2 comprehensive One-Stop Centers, 2 satellite and affiliate sites, and 16 computer "virtual one-stop" sites located in town halls, schools and human service agencies. Workforce development services are provided by 23 different partner programs in our system. On average, our One-Stop Centers receive 784 customer visits per month. The average monthly cost to operate our One-Stop Centers is $5,789. Based on the number of customer visits, this works out to an average cost of $7.38 per month to provide service to each visitor to our Centers.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided services to 2,820 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this year, local system provide training services for 3,159 incumbent workers in local businesses. In addition, our system was able to help fill 870 jobs listed with us by local businesses. This collaboration works in part, because the WIB Executive Director serves on the Southern Tier East Regional Planning Board, as well as the Mohawk Valley Economic Development District Board and the Otsego County Empire Zone Committee.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 984 unemployed workers find jobs, while also helping 338 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- In January 2002, the CDO Workforce System partners hosted 2 County job fairs; one reported 50 exhibitors and 650 job seekers in attendance.
- *"CDO Workforce and America's Job Bank help us find qualified applicants and control our recruiting cost."* The Raymond Corporation, Greene, NY
- Seven companies in the CDO Workforce area were assisted by system partners in the preparation of grant applications and were awarded a total of $920,000 in manufacturing training funds. The success of this funding effort was expressed by a number of these companies in the following statements.

  "With the assistance of our manufacturing grant we have been able to fully implement the mechanism to introduce "Behavioral Based Safety" training program. This program has helped lead to the creation of an overall safety awareness for all our employees".
  Mead Westvaco, Sidney, NY

  "Through the support of the CDO Workforce Investment Board and Grant funding, AJS Controls has been able to grow and benefit beyond what the company could have done on its own."

  AJS Controls, Sidney, NY

  "Through the support of the CDO Workforce Investment System and Business Service Representative members of the Office of Employment and Training we have been able to fund training programs both internally and externally. This collaboration has been very beneficial and has assisted Norwich Aero Products to further train and improve its workforce."

  Norwich Aero Products, Norwich, NY

- In December of 2001 the CDO Workforce system established **www.cdoworkforce.org**. The site provides more than 25 service options for business, individuals and youth. The Web site receives approximately 250 new visitors per month, with roughly 50% of all new visitors returning to the site. Our home page provides a calendar of events and workshops offered by our One-Stop Centers, partners, and training providers.
- The Workforce System helped one area company relocate to a new site in the Chenango County IDA Zone. Employee search and screening, and training and fund-

ing assistance for 25 existing employees and 20 potential hires was also provided. The company was also linked with a local training organization to provide market analysis, expansion assistance and lean manufacturing training.

- CDO Workforce, in cooperation with Chenango County Economic Development, assisted a company interested in locating a manufacturing branch in Greene, NY. A joint workforce and economic development package presented a list of potential candidates for interview.
- The CDO System Partners assisted an area company with preparation and submission of a $37,000 Rapid Response layoff aversion application. The company was awarded the funds and a series of training programs are being provided.

Table O - Local Program Activities

Local Area Name			
Chenango/Delaware/Otsego	Total Participants Served	Adults	170
		Dislocated Workers	283
		Older Youth	59
		Younger Youth	145
	Total Exiters	Adults	97
		Dislocated Workers	135
		Older Youth	24
		Younger Youth	21
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	71.0
	Employers	68.0	69.0
Entered Employment Rate	Adults	81.0	88.3
	Dislocated Workers	83.0	91.0
	Older Youth	65.0	62.5
Retention Rate	Adults	71.0	84.1
	Dislocated Workers	91.0	94.5
	Older Youth	69.0	100.0
	Younger Youth	41.0	75.0
Earnings Change/Earnings Replacement in Six Months	Adults	2,659	3,881
	Dislocated Workers	84.0	107.5
	Older Youth	2,239	4,721
Credential/Diploma Rate	Adults	31.0	45.0
	Dislocated Workers	24.0	60.6
	Older Youth	44.0	0.0
	Younger Youth	47.0	53.8
Skill Attainment Rate	Younger Youth	67.0	67.7
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	0	15

CLINTON-ESSEX-FRANKLIN-HAMILTON (NORTH COUNTRY) LWIA

The North Country Workforce Investment Board governs the local workforce investment system covering Clinton, Essex, Franklin and Hamilton Counties. The Board is comprised of 35 members, of whom 18 represent the local business community. The Board is chaired by David R. Bertolino, Human Resource Manager of Wyeth Pharmaceuticals.

The North Country local workforce investment system is comprised of three comprehensive One-Stop Centers and one satellite site. The year 2003 will see the creation of a second satellite site, and chartering of a number of affiliate sites. Twenty different partner programs provide workforce development services in our system. On average, our One-Stop Centers receive 2,200 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our local One-Stop system provided services to 890 employers in our local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 240 incumbent workers to local businesses. In addition, our system was able to help fill 1,250 jobs listed with us by local businesses. Our overall business penetration rate in the local workforce area during the past year was 15%, up from 11% the year before. As our system continues to grow and develop, this number will only continue to go up.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 875 unemployed workers find jobs while also helping 350 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- 100% of our surveyed Business Customers said that they would recommend our services to their peers. The number one source of Business Customers hearing about our services is through word of mouth.
- A sample of some of the comments received regarding the use of our system, its services and staff are as follows:

  "I recently relocated from South Carolina and found (your greeter) and others to be very friendly and helpful. I would recommend OneWorkSource to anyone needing to 'start over' or to reinvent themselves"

  "I can tell you that it was really difficult to find someone willing to work the early morning hours and have the experience I needed to make my business run. You sent me three folks to interview and I knew you did your homework because one of them was the right guy."

  "After 20 years someone finally got IT right and you are IT."

  "…the best of the best because you really listened to me. Those other people heard me, but you listened."

  "We are a small not-for-profit, and the nature of our business results in a fair amount of turnover. The use of OneWorkSource is resulting in significant savings in our recruitment budget."

Table O - Local Program Activities

Local Area Name			
North Country	Total Participants Served	Adults	324
		Dislocated Workers	192
		Older Youth	65
		Younger Youth	168
	Total Exiters	Adults	149
		Dislocated Workers	75
		Older Youth	19
		Younger Youth	18
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	77.0
Entered Employment Rate	Adults	64.0	85.5
	Dislocated Workers	81.0	88.2
	Older Youth	63.0	87.5
Retention Rate	Adults	75.0	90.3
	Dislocated Workers	89.0	86.7
	Older Youth	74.0	77.8
	Younger Youth	41.0	57.1
Earnings Change/Earnings Replacement in Six Months	Adults	3,145	4,718
	Dislocated Workers	97.0	100.5
	Older Youth	2,872	2,161
Credential/Diploma Rate	Adults	47.0	37.7
	Dislocated Workers	46.0	36.8
	Older Youth	39.0	30.0
	Younger Youth	47.0	50.0
Skill Attainment Rate	Younger Youth	67.0	50.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	6	0	10

columbia greene WORKS

COLUMBIA-GREENE LWIA

The Columbia-Greene workforce investment system is governed by the Columbia-Greene Workforce Investment Board. The Board is comprised of 38 members, of whom 20 represent the local business community. The Board is chaired by Karen Diffley, Co-Owner of Executive Connection.

The Columbia-Greene workforce investment system is comprised of 1 comprehensive One-Stop Center and 13 satellite sites that provide core job-seeking and employer services to the 111,500 residents of our 2 counties. Workforce development services are provided by 12 different partner programs in our system. On average, our One-Stop Center receives 1,200 customer visits per month. The average monthly cost to operate our One-Stop Center is $5,539.00. Based on the number of customer visits, this works out to an average cost of $4.61 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our local One-Stop System provided services to 309 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our local system provided training services for 545 incumbent workers in local businesses. In addition, our system was able to help fill 715 jobs listed with us by local businesses. Our overall business penetration rate in our workforce area during the past year was 10%. As our system continues to grow and develop, this number can only go up.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 898 unemployed workers find jobs, while also providing assistance in helping 253 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- During the past year our local center located at Columbia-Greene Community College, achieved a 90% customer satisfaction rate for our core job-seeking services, and received two Promising Practices Awards from the State Workforce Investment Board for successful collaborative efforts between our system partners.
- To celebrate our Workforce New York certification, an Open House was co-sponsored by the Columbia and Greene County Chambers of Commerce. Over 200 business leaders, job seekers and public officials attended the event, including State Senator James Seward, Columbia County Board of Supervisors Chairman, Gerald Simons and Greene County Legislature Chairman, Frank Stabile, Jr.
- Customers utilizing the Center have been overwhelmingly satisfied with the services received, with over 90% rating the Career Resource Room and various Job Seeking and Career Planning workshops as "good" or "very good". Some of their comments include:

  "The services you are providing are very helpful. The friendly staff made a difficult situation much more bearable."

  "Got help with a resume, tips on interviewing, got information on an employer and got the job!"

  "Staff projected an upbeat and positive attitude from the very beginning and I would imagine that every individual who goes through the workshops has a renewed sense of confidence in addition to a wealth of knowledge of how to move forward in a job search or career adjustment."
- Customers have also expressed their satisfaction with the training services provided through ITA's and the corresponding case management services offered by the Center:

  "I wanted to take a moment to extend my heartfelt "Thanks" to each and every one of you. Your program picked me up during a tragic time in my life and gave me hope and guidance. I now stand on my own two feet with a bright future."

  - Registered Nurse

  "I started my new job two days after graduating... I now earn more than double the pay of my last job, which has improved my family's quality of life."

  - Armed Security Guard
- Employers have also been pleased with the services provided by our local workforce system:

"I was pleased that representatives were able to come to my business so I could demonstrate the skills required for the different positions I need filled. I also like the procedure of having job candidates fill out our applications at their office."

"The [Job Fair] is a very well organized event. If I have job openings again next year, I will definitely participate."

"Thanks, I really appreciate your help on this one. Our collaboration made the difference on receiving this [employee training] grant."

- Our Promising Practices awards were for our Certified Nurses Aide training program and our Alternative High School Equivalency Program. Five agencies worked together to offer the C.N.A. training to TANF recipients, public housing residents and other low-income individuals. During Program Year 01, this training successfully placed 15 new workers in this in-demand occupation. Seven agencies are involved in supporting the Catskill Central School District's GED program. During PY 01, 24 youth who had dropped out of school obtained their High School Equivalency Diplomas.

Table O - Local Program Activities

Local Area Name			
Columbia/Greene	Total Participants Served	Adults	140
		Dislocated Workers	182
		Older Youth	26
		Younger Youth	168
	Total Exiters	Adults	81
		Dislocated Workers	79
		Older Youth	16
		Younger Youth	97
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	78.0
Entered Employment Rate	Adults	72.0	86.1
	Dislocated Workers	73.0	78.3
	Older Youth	76.0	85.7
Retention Rate	Adults	81.0	85.7
	Dislocated Workers	88.0	83.3
	Older Youth	75.0	88.9
	Younger Youth	41.0	68.8
Earnings Change/Earnings Replacement in Six Months	Adults	3,116	3,337
	Dislocated Workers	97.0	102.7
	Older Youth	3,030	4,707
Credential/Diploma Rate	Adults	54.0	60.0
	Dislocated Workers	42.0	43.8
	Older Youth	56.0	60.0
	Younger Youth	47.0	60.4
Skill Attainment Rate	Younger Youth	67.0	69.2
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	0	15

Dutchess County WDS

Put the Team Dutchess Workforce Development System to Work For You!

DUTCHESS COUNTY LWIA

The Dutchess County local workforce investment system is governed by the Dutchess County Workforce Investment Board, comprised of 39 members, of whom 22 represent the local business community. The Board is co-chaired by Jack Sinnott, recently retired from IBM's Microelectronics Division, and Phyllis DiStasi Keenan, owner of Landmark Building Services, LTD.

The Dutchess County local workforce investment system is comprised of 1 comprehensive One-Stop Center, 14 different partner programs provide workforce development services in our system.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our local One-Stop system provided services to 144 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJT and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this year, our system provided training services for 382 incumbent workers in local businesses. In addition, our system was able to help fill 200 jobs listed with us by local businesses.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 248 unemployed workers find jobs while also helping 44 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- A pre-vocational training program was instituted for all participants who registered at the One-Stop. The 5-day package consisted of:
  - One day of orientation to the One-Stop, the resource room, available services etc. During orientation, participants complete all the necessary paperwork and the eligibility documents are checked and copied. Service providers, area employers and the OJT coordinators are present during orientation to meet with the participants. At this time the participants sign up for the rest of the pre-vocational services.
  - Day 2 is a presentation by a motivational speaker who covers topics such as how to dress, mock interviews, handling stress, how to get the job you want and recognizing how much you have to offer to a prospective employer.
  - Days 3-5 are courses in basic computer literacy offered by several different vendors. Participants choose which one suits their needs, from the most basic to slightly more sophisticated. All learn how to create a resume and post it on the Internet, as well as how to conduct an Internet job search. Every participant is given a free e-mail account to use. These courses are offered in various locations both during the day and in the evening. Some sites also offered free transportation.
- During the past year, our system responded to the needs of 230 local youth through skills training and other educational assistance.
- Dutchess' interactive, user-friendly website, which is geared to both participants and employers is fully operational (**www.dutchessworks.org**). It also serves as the homepage for all the computers in the satellite One-Stop locations.

Table O - Local Program Activities

Local Area Name			
Dutchess County	Total Participants Served	Adults	823
		Dislocated Workers	83
		Older Youth	29
		Younger Youth	196
	Total Exiters	Adults	567
		Dislocated Workers	30
		Older Youth	10
		Younger Youth	33
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	68.0
	Employers	68.0	66.0
Entered Employment Rate	Adults	74.0	94.6
	Dislocated Workers	73.0	97.2
	Older Youth	41.0	50.0
Retention Rate	Adults	76.0	76.5
	Dislocated Workers	88.0	85.7
	Older Youth	54.0	50.0
	Younger Youth	36.0	42.9
Earnings Change/Earnings Replacement in Six Months	Adults	3,490	2,861
	Dislocated Workers	82.0	95.8
	Older Youth	1,383	5,761
Credential/Diploma Rate	Adults	39.0	32.9
	Dislocated Workers	33.0	51.9
	Older Youth	26.0	0.0
	Younger Youth	36.0	40.9
Skill Attainment Rate	Younger Youth	67.0	24.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	8	0	9

Buffalo & Erie County
WORKSOURCEONE
One-stop workforce services

BUFFALO AND ERIE COUNTY LWIA

The Buffalo and Erie County local workforce investment system is governed by the Buffalo and Erie County Workforce Investment Board. The Board is comprised of 53 members, of whom 27 represent the local business community.The Board is chaired by Edward N. Marlette Jr., President and CEO of Marlette National Corp.

The Buffalo and Erie County local workforce investment system is comprised of 2 comprehensive One-Stop Centers and 15 satellite and affiliate sites. Workforce development services are provided by 15 different partner programs in our system. On average, our One-Stop Centers receive 4,325 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 1,954 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 639 incumbent workers in our local businesses. In addition, our system was able to help fill 493 jobs listed with us by local businesses. Our overall business penetration rate in our workforce area during the past year was 8%. As our system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 831 unemployed workers find jobs while also helping 747 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- In response to business demand for a more centralized process to access employment and training services, the Buffalo and Erie County Training Alliance was established. The Workforce Training Alliance (WTA) is a collaborative effort among funding agencies in Erie County, assisting employers in meeting their employment and training needs by creating a one-stop shop for employers applying for training funds. The partnership includes economic development, employment and training and educational agencies. A single on-line application was developed and is used by the Alliance to assess how the partners can best meet the businesses' needs.
- Creation and Implementation of our WORKSOURCEONE One-Stop (Business and Applicant) web site: **www.worksourceone.com** WORKSOURCEONE is a network of employment and training providers and community support agencies, committed to changing the face of workforce development in our community. Acknowledging the need to offer both employers and job applicants a streamlined method of accessing workforce development services, we have partnered and worked together to develop and implement a new and innovative One-Stop approach to service delivery.

By visiting the WORKSOURCEONE web site, you learn to navigate the system of workforce development. With a click of a mouse you can now learn about available services and programs at a single web site.

- The following are comments taken from letters sent from employers:

  "We are hopeful that these types of services will continue to be offered which can only strengthen the ties between the Buffalo schools and the Buffalo community."

  ". . . second half of the year, which is full of promise for this small, hard working company. None of this would have happened had we not had the support of the BETC."

  "Many thanks for all of your efforts and courtesy. Unfortunately, you are "too good", so don't be surprised if I contact you about other needy patients."

  ". . . this is a model program, a job well done, and all are to be commended. This really works."
- The following are comments taken from letters sent from job seekers:

  ". . . you have established this 'user friendly'" organization as one that our government leaders must be very proud of. I sincerely hope they recognize the value of your first class efforts to those seeking em-

ployment and both present and future employers of this community."

"Looking for a new job can be intimidating, overwhelming and downright scary. That is why it is so important to have assistance. I can't begin to thank you enough for your support and advice."

". . . enabled me to maintain a positive outlook during this unsettling time. Most impressive and appreciative was the total professional demeanor and friendly and upbeat attitude of each member of the BETC staff."

". . . you opened the door to opportunity for me."

"Thank you so very much for being an important and caring part of my life for the past 6 weeks. I can't say enough about the concern, kindness, and helpful-

Table O - Local Program Activities

Local Area Name			
Erie County	Total Participants Served	Adults	1,737
		Dislocated Workers	439
		Older Youth	59
		Younger Youth	860
	Total Exiters	Adults	308
		Dislocated Workers	95
		Older Youth	11
		Younger Youth	15
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	65.0	76.0
	Employers	62.0	68.0
Entered Employment Rate	Adults	74.0	72.7
	Dislocated Workers	83.0	83.3
	Older Youth	72.0	0.0
Retention Rate	Adults	72.0	84.4
	Dislocated Workers	87.0	100.0
	Older Youth	72.0	100.0
	Younger Youth	41.0	75.0
Earnings Change/Earnings Replacement in Six Months	Adults	2,493	165
	Dislocated Workers	86.0	83.4
	Older Youth	3,232	1,501
Credential/Diploma Rate	Adults	55.0	48.1
	Dislocated Workers	47.0	57.1
	Older Youth	44.0	0.0
	Younger Youth	43.0	75.0
Skill Attainment Rate	Younger Youth	62.0	98.4
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	0	10

The Fulton, Montgomery and Schoharie Counties

ness you displayed to me."

FULTON-MONTGOMERY-SCHOHARIE LWIA

The Fulton-Montgomery-Schoharie local workforce investment system is governed by the Fulton-Montgomery-Schoharie Counties Workforce Investment Board, Inc. (FMS WDB). The Board is comprised of 33 members, of whom 17 represent the local business community. The Vision of the Board and its partners is *Creating Workforce Solutions*. The Board is chaired by Howard Samuels, Director of Distribution for Fownes Brothers.

The FMS Workforce Solutions System serves customers through three comprehensive One-Stop Centers, with one located in each county. Workforce development services are provided by 16 different partner programs in our local system, with 14 of these partner programs being co-located in one or more of our centers. On average, our One-Stop Centers receive 2,150 customer visits per month. The average monthly cost to operate our One-Stop Centers is $27,040. Based on the number of customer visits, this works out to an average cost of $12.58 per month to provide service to each visitor to our Centers.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to almost 500 employers in local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, lay-off aversion assistance, and much more.

During this past year, our system provided training services for 140 incumbent workers in local businesses. Employers placed almost 1,000 job orders with us for a total of almost 3,000 employment openings. Our system was able to directly place over 1,000 people with these employers. An additional 1,300 people who used our Centers also were able to find employment. We estimate that our overall business penetration rate in the local workforce area during the past year was over 20%. A primary goal of the Business Services Consortium described below is to increase this business penetration rate.

Other Local System Highlights

- Based on feedback from surveys of our business customers, 96% indicated that they were very satisfied with the services that they received through our local One-Stop System. Eighty-eight percent of our job seeking customers indicated that they were very satisfied with the services that they had been provided by our local One-Stops, and 99% were either satisfied or very satisfied with the services they received.
- A Business Services Consortium has been convened to help coordinate the array of workforce development services offered by our partners to business. A database of local businesses has been created, which can be accessed and contributed to by Consortium Members through the system's website. A collaborative marketing package is under developmentfor all partners. Our goal is to increase market penetration by moving beyond the traditional partnering to utilizing technology to decrease duplication of services while promoting the services available through each Consortium member.
- Workforce development is viewed as a critical economic development tool across our three counties. Our partners include the Montgomery County Economic Development Office, the Schoharie County Planning Department and Chamber of Commerce. The WIB is a member of the Zone Board for Amsterdam-Florida-Glen EDZ and sits on the Chamber's Economic Development Committee. These partnerships have led to the development and presentation of a number of economic development packages for new and existing businesses, including prospective buyers for the former Guilford Mills facility in Cobleskill, and the development of an application for Empire Zone designation for Schoharie and Greene counties.
- In one instance, we partnered on the development and presentation of a package to bring a Kmart Distribution Center to Amsterdam. The partnership was successful;

Kmart accepted the proposal, and the Distribution Center was built. Kmart continues to be in contact with local officials and we hope to renew the relationship with the opening of the distribution center in late 2003, once Kmart's bankruptcy issues are resolved.

- Our workforce system joined with Fulton County Economic Development to bring a Walmart Distribution Center to the Johnstown Industrial Park. This distribution center provides employment for over 600 people.
- The FMS Workforce Solutions System hosts three job fairs each year, one in each of the counties. Each job fair offers space for businesses to conduct interviews, and as a result there are many "on-the-spot" hires. We also participate in job fairs offered by other agencies and make space available for individual businesses to conduct their own job fairs.
- We also recognize the importance of youth as the workforce of the future for our local businesses. With that in mind, in April of this year we opened a Youth Career Quarters in our Amsterdam Workforce Solutions Center. Career Quarters is one of the few One-Stop facilities with space dedicated specifically to youth. It provides career exploration and counseling, interest and aptitude assessment, job search assistance, college catalogs and financial aid information, and a video library. State-of-the art computers are equipped with Internet access, software tutorials, resume writing programs and access to job banks and job listings. Career Quarters is open to all youth, ages 14 to 21.

Table O - Local Program Activities

Local Area Name			
Fulton/Montgomery/Schoharie	Total Participants Served	Adults	120
		Dislocated Workers	165
		Older Youth	24
		Younger Youth	64
	Total Exiters	Adults	29
		Dislocated Workers	42
		Older Youth	7
		Younger Youth	16
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	86.0
	Employers	68.0	70.0
Entered Employment Rate	Adults	80.0	81.3
	Dislocated Workers	76.0	84.8
	Older Youth	84.0	100.0
Retention Rate	Adults	71.0	87.5
	Dislocated Workers	89.0	91.1
	Older Youth	74.0	100.0
	Younger Youth	41.0	100.0
Earnings Change/Earnings Replacement in Six Months	Adults	2,408	4,977
	Dislocated Workers	92.0	107.3
	Older Youth	3,761	4,936
Credential/Diploma Rate	Adults	59.0	55.0
	Dislocated Workers	43.0	45.6
	Older Youth	52.0	50.0
	Younger Youth	47.0	81.3
Skill Attainment Rate	Younger Youth	67.0	92.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	2	0	15

GENESEE-LIVINGSTON-ORLEANS-WYOMING LWIA

The Genesee-Livingston-Orleans-Wyoming local workforce investment system is governed by the Genesee-Livingston-Orleans-Wyoming Workforce Investment Board. The Board is comprised of 46 members, of whom 24 represent the local business community. The Board is chaired by Michael Hodgins, President of Hodgins Printing.

The Genesee-Livingston-Orleans-Wyoming local workforce investment system is comprised of two comprehensive One-Stop Centers and four satellite/affiliate sites to serve the 211,321 residents of our geographically dispersed four- county region. Workforce development services are provided by many different partner programs in our local system, with up to 6 program partners being co-located in each of our centers. On average, our One-Stop Centers receive 2,171 customer visits per month. The average monthly cost to operate our One-Stop Centers is $103,020. Based on the number of customer visits, this works out to an average cost of $47.45 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided services to 438 employers in our area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 725 incumbent workers in local businesses.

During the past year, our system was also able to help ease the fiscal burden on the community by helping unemployed workers find jobs while also helping 742 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Creation of "Business Marketing Team," which better coordinated and promoted business services across our partner programs. The Team's business outreach activities resulted in 437 business visits during Program Year 2001.
- The local workforce system helped leverage $676,337 to GLOW companies to train 843 employees in On-the-Job and Customized Training. Additionally, $773,007 was provided to train 316 individual customers.
- $885,651 in WIA youth funds provided services through 11 providers to 851 participants.
- Through funds competitively awarded by the State Workforce Investment Board, our system was awarded $823,741 in Manufacturing Grants for 12 GLOW businesses to train 1,039 employees.
- The State Workforce Investment Board awarded our local system two "Promising Practice" grants totaling $62,500, acknowledging the work and success of our "Business Marketing Team" and "Strategic Plan" initiatives.
- The Local Board actively engaged and completed a Skills Gap Survey identifying Manufacturing, Commercial, Healthcare, Agriculture, and Technology as demand industries and Computer, Technical, Management, Supervisor, General, Environmental Certification, and Business as needed skill areas. The results of this activity have been used to better inform local board policies and priorities.

Table O - Local Program Activities

Local Area Name			
GLOW	Total Participants Served	Adults	1,210
		Dislocated Workers	659
		Older Youth	40
		Younger Youth	287
	Total Exiters	Adults	720
		Dislocated Workers	266
		Older Youth	23
		Younger Youth	98
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	69.0
	Employers	68.0	76.0
Entered Employment Rate	Adults	73.0	86.9
	Dislocated Workers	84.0	87.3
	Older Youth	80.0	46.2
Retention Rate	Adults	70.0	89.6
	Dislocated Workers	88.0	86.3
	Older Youth	76.0	50.0
	Younger Youth	41.0	36.0
Earnings Change/Earnings Replacement in Six Months	Adults	2,461	1,127
	Dislocated Workers	92.0	92.2
	Older Youth	2,929	-475
Credential/Diploma Rate	Adults	54.0	77.5
	Dislocated Workers	49.0	69.6
	Older Youth	51.0	25.0
	Younger Youth	47.0	46.9
Skill Attainment Rate	Younger Youth	67.0	74.6
Overall Status of Local Performance	Not Met	Met	Exceeded
	9	0	8

HempsteadWorks New York WELCOME TO HEMPSTEADWORKS

TOWN OF HEMPSTEAD-CITY OF LONG BEACH LWIA (HEMPSTEADWORKS)

The HempsteadWorks local workforce investment system is governed by the Town of Hempstead-City of Long Beach Workforce Investment Board. The Board is comprised of 29 members, of whom 15 represent the local business community. The Board is chaired by Ann Steinger, Vice President of Top Hat, Inc.

The Town of Hempstead local workforce investment system is comprised of 1 comprehensive One-Stop Center and 17 satellite and affiliate sites. Workforce development services are provided by 15 different partner programs in our system. On average, our One-Stop Center receives 371 customer visits per month. The average monthly cost to operate our One-Stop Center is $7,833. Based on the number of customer visits, this works out to an average cost of $21.11 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 2,800 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 1,592 incumbent workers in local businesses.

During the past year, our system was also able to help ease the fiscal burden on the community by helping unemployed workers find jobs while also helping 180 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Individuals served through our system report high levels of satisfaction with HempsteadWorks. Over 90% rate their initial visit and the services received through the center, the system and its workshops as highly effective.
- HempsteadWorks customers put it best:

"I was treated with kindness, offered as much guidance and help as I needed, and all during a difficult period."

D.K.

"I know that without your wonderful suggestions on improving my resume, testing and interviewing skills and expanding my computer knowledge, I would not have landed the position I have."

A.P.

"I would like to take this opportunity to thank Gloria. She has been kind, courteous, understanding and very professional and proves she loves her job, by going above and beyond the normal routine to assist every person who comes to that center."

T.C.

"I hope your extraordinary efforts do not go unnoticed."

S.T.

"I found the services to be right on target to meet my needs at that critical time, and the staff to be compassionate and encouraging."

N.B.

- Our business services customer base continues to expand. Thirty-four employers conducted on-site recruitment at the HempsteadWorks Center. In addition to on-site recruitment conducted at the center, employers participated in weekly on-site recruitment sessions at our affiliate sites.
- Other business services initiatives included :
  - An on-site recruitment session was conducted at WalMart in Garden City.
  - System partners visited each of the Home Depot stores within the local area, as part of the National Business Partnership Initiative. Staff toured the store facilities, discussed requirements for employment and took job orders.
  - The Long Island Job Service Employer Committee conducted an employer conference for over one hundred businesses. At the conference, a presentation was made regarding revised record keeping rules required under the Occupational Health and Safety Act (OSHA).
- Business Services customers report:

"We would like to thank you for all your hard work and dedication in assisting A.J. Wright in sourcing and interviewing candidates for our Hempstead store. We only hope that we would have as much assistance from each center throughout the U.S.A."

A.J. Wright

"South Nassau Communities Hospital is impressed with the high quality of your programs for the business community."

South Nassau Communities Hospital

- HempsteadWorks helped provide "Rapid Response" services to numerous businesses, including major dislocations at Northwest and United Airlines, Citibank, and Avis. Job fairs were conducted at JFK Airport for airline workers. HempsteadWorks also coordinated a job fair for 300 inmates at the Nassau County Correctional Facility in East Meadow.
- Through a partnership between HempsteadWorks and South Nassau Communities Hospital, an incumbent worker training program was developed to address the shortage of registered nurses. As a result of this partnership, South Nassau was also awarded a Career Ladder Training Grant by the State Workforce Investment Board.
- Approximately 45 businesses participated in the Human Resources Management Series, which was conducted at Nassau Community College. The series was conducted over a period of eight consecutive weeks. It addressed a variety of employment topics, such as: recruitment, development of handbooks, evaluations, terminations, medical leave, the American With Disabilities Act, prevention of sexual harassment, diversity, etc.
- HempsteadWorks participates on the Long Island Consortium for Workforce Development. The consortium works to foster a collaboration of industry experts to identify changing workforce needs and supply a customized economic development package to business. One initiative undertaken by the Consortium during the year was a job fair that was conducted in March of 2002 to assist individuals affected by the tragic events of September 11, 2001.
- In an effort to expand the economic development links of the system, information meetings were conducted with Hofstra University and Long Island University/ C.W. Post to discuss how private institutions fit into the workforce investment system.
- HempsteadWorks developed HempsteadWorks for Youth, an initiative that utilizes a partnership between business, education, non-profit and government to expose low-income youth to higher education and its relationship to employment.
- HempsteadWorks Quality Assurance Program electronically integrates the partners, vendors and other stakeholders of our local workforce investment system so that they will provide the highest quality of services, continually improve through cutting edge technology and apply creative management strategies.
- The Assessment of Local Skills Shortages Phase II Workgroup, a subcommittee of the Workforce Investment Board, works to identify and address local skills shortages.
- Our system also responded to the tragic events of September 11, 2001 by establishing special counseling and referral services, as well as providing services under the National Emergency Grant.
- Comments from some of our system partners include:

"Your staff are enthusiastic and professional."

U.S. Education Department

"You have a disciplined, sensitive and compassionate staff and a caring and resourceful management team."

Long Island Counseling Center

Table O - Local Program Activities

Local Area Name			
Hempstead/Long Beach	Total Participants Served	Adults	675
		Dislocated Workers	605
		Older Youth	38
		Younger Youth	229
	Total Exiters	Adults	303
		Dislocated Workers	125
		Older Youth	5
		Younger Youth	79
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	93.0
Entered Employment Rate	Adults	62.0	90.9
	Dislocated Workers	74.0	90.5
	Older Youth	56.0	50.0
Retention Rate	Adults	76.0	77.1
	Dislocated Workers	87.0	84.5
	Older Youth	72.0	71.4
	Younger Youth	41.0	37.5
Earnings Change/Earnings Replacement in Six Months	Adults	2,914	3,572
	Dislocated Workers	89.0	70.0
	Older Youth	1,899	5,330
Credential/Diploma Rate	Adults	37.0	58.8
	Dislocated Workers	33.0	82.4
	Older Youth	27.0	46.2
	Younger Youth	37.0	92.5
Skill Attainment Rate	Younger Youth	62.0	87.8
Overall Status of Local Performance	Not Met	Met	Exceeded
	5	0	11

HERKIMER-MADISON-ONEIDA LWIA

The Herkimer-Madison-Oneida local workforce investment system is governed by the Herkimer-Madison-Oneida Workforce Investment Board. The Board is comprised of 35 members, of whom 19 represent the local business community. It is chaired by Robin Eannace-O'Brien, President of US Care Systems.

The Herkimer-Madison-Oneida local workforce investment system is comprised of 4 comprehensive One-Stop Centers and 20 satellite and affiliate sites to serve the 367,000 residents of our three-county region. Workforce development services are provided by 23 different partner programs in our local system. On average, our One-Stop Centers receive 7,561 customer visits per month. The average monthly cost to operate our One-Stop Centers is $65,900. Based on the number of customer visits, this works out to an average cost of $8.71 per month to provide service to each visitor to our Centers.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 1,406 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 117 incumbent workers in local businesses. A total of 2,418 business services were provided to the businesses in our three-

During the past year, our system was also able to help ease the fiscal burden on the community by helping 119 unemployed workers find jobs while also helping 554 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- The Workforce Investment Board of Herkimer, Madison and Oneida Counties is committed to forging powerful community coalitions to use Workforce Investment Act funding as a foundation to obtain other resources, assemble community partnerships and effectively meet the needs of our region. This is exemplified by Project CONNECT, a regional tri-county program to serve out-of-school youth. This program, cited as a Promising Practice by the State Workforce Investment Board, has been presented to the New York State Board of Regents as a model of regional, cooperative efforts that bring together BOCES, schools, employers and other partners to help youth. The WIB has used Project CONNECT as a foundation for further efforts to increase the reach of the *Working Solutions* One-Stop System. Through a Youth Challenge Grant funded through the State Board, we are now bringing schools and community partners into closer alliance with the One-Stop System. Part of this effort involved cooperation between Oneida County Workforce Development and St. Paul's Baptist Church of Utica in a youth outreach project. In assessing this effort, the Utica Observer-Dispatch noted in an Aug. 26th editorial headlined "Efforts to reconnect youths can help us all," that "Workforce Development has created valuable programs to help young people who have lost their way get back on track."
- The WIB assembled a partnership of 25 employers, training providers and community partners and was able to secure a federal H-1B Skills Training Grant. More than 200 unemployed individuals are already in training in high-demand occupations. By the end of the project more than 700 employed workers, emerging workers and unemployed individuals will have participated.
- Employer-led system building efforts coordinated through the Labor Market Committee resulted in an innovative skills survey of local employers that helped look at emerging trends. The results of this project helped the Workforce Investment Board to secure federal funding through the U.S. Department of Education's Community Technology Center Program to offer training in basic skills and computer skills – the top needs identified by employers. The Labor Market Committee continues to bring employers and partners together to address training needs.
- Employers are working with the Workforce Investment Board to seek innovative solutions to their short-term and long-term workforce development needs. The WIB

worked with local contractors who need skilled employees and an endangered building trades program to help leverage new resources to promote the program, recruit students and bring new partners together for long-term efforts to grow the needed workforce. This effort was cited as a Promising Practice by the State Workforce Investment Board.

- *Working Solutions* Rome partnered with the Chamber of Commerce for an open house/youth outreach event. The Utica Observer-Dispatch of Jan. 4, 2002, editorialized: "… perhaps the biggest winner here is the Mohawk Valley. Such a cooperative effort can not only help local businesses find quality employees, but in many cases those quality employees can be the young people who too often find it necessary to leave the area to find good jobs after graduation."

Table O - Local Program Activities

Local Area Name			
Oneida/Herkimer/Madison	Total Participants Served	Adults	349
		Dislocated Workers	171
		Older Youth	65
		Younger Youth	549
	Total Exiters	Adults	167
		Dislocated Workers	53
		Older Youth	7
		Younger Youth	22
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	70.0
	Employers	68.0	87.0
Entered Employment Rate	Adults	78.0	81.1
	Dislocated Workers	84.0	94.6
	Older Youth	56.0	42.9
Retention Rate	Adults	77.0	87.2
	Dislocated Workers	90.0	88.6
	Older Youth	70.0	66.7
	Younger Youth	38.0	51.4
Earnings Change/Earnings Replacement in Six Months	Adults	3,117	2,260
	Dislocated Workers	97.0	89.9
	Older Youth	2,626	470
Credential/Diploma Rate	Adults	59.0	84.8
	Dislocated Workers	49.0	97.1
	Older Youth	37.0	0.0
	Younger Youth	40.0	90.0
Skill Attainment Rate	Younger Youth	62.0	26.1
Overall Status of Local Performance	Not Met	Met	Exceeded
	8	1	8

Jefferson Lewis Workforce Development System

JEFFERSON/LEWIS LWIA

The Jefferson/Lewis local workforce investment system is governed by the Jefferson/Lewis Workforce Investment Board. The Board is comprised of 32 members, of whom 17 represent the local business community. The Board is chaired by Mr. Gerald Haenlin, Senior Energy Consultant with Niagara Mohawk Power Corp.

The Jefferson/Lewis local workforce investment system is comprised of one comprehensive One-Stop Center to serve the 136,000 residents in our two-county region. Workforce development services are provided by many different partner programs in our system, with 8 of these partner programs co-located in our One-Stop Center. On average, our One-Stop Center receives 620 customer visits per month. The average monthly cost to operate our One-Stop Center is $10,837. Based on the number of customer visits, this works out to an average cost of $17.50 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 250 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 169 incumbent workers in local businesses. In addition, our system was able to help fill 934 jobs listed with us by local businesses.

Other Local System Highlights

- During Program Year 2001, the system partners developed a One-Stop Center customer satisfaction form. Results are shared with the WIB and the partners and are posted in the One-Stop Center. Survey results show that 100% of the customers rated the overall quality of service to be either excellent or good with 98% indicating that they would use our services again.
- Our workforce system partnered with economic development agencies and other One-Stop partners to help bring Stream International to a location in Jefferson/Lewis (700 jobs). Our system continued this partnership to help with the expansion of Fibermark (80 manufacturing jobs paying in excess of $14/hr).
- The Jefferson-Lewis Workforce Investment Board (WIB) accepted the administrative responsibility for organizing and servicing the North Country Workforce Consortium. The consortium is a group of approximately 35 local companies (primarily manufacturers) committed to a skilled and competitive workforce that meets the needs of North Country businesses through a shared and effective learning/training system. The organization was created to sustain a consortium of business partners focused and committed to workforce development, and to establish a plan to promote the identification of mutual business needs, promote continuous learning for the workforce, assess existing systems and access new opportunities for worker training, and measure outcomes related to the provision of incumbent worker training. The WIB provides all staff support, information dissemination, liaison to education and training providers, economic developers, and business organizations. In 2002, the WIB worked with area training providers, local businesses, and economic development organizations to access over $125,000 in training resources, and provide training opportunities for 170 incumbent workers, which significantly improved worker productivity and company efficiencies.
- The Jefferson-Lewis WIB identified youth development as an important issue in their assessment of emerging worker needs, and developed a Community Youth Mapping (CYM) pilot project for a comprehensive assessment of youth services in the community. The CYM project will improve targeting, integration, and effectiveness of youth services in the local community by producing a "mapping" project to identify the services, resources, and gaps in the local community, and use results as a "guide" for future improvements.

  The WIB enlisted the collaboration of many local workforce partners, including the Youth Council, Community college, and local business in the design, development, and delivery of the project. The business community was a large component of the project, as nearly 70% of the mapping respondents were local businesses. The results show the private sector's assessment of current youth development services. The CYM

project has analyzed input from over 550 survey sites in the past two summers. It uses the data as a "blueprint" for involving community leaders in the youth delivery system, the need for investment in the emerging local workforce, and to target and integrate youth service strategies maximum effectiveness.

The project has strengthened the relationships between youth and adults, businesses, local organizations and service providers, and has focused communities on strategic planning to effect change and continuous improvement. Additionally, the youth participating in the project gained valuable educational and workplace skills, in communication, time management skills, computer skills, community awareness, and team building.

- In the past year, the economic development partners have relied on the local Workforce Investment Board to coordinate training initiatives and access resources that will improve the employment opportunities in the workforce area. The WIB has worked diligently with local businesses and business organizations to bring critical resources to the area that will enhance worker productivity, upgrade skills, and increase employment opportunities. In 2002, the WIB was a full partner in four grants that brought $1,967,696 into the local workforce area for new and incumbent worker training and employment expansion that will result in approximately 800 new jobs. When combined with the local commitment of WIA dollars for worker training, the economic impact in the community was significant.
- In conjunction with our system partners, the local workforce area obtained a State University of New York Training Grant of $100,000, a Chamber of Commerce On-The-Job Training Grant of $100,000, and funding for three local grants from the Even Start Family Literacy Project.

Table O - Local Program Activities

Local Area Name			
Jefferson/Lewis	Total Participants Served	Adults	139
		Dislocated Workers	262
		Older Youth	55
		Younger Youth	184
	Total Exiters	Adults	67
		Dislocated Workers	147
		Older Youth	20
		Younger Youth	92
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	80.0
Entered Employment Rate	Adults	69.0	97.1
	Dislocated Workers	81.0	99.0
	Older Youth	84.0	75.0
Retention Rate	Adults	76.0	88.8
	Dislocated Workers	87.0	95.9
	Older Youth	84.0	100.0
	Younger Youth	41.0	82.1
Earnings Change/Earnings Replacement in Six Months	Adults	3,158	5,399
	Dislocated Workers	85.0	82.7
	Older Youth	4,040	7,230
Credential/Diploma Rate	Adults	51.0	77.1
	Dislocated Workers	47.0	95.2
	Older Youth	53.0	50.0
	Younger Youth	47.0	74.5
Skill Attainment Rate	Younger Youth	67.0	95.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	0	13

MONROE COUNTY/ROCHESTER LWIA

The Monroe County/Rochester workforce investment system is governed by the Monroe County/Rochester Workforce Investment Board. The Board is comprised of 45 members, of whom 23 represent the local business community. It is chaired by Michael Nuccitelli, President/CEO of Parlec, Inc.

The Monroe County/Rochester workforce investment system is currently comprised of one comprehensive One-Stop Career Center and one affiliate site to serve our 733,000 residents. Workforce development services are provided by 16 different partner programs in our system. On average, our One-Stop Center receives 2,616 customer visits per month. The average monthly cost to operate our One-Stop Center is $100,000. Based on the number of customer visits, this works out to an average cost of $38.22 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our local One-Stop system provided services to 2,778 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 7,571 incumbent workers in local businesses. In addition, our system was able to help fill 2,616 jobs listed with us by local businesses. Our overall business penetration rate in our workforce area during the past year was 17%. As our local system continues to grow and develop, this number can only go up.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 3,978 unemployed workers find jobs while also helping 640 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- During the past year, the Rochester Works! Career Center served 17,584 individuals who came to the Career Center for help with job searches. This represents more than four times the number served in the previous year (4,186). The total number of visits to the Career Center was 31,392, more than double the 13,629 in the previous year. This 238% increase was achieved through a marketing and outreach effort.
- Career Center employment specialists held 8,200 one-on-one counseling sessions with job seekers. Approximately 1,100 individuals, including 600 dislocated workers, received intense, job related assistance.
- We provided $583,442 to 219 adults and $1,137,778 to 405 dislocated workers through Individual Training Accounts to improve their skills and employment prospects.
- Rochester Works! also contracted with 98 local companies to help train more than 2,000 workers in cutting edge technologies and techniques. Approximately 82% of these training dollars were awarded to companies in industry sectors targeted for growth by area economic development specialists.
- Center staff visited 264 businesses for the first time to tell them about training programs, recruitment opportunities and other services. Nearly 1,400 contacts were made with businesses already familiar with Rochester Works!. Overall, we were able to increase the number of local companies utilizing system resources by 250%.
- We also participated in state-funded high tech and manufacturing employee training programs, helping our local companies obtain nearly $1.2 million in funds.
- The Workforce Investment Board approved the use of $1 million of Workforce Investment Act funds for 357 individuals in order to maintain their employment. These funds were used to offset a reduction in the Monroe County Child Care subsidy program and provide child care for more than 700 children.
- We provided funding for nearly 1,300 youth (200 more than in the previous year) to receive workforce development services through 32 community based programs. Rochester Works! Provided $2.8 million in funding, up more than $535,000 from the previous year. Approximately 460 youth participated in summer employment programs. The majority were enrolled

in year round programs to help them overcome significant barriers and achieve future job success.

- One of the year round youth programs funded by Rochester Works! is the Career Inquiry Program operated by the Greater Rochester Chapter of the American Red Cross. Last year 40 youth were enrolled. "Our focus is on life after high school," says Ken Sayres, Program Coordinator. Youth participate in workshops, job shadowing, internships, college trips, volunteer activities and summer jobs. Worksite coordinators monitor students on the job and help them learn the skills they need to be responsible workers. Mariela Figueroa, 17, a recent East High School graduate, says the program is "helping me grow as a person and I would recommend it to anyone." This past summer she worked as an office assistant at Regional Transit Service, and in the fall she enrolled at Monroe Community College.
- In February, Rochester Works! funded the start-up of a Retail Skills Center in Greece to provide retail and customer service skills training for job seekers. The Center is located in the Community Learning Center operated by the Greece Central School District in The Mall at Greece Ridge Center. The program helps individuals gain employment and upgrade skills to become self-sufficient.
- A "speakers bureau" of WIB and Youth Council members has been established to present information about their businesses and career opportunities to local youth.

Table O - Local Program Activities

Local Area Name			
Monroe County	Total Participants Served	Adults	843
		Dislocated Workers	1,235
		Older Youth	65
		Younger Youth	606
	Total Exiters	Adults	219
		Dislocated Workers	384
		Older Youth	36
		Younger Youth	265
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	61.0
Entered Employment Rate	Adults	74.0	85.3
	Dislocated Workers	84.0	94.1
	Older Youth	71.0	100.0
Retention Rate	Adults	76.0	95.8
	Dislocated Workers	89.0	92.5
	Older Youth	77.0	50.0
	Younger Youth	41.0	10.8
Earnings Change/Earnings Replacement in Six Months	Adults	3,538	248
	Dislocated Workers	91.0	125.2
	Older Youth	2,563	10,745
Credential/Diploma Rate	Adults	55.0	66.7
	Dislocated Workers	48.0	52.2
	Older Youth	43.0	0.0
	Younger Youth	47.0	9.4
Skill Attainment Rate	Younger Youth	67.0	61.7
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	0	9

NEW YORK CITY LWIA

The New York City local workforce investment system is governed by the New York City Workforce Investment Board. The Board is comprised of 43 members, of whom 24 represent the local business community. It is chaired by Stuart Saft, a partner in the law firm of Wolf, Haldenstein, Adler, Freeman & Herz LLP.

In its second full year of implementation, New York City made significant gains in developing the One-Stop delivery system, utilizing the existing workforce development resources, and enhancing services for businesses. The tragic events of September 11th put the City's workforce investment system to the test. Through extensive collaborations with community-based organizations, labor and business, and emergency funds from the State and Federal governments, the City was able to address the needs of thousands of displaced workers.

The New York City local workforce investment system includes the Workforce1 Career Center in Jamaica Queens, the one comprehensive One-Stop Center in the City. Nearly 27,000 customer visits were reported in the Resource Room of the Workforce1 Career Center in Queens during the Program Year. In addition, almost 10,000 additional customer visits were made to the eight on-site partners, including the State Department of Education, VESID (Vocational Rehabilitation), Job Corps and the Queens Borough Public Library. Also, on behalf of the Department for the Aging, the Jamaica Service Program for Older Adults provided staff assistance at the Career Center.

In addition to the Queens Workforce1 Career Center, New York City's workforce investment system includes 5 Worker Career Centers serving dislocated workers, and a network of 61 contracted service providers of community-based organizations, educational institutions, and labor groups to provide employment services, job placement assistance, and training to adults and dislocated workers. Through this system, over 42,000 additional individuals have received services funded through WIA. Through the services of the entire workforce investment system, over 17,000 individuals were placed in jobs last year.

New York City has also maintained a strong emphasis on training. Just over 10,000 individuals received voucher-based training through Individual Training Accounts during this past program year, costing a total of approximately $32 million, or an average of $3,200 per customer.

The breadth of these services has had a positive impact on the lives of New Yorkers seeking work. For instance, a woman who lost her job in the tourism industry as a result of the tourism downturn after 9/11, sought out the services of one of the contracted service providers in the workforce investment system. Since she had previous experience with mainframe computers, the Career Advisor worked with her to develop a plan to move back into the technology field. She received a voucher for training as an Oracle developer. By April, she completed the course and was hired by a local utility company at an annual salary of $48,500 – a 50% increase in salary from her previous position.

Our system also places a strong emphasis on serving our local businesses. During this past year, our Workforce1 Career Center in Queens and all five Worker Career Centers provided services to nearly 3,241 employers. These system services included such things as: posting job openings, pre-screening job applicants, on-site recruiting events, direct placement, local labor market information, and use of Career Center facilities for interviewing and training.

One specific area of our work with employers is Rapid Response. We actively participate in the New York Rapid Response Team, led by NYSDOL, which responds, on-site, to permanent closures and substantial layoffs by assessing the need for and providing information about the City's workforce investment services. The Rapid Response team plays a critical role in connecting dislocated workers with the comprehensive services offered through the One-Stop System. Last year, the Rapid Response team worked with 59 companies in the New York City area and nearly 12,000 workers affected by layoffs and closings.

Other Local System Highlights

- Twin Towers JobLink Centers
  - In September 2001, the City established four Twin Towers JobLink Centers where disaster-affected individuals could receive re-employment services and work with a career advisor searching the City's exclusive Job Bank. The Queens Workforce1 Career Center was the first Twin Tower JobLink Center to be opened and initially handled most of the individuals seeking services. Another Center was opened at the mid-Manhattan (54th Street) Worker Career Center. By the end of December 2001, the

Twin Towers Job Bank contained over 22,000 jobs – from entry-level to management, from virtually all professions and industries in New York. Over 1,000 employers continue to submit openings and career advisors send pre-screened, qualified candidates to them for consideration.

- In addition, the City has been the recipient of very generous volunteerism and cost-free services from the private and non-profit sectors as well. Three large private outplacement firms, Lee Hecht Harrison, Right Management, and Drake Beam Morin, ran job search-related seminars, workshops, and individual counseling sessions for job seekers in the centers, free of charge. The Red Cross, Salvation Army, FEMA and other organizations and agencies offered services at the Disaster Area Service Centers and the JobLink Centers. Staff from one of our contracted service providers, the Metropolitan Council on Jewish Poverty, displaced from their offices downtown, volunteered at the Worker Career Center on 54th Street counseling hundreds of job seekers.

•Throughout 2002, Twin Towers JobLink customers have continued to benefit from the services provided by the Queens Workforce1 Career Center and other sites throughout the city, where they continue to receive personal attention from a career advisor, attend workshops, and receive information about training opportunities.

- Bombardier Transportation – Air Train Project
  - The initial demonstration project of business services at the Workforce1 Career Center was a partnership between the Port Authority of New York, DOE, HRA, NYSDOL and local elected officials working with Bombardier Transportation. Bombardier, a large sized Advanced Rapid Transit Company, was awarded a contract to build, operate and maintain the new JFK Air Train, a light rail system to serve the JFK Airport and connect to the Jamaica Transportation Hub. The Queens Workforce1 Career Center developed a 3-phase recruitment strategy and worked with over 20,000 applicants to screen, assess, test, and ultimately refer candidates to Bombardier for 123 positions. Of the 123 hires, 113 employees were hired through the Career Center. In addition, 92 percent of the hires were residents of Queens, particularly southeast Queens, the economic development area focused on by the partners and Bombardier.
  - Satisfied with the responsiveness and quality of candidates from the Career Center, Bombardier said, "We recently won another contract in Los Angles for a similar project and will recommend that they replicate and use this model for staffing the project." A former TANF recipient, who was hired during the first phase of recruitment, was recently promoted to supervisor and has been employed with Bombardier for two years.

•BP Amoco

•BP Amoco (British Petroleum) was referred to the Queens Workforce1 Career Center Business Services during the Twin Towers Job Link initiative. The company outlined a plan to do high volume recruiting throughout the 5 boroughs between 2001-2003. They were interested in identifying candidates with food service management, retail management, baking and customer service experience and ability. Given the large number of food service/hospitality industry workers who were displaced in the aftermath of 9/11, well-trained, experienced workers with relevant backgrounds were referred to BP Amoco, many resulting in direct placements. Currently, BP Amoco uses the Queens Workforce1 Career Center to identify and interview candidates for ongoing customer service and management positions, as well as use classroom facilities at the Career Center for their new employee training on a regular basis.

- Economic Development Partnership
  - The City's workforce system is partnering with the NYC Economic Development Corporation on a pilot initiative to provide training grants to NYC businesses through a commitment of $1 million of WIA funds to establish the NYC Training Grant program. The Grant provides NYC businesses with a portion of the cost to improve employee productivity, enhance employees' skills and generate job opportunities for New Yorkers. Participating businesses must commit to hiring or retaining trainees upon program completion and raising trainees' wages within nine months of completion. All NYC-based businesses can apply for the Grant. This

program, established at the end of the program year, will be implemented shortly.

•Money Smart – Financial Workshops

- The Federal Deposit Insurance Corporation (FDIC), North Fork Bank and workforce development system partners launched the FDIC's financial education curriculum - *Money Smart*, at the Queens Workforce1 Career Center. *Money Smart*, ten instructor-led training modules covering basic financial topics, was designed by the FDIC to build financial knowledge among individuals, particularly those of low-and moderate-income, and develop positive relationships with financial institutions. The *Money Smart* program covers topics such as banking services and products, budgeting, consumer rights, credit, and contains an introductory course on homeownership. The *Money Smart* financial workshops are offered twice a month at the Queens Workforce1 Career Center, and are conducted by North Fork Bank employees.

- Partnership with the City University of New York
  - In 2002, The Queens Workforce1 Career Center collaborated with York College of the City University of New York to promote the educational and employment opportunities available through each system. Through a series of Job Fair related activities, individuals seeking employment were exposed to the educational opportunities available through the CUNY system. By the same token, students enrolled at York College participated in the local Job Fairs and gained valuable vocational information about job trends.

New Workforce1 Career Centers

Also in 2002, renovations were being completed for two additional full-service Workforce1 Career Centers in the Bronx and Harlem. Located within NYC's Empowerment Zone, the new Career Centers will open in the Fall of 2002.

Table O - Local Program Activities

Local Area Name			
New York City	Total Participants Served	Adults	34,172
		Dislocated Workers	11,138
		Older Youth	2,666
		Younger Youth	10,508
	Total Exiters	Adults	8,150
		Dislocated Workers	4,365
		Older Youth	1,160
		Younger Youth	396
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	65.0	
	Employers	72.0	69.0
Entered Employment Rate	Adults	62.0	73.9
	Dislocated Workers	66.0	73.0
	Older Youth	54.0	62.3
Retention Rate	Adults	71.0	67.4
	Dislocated Workers	83.0	82.9
	Older Youth	73.0	73.3
	Younger Youth	35.0	57.3
Earnings Change/Earnings Replacement in Six Months	Adults	3,795	3,143
	Dislocated Workers	97.0	94.0
	Older Youth	3,637	3,031
Credential/Diploma Rate	Adults	46.0	45.5
	Dislocated Workers	37.0	42.4
	Older Youth	33.0	41.0
	Younger Youth	17.0	20.8
Skill Attainment Rate	Younger Youth	62.0	97.1
Overall Status of Local Performance	Not Met	Met	Exceeded
	7	0	9

Proud Member of the Workforce Development Group

NIAGARA LWIA

The Niagara local workforce investment system is governed by the Niagara Workforce Investment Board. The Board is comprised of 39 members, of whom 22 represent the local business community. The Board is chaired by Mr. Joseph Kuchera, Vice President of Human Resources for The Unifrax Corp.

The Niagara local workforce investment system is comprised of one comprehensive One-Stop Center. Workforce development services are provided by 16 different partner programs in our system, with 7 of these partner programs co-located in our One-Stop Center. On average, our One-Stop Center receives 283 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, the One-Stop System provided over 300 separate services to 171 employers in our local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more.

Other Local System Highlights

- Responses to our One-Stop Center customer survey indicate that all visitors were either very satisfied or satisfied with the services that they received. Responses often expressed a high degree of satisfaction with an individual assisting them, working at the Center.
- The Workforce Development Partnership assisted Nabisco Company as they prepared to close their facility in 2002. Over 260 individuals were affected by the closing of this facility. A job fair was held, 14 employers attended. We also conducted resume and job search workshops for these individuals.
- Sherwood Company has hired over 100 individuals through the DOL and Niagara County One Stop Center in 2002.
- AFSA, a new company in the Niagara county area, hired over 50 customer service reps in 2002. Staff from various workforce system partners assisted in the screening and testing of over 500 applicants.
- February 1, 2002 - A focus group for Service Industry businesses was held at the Best Western in Niagara Falls. This event was sponsored by the Niagara County Workforce Development group. Over 100 employers attended this seminar to learn more about WOTC, Empire Zone, InVest, Training programs and other DOL, WIA services.
- DOL staff participated and co-sponsored Niagara Career Expo on 5/4/2002 and 5/15/2002. Staff also assisted with resume preparation for workshop participants on 5/14/2002 and provided assistance with the Job Fair on 5/15/2002. A DOL table was available where participants could speak to staff and learn about DOL services. Resumes were collected and burned to a CD which was sent to participating employers. Some 150 employers participated in the event, that was attended by over 2,500 job seekers. There were over 800 job openings listed. Some 730 individuals found employment as a result of this job fair.

Table O - Local Program Activities

Local Area Name			
Niagara County	Total Participants Served	Adults	430
		Dislocated Workers	175
		Older Youth	51
		Younger Youth	215
	Total Exiters	Adults	218
		Dislocated Workers	88
		Older Youth	10
		Younger Youth	46
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	72.0
Entered Employment Rate	Adults	74.0	80.5
	Dislocated Workers	83.0	87.1
	Older Youth	76.0	53.3
Retention Rate	Adults	74.0	88.4
	Dislocated Workers	88.0	94.3
	Older Youth	67.0	75.0
	Younger Youth	41.0	39.2
Earnings Change/Earnings Replacement in Six Months	Adults	3,117	2,260
	Dislocated Workers	94.0	79.0
	Older Youth	1,767	1,320
Credential/Diploma Rate	Adults	57.0	37.0
	Dislocated Workers	50.0	62.0
	Older Youth	52.0	5.3
	Younger Youth	47.0	15.2
Skill Attainment Rate	Younger Youth	67.0	30.8
Overall Status of Local Performance	Not Met	Met	Exceeded
	9	0	7

ONONDAGA COUNTY LWIA

The CNY Works, Inc. local workforce investment system is governed by the Onondaga County Workforce Investment Board. The Board is comprised of 34 members, of whom 19 represent the local business community. The Board is chaired by Kathy Kotz, President of Kathy Kotz Home Builder, Inc.

The CNY Works local workforce investment system is comprised of one comprehensive One-Stop Center and one satellite site for the 457,000 residents of our county. Workforce development services are provided by 10 different partner programs in our system. On average, our One-Stop Center receives 1,000 customer visits per month. The average monthly cost to operate our One-Stop Center is $12,817. Based on the number of customer visits, this works out to an average cost of $12.82 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided 2,520 different services to over 1,192 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 650 incumbent workers in local businesses.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 500 unemployed workers find jobs while also helping 100 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Our workforce system's summer employment program provided summer employment opportunities to 700 youth. An exciting and innovative component of the program, Jubilee Homes "Urban Farmstand", was featured on the CBS Morning Show.
- The State Workforce Investment Board awarded our system a $700,000 grant to fund Lean Manufacturing Training for the employees of area manufacturers at Onondaga Community College's new Whitney Center. 1,063 employees benefited from this training.
- Our system's WIA Title 1-B funds provided career skills training to 350 One-Stop customers who were unable to secure employment with their current skills. Some 86% of individuals trained have secured employment at an average wage of $12.37/hour.
- Our workforce system has helped forge a new partnership with the Partnership to Reduce Juvenile Gun Violence, in an effort to coordinate employment and educational services for at-risk youth. This partnership brings together the County Executive's office, the Mayor's office, and the workforce and educational systems around the common goal of reducing youth violence and improving skills and educational outcomes.
- Economic development linkages remain a primary focus as our local workforce system seeks sustained economic vitality for our families. Our workforce system has coordinated efforts among the partners to support the efforts of DestiNY USA to maximize employment benefits for the community. The system assisted in the recruitment of over 4,000 individuals at the On Center Opportunity Fair.
- 274 area employers previewed workforce development resources through Opportunity Outlook seminars at the One-Stop Center.

Table O - Local Program Activities

Local Area Name			
Onondaga County	Total Participants Served	Adults	134
		Dislocated Workers	338
		Older Youth	0
		Younger Youth	0
	Total Exiters	Adults	56
		Dislocated Workers	163
		Older Youth	0
		Younger Youth	0
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	74.0
	Employers	68.0	74.0
Entered Employment Rate	Adults	67.0	87.0
	Dislocated Workers	85.0	86.1
	Older Youth	62.0	0.0
Retention Rate	Adults	74.0	96.1
	Dislocated Workers	90.0	92.5
	Older Youth	72.0	0.0
	Younger Youth	41.0	0.0
Earnings Change/Earnings Replacement in Six Months	Adults	3,418	4,569
	Dislocated Workers	87.0	95.0
	Older Youth	3,485	0
Credential/Diploma Rate	Adults	50.0	26.4
	Dislocated Workers	49.0	29.4
	Older Youth	43.0	0.0
	Younger Youth	28.0	0.0
Skill Attainment Rate	Younger Youth	67.0	0.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	9	0	8

Finger Lakes WORKFORCE DEVELOPMENT

ONTARIO-WAYNE-SENECA-YATES (FINGER LAKES) LWIA

The Finger Lakes local workforce investment system is governed by the Finger Lakes Workforce Investment Board, comprised of 43 members, of whom 22 represent the local business community. The Board is chaired by Debi E. Jones, Organizational Development Manager for Refractron Technologies Corp.

The Finger Lakes local workforce investment system is comprised of 1 comprehensive One-Stop Center and 5 satellite and affiliate sites to serve the 250,000 residents of our 4 counties. Workforce development services are provided by 17 different partner programs in our system. On average, our One-Stop Center receives approximately 3,300 customer visits per month. The average monthly cost to operate our One-Stop Center is $ 19,565. Based on the number of customer visits, this works out to an average cost of $ 6.00 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided 892 different services to over 566 employers in the area. These system services included such things as: posting of job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 1,220 incumbent workers in local businesses. In addition, our system was able to help fill 1,244 jobs listed with us by local businesses. As our system continues to grow and develop, these numbers will continue to increase.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 1,244 unemployed workers find jobs while also helping numerous welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- During the past year, 478 people received training services funded through WIA Title 1-B funds. These included 361 adults who had been laid off due to downsizing or business closings. Over $1,000,000 in tuition assistance was provided, with 65% of the trainees completing and obtaining employment during the program year.
- Over $400,000 of Workforce Investment Grant Youth funding was provided to the four county Finger Lakes Works offices to provide comprehensive services for eligible youth. These funds helped provide 387 youth with work experience, case management, career counseling, and academic enrichment opportunities during the year. To build a better relationship between employers and youth in our region, our Board sponsored special events such as the Employer Speak Out, an Annual School to Career Conference for Youth, and partnered with the International Management Council to coordinate the Eighth Grade Youth and Business Tours.
- Fourteen companies in our area received manufacturing grants funded through the State Workforce Investment Board totaling $1.1 million to serve 934 incumbent workers.
- The InVEST program, supported by state-level TANF funds, was added to the menu of grants available to employers in our area. The program provides milestone payments to employers for employee training, retention, and wage increases. Twenty-eight employers participated in the program which served 87 low-wage employees.
- Fourteen area businesses utilized the customized training program to serve 165 incumbent workers. A total of $27,600 was provided as a match to over $42,100 invested by local employers.
- Twenty-one employers participated in our On-the-Job Training program, which served 34 new hires. A total of $87,00 was provided to match $87,000 in employer funds invested in those new trainees.
- Account representatives from the six area locations provided over 2,700 contacts to local employers and registered 3,664 job openings in the new and improved New York State Job Bank.

Table O - Local Program Activities

Local Area Name			
Finger Lakes	Total Participants Served	Adults	710
		Dislocated Workers	882
		Older Youth	59
		Younger Youth	328
	Total Exiters	Adults	408
		Dislocated Workers	411
		Older Youth	19
		Younger Youth	86
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	69.0
	Employers	68.0	71.0
Entered Employment Rate	Adults	76.0	92.8
	Dislocated Workers	86.0	88.8
	Older Youth	66.0	78.9
Retention Rate	Adults	75.0	93.2
	Dislocated Workers	93.0	88.2
	Older Youth	64.0	80.0
	Younger Youth	41.0	47.8
Earnings Change/Earnings Replacement in Six Months	Adults	3,742	2,299
	Dislocated Workers	94.0	89.8
	Older Youth	3,286	1,469
Credential/Diploma Rate	Adults	60.0	76.1
	Dislocated Workers	49.0	56.9
	Older Youth	41.0	44.4
	Younger Youth	47.0	50.0
Skill Attainment Rate	Younger Youth	67.0	87.7
Overall Status of Local Performance	Not Met	Met	Exceeded
	5	0	12

The Orange County Workforce Development System

ORANGE COUNTY LWIA

The Orange County local workforce investment system is governed by the Orange County Workforce Investment Board. The Board is comprised of 37 members, of whom 19 represent the local business community. The Board is chaired by Renee McCabe who is the Vice President of Marketing for Ellenville National Bank.

The Orange County local workforce investment system is comprised of two comprehensive One-Stop Centers and one satellite site. Workforce development services are provided by seven different partner programs in our system. On average, our One-Stop Centers receive over 2,000 customer visits per month. The average monthly cost to operate our One-Stop Centers is $90,000. Based on the number of customer visits, this works out to an average cost of approximately $45.00 per month to provide service to each visitor to our Centers.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to over 750 employers in our area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 73 incumbent workers in local businesses. In addition, our system was able to help fill over 2,500 jobs listed with us by local businesses. Our overall business penetration rate in our workforce area during the past year was approximately 12 %. As our local system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping over 950 unemployed workers find jobs while also helping over 550 welfare recipients to obtain employment and get off public assistance rolls. This effort on behalf of the workforce system partners continues to reap benefits for our staff and our customers. Two recent successes include a gentleman who worked at the Windows of the World at the World Trade Center, was receiving unemployment insurance and in danger of losing his home. Another was a young mom who was on public assistance. Through WIA training funds the gentleman became a real estate appraiser, and was able to reestablish financial stability through this new career. The mother is now working for a local communit-based organization and is totally off public assistance and has taken the next step toward self-sufficiency through the purchase of a home through a federally funded program.

Other Local System Highlights

- The Orange County WIB concluded a very productive year with the adoption of a strategic plan that moves our local system toward more fully integrated services to meet the needs of our industry clusters. This strategic planning process enabled the Board to focus on its role as a broker of services on behalf of the job seeker and business community.
- The WIB and its community partners completed the Phase I Skills Gap Analysis project, funded by the State Board. This project provided a foundation to tailor the occupational and training demands in our region to three main clusters: Health, Manufacturing and Distribution. Board policies have now been strengthened to reflect the main economic drivers in our county and workforce area. Phase II of the Skills Gap project will allow our Board and partners to strengthen our ability to meet the workforce and education needs of these economic clusters.
- Our WIB and workforce partners continue to develop our ties with our economic development partners, including our local Chamber of Commerce. The partnership developed and was awarded a multi-county manufacturing grant proposal to serve numerous companies across three counties.
- Our business partnerships continue to expand; Val Chem, in conjunction with the Orange County WIB, and Orange Works received an award from the Orange County Partnership, a county economic development organization, for a training plan designed and implemented for their workforce. The training was funded in part with WIA funds.
- The State Board recognized our local board efforts on working with industry clusters by awarding a Promising Practices grant for the Distribution Cluster workforce partnership designed by the board and various partners. This work continues with the integration of union and non-union distribution businesses throughout the cluster in the development of career ladders and training programs.

Table O - Local Program Activities

Local Area Name			
Orange County	Total Participants Served	Adults	658
		Dislocated Workers	369
		Older Youth	34
		Younger Youth	114
	Total Exiters	Adults	461
		Dislocated Workers	220
		Older Youth	18
		Younger Youth	49
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	70.0
	Employers	68.0	96.0
Entered Employment Rate	Adults	74.0	93.6
	Dislocated Workers	76.0	91.9
	Older Youth	67.0	69.2
Retention Rate	Adults	72.0	89.7
	Dislocated Workers	86.0	92.5
	Older Youth	72.0	100.0
	Younger Youth	41.0	60.5
Earnings Change/Earnings Replacement in Six Months	Adults	3,187	1,358
	Dislocated Workers	97.0	94.7
	Older Youth	1,448	4,227
Credential/Diploma Rate	Adults	37.0	30.7
	Dislocated Workers	37.0	41.2
	Older Youth	32.0	26.7
	Younger Youth	26.0	44.2
Skill Attainment Rate	Younger Youth	67.0	98.8
Overall Status of Local Performance	Not Met	Met	Exceeded
	4	1	12

Workforce Development System of Oswego County

OSWEGO COUNTY LWIA

The Oswego County local workforce investment system is governed by the Oswego County Workforce Investment Board. The Board is comprised of 31 members, of whom 16 represent the local business community. The Board is chaired by David Vickery, co-owner of Vickery Insurance.

The Oswego County local workforce investment system is comprised of two comprehensive franchised One-Stop Centers (Career Connections), one non-franchised center and two affiliate sites. Workforce development services are provided by 17 different partner programs in our system. On average, our One-Stop Centers receive 2,400 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided 956 business services to approximately 534 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 993 incumbent workers in local businesses.

During the past year, our system was also able to help ease the fiscal burden on the community by helping at least 375 unemployed workers find jobs while also helping 456 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Business Partnership with Huhtamaki (Fulton NY): The Career Connection Center in Fulton has been assisting Huhtamaki with their hiring process for several years. Staff prescreen resumes (by the company's qualifications); tests and interviews applicants; and completes tax credit/incentive forms for Work Opportunity and Welfare-to-Work tax credits. Appropriate forms were also completed for the City of Fulton Community Development agency, an additional partner. This effort was stepped up dramatically in 2001 when Huhtamaki received a government contract and opened several new production lines at their Fulton plant. In PY'01, 118 new workers were hired; 61 through WIA and 200% TANF funded OJT programs. Individual contracts averaged $5,900 with an estimated total funds disbursed of $350,000.
  - 49 of the 61 trainees satisfactorily completed the program (80%) by retaining their jobs and earning a training credential.
  - 3 of the 61 are still in training.
  - 4 trainees left to take other employment.
  - 3 trainees were released due to performance issues.

  While the initial hiring push is over, Huhtamaki continues to hire workers through its relationship with Career Connection.
- The Workforce Development Board of Oswego County helped secure two grants funded by the State Workforce Investment Board to assist in the training of workers in the manufacturing sector. As a result of these initiatives, Agrilink Foods, in Fulton, New York was able to train 222 workers. Sixty-two new jobs were created and 150 jobs were retained. Alcan Aluminum, in Oswego, New York trained or retrained 350 employees, and retained an equal number of jobs.
- The Workforce Development Board of Oswego County's vision for its system includes TANF as a vital partner in workforce efforts. Through strong partner collaboration, this partnership has shown positive results:
  - An average 38 welfare recipients are placed in jobs each month. Over the course of the year, 66% of the average monthly caseload was placed in a full or part time job or increased their hours of employment.
  - Average hours per week worked is 30.5 with an average wage at placement of $6.21/hour.
  - The top four employment categories (72% of placements) were services, retail, restaurant/fast food, and temporary employment.
- Customer comment cards are located at each center. Completed cards are collected monthly and the data is compiled and analyzed by location and then system-wide. Affiliate sites also have comment cards available for their customers. Each site receives their monthly report and uses the information to make improvements in services. The reports are shared with the Evaluation and Franchise Committee of the Board. During

the past year, the results from these comment cards indicated a high degree of customer satisfaction with the services, staff and facilities in our One-Stop System. Ratings of excellent and good accounted for more than 90% of the responses in all categories. Focus groups of business customers and jobseeker customers were started in June 2001 and are being held quarterly as another means of feedback.

Table O - Local Program Activities

Local Area Name			
Oswego County	Total Participants Served	Adults	219
		Dislocated Workers	230
		Older Youth	71
		Younger Youth	177
	Total Exiters	Adults	85
		Dislocated Workers	57
		Older Youth	29
		Younger Youth	31
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	77.0
Entered Employment Rate	Adults	82.0	80.0
	Dislocated Workers	84.0	96.0
	Older Youth	81.0	88.0
Retention Rate	Adults	68.0	84.6
	Dislocated Workers	79.0	95.8
	Older Youth	75.0	70.8
	Younger Youth	41.0	50.0
Earnings Change/Earnings Replacement in Six Months	Adults	3,496	4,248
	Dislocated Workers	93.0	123.5
	Older Youth	2,871	1,611
Credential/Diploma Rate	Adults	62.0	80.8
	Dislocated Workers	49.0	73.3
	Older Youth	56.0	33.3
	Younger Youth	47.0	63.2
Skill Attainment Rate	Younger Youth	67.0	82.6
Overall Status of Local Performance	Not Met	Met	Exceeded
	4	0	12

OYSTER BAY CONSORTIUM LWIA

The Oyster Bay Consortium local workforce investment system is governed by the Oyster Bay Consortium Workforce Investment Board, comprised of 29 members, of whom 15 represent the local business community. The Board is chaired by Harold Mayer, General Counsel of Cashin Associates, PC.

The Oyster Bay Consortium local workforce investment system is comprised of one comprehensive One-Stop Center and two satellite and affiliate sites. Workforce development services are provided by 16 different partner programs in our system. On average, our One-Stop Center receives 1,280 customer visits per month. The average monthly cost to operate our One-Stop Center is $36,708. Based on the number of customer visits, this works out to an average cost of $28.68 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided over 3,238 services to 1,589 employers in our area. These system services included such things as: posting of job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 511 incumbent workers in local businesses. In addition, our system was able to help fill numerous jobs listed with us by local businesses.

During the past year, our local system was also able to help ease the fiscal burden on the local community by helping 300 unemployed workers find jobs while also helping 124 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- The Workforce Development Consortium of Long Island was formed to coordinate activities among local and state economic development agencies, WIB representatives, Community Colleges, Stony Brook University and Business Associations. The consortium's goal is to develop systems to help local businesses stay in business, and encourage other businesses to grow or locate on Long Island. Through this coordinated effort we provide coordinated services to improve the lives of Long Island's 2.4 million residents.
- The Oyster Bay Consortium WIB sponsored an innovative summer youth program in Roslyn designed to address the lack of appropriate character development in our community's youth. The local community based organization established a seven-week program consisting of classroom lectures and assignments, related field trips, guest motivational speakers, creative expression and role play activities, discussion on relevant topics and issues, and community service.
- One of our more popular workshop facilitators has his roots firmly planted in the services of the Workforce Investment System. Mr. Anthony Canavaciol spent many years in sales. Feeling that something was missing in his professional life and looking to cultivate a long-standing keen interest and aptitude in computer technology, Anthony was encouraged by members of our One-Stop System to enroll in a WIA-sponsored program for advanced computer applications at the Career Blazers Learning Center. Anthony has gone on to become an instructor at Career Blazers as well as to teach at other schools such as Hendricks Institute and PC Skills Unlimited. Anthony responded to an RFP from the Oyster Bay Consortium to expand its workshop offerings in this area. Anthony has recently been selected as the computer literacy instructor for incumbent worker training, which is being sponsored by the Long Island Federation of Labor AFL-CIO and provided on site at the Oyster Bay One-Stop Center.

Table O - Local Program Activities

Local Area Name			
Oyster Bay/North Hempstead/Glen Cove	Total Participants Served	Adults	503
		Dislocated Workers	535
		Older Youth	6
		Younger Youth	141
	Total Exiters	Adults	325
		Dislocated Workers	334
		Older Youth	3
		Younger Youth	52
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	72.0
Entered Employment Rate	Adults	76.0	73.2
	Dislocated Workers	82.0	63.6
	Older Youth	59.0	
Retention Rate	Adults	72.0	74.5
	Dislocated Workers	88.0	83.3
	Older Youth	69.0	
	Younger Youth	41.0	34.1
Earnings Change/Earnings Replacement in Six Months	Adults	4,197	1,491
	Dislocated Workers	93.0	82.4
	Older Youth	4,040	
Credential/Diploma Rate	Adults	56.0	20.0
	Dislocated Workers	48.0	18.2
	Older Youth	38.0	
	Younger Youth	47.0	4.3
Skill Attainment Rate	Younger Youth	67.0	2.5
Overall Status of Local Performance	Not Met	Met	Exceeded
	10	0	2

ROCKLAND COUNTY LWIA

The Rockland local workforce investment system is governed by the Rockland County Workforce Investment Board. The Board is comprised of 30 members, of whom 16 represent the local business community. The Board is chaired by Jo Baer, President of Baer & McIntosh Real Estate.

The Rockland local workforce investment system is comprised of one comprehensive One-Stop Center and 7 satellite and affiliate sites. Workforce development services are provided by 14 different partner programs in our system, with 8 of these partner programs co-located in our One-Stop Center. On average, our One-Stop Center receives 1,932 customer visits per month. The average monthly cost to operate our One-Stop Center is $85,000. Based on the number of customer visits, this works out to an average cost of $43.99 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our local One-Stop System provided services to 1,000 employers in the local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provide training services for 50 incumbent workers in local businesses. In addition, our system was able to help fill 500 jobs listed with us by local businesses. Our overall business penetration rate in the local workforce area during the past year was 12%. As our local system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 300 unemployed workers find jobs while also helping 180 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Tomorrow's Workplace joined with our local Economic Development Agency and a team of employers and other agencies in applying for an Economic Development Empire Zone designation.
- Tomorrow's Workplace, under the guidance of the Workforce Investment Board of Rockland County, Inc. donated 40 computers to Rockland County organizations and placed a computer-based training system in the Rockland County Correctional Facility. Seven local organizations that provide services to the citizens of Rockland County were selected to receive computers. The computer-based training system in the Rockland Correctional facility is designed to provide inmates with computer literacy to help prepare them for the job market.
- Our community and our system are committed to ensuring our multi-ethnic population receives language training to enhance their employment outcomes. During Program Year 2001, 33 Adult participants in our One-Stop System, who were provided Employee Skills Training in English as a Second Language (ESL), averaged a 108% improvement in their test scores (pre-program test score to post-program test score). Additionally, our workforce system partners have collaborated with our educational partners to implement a program designed to assist Haitian immigrants secure their High School Equivalency diploma. One-Stop Center classroom space is used for these twice-weekly sessions.
- Strong connections with the business community continue to be forged. Par Pharmaceutical Inc. expressed thanks for our One-Stop's efforts in conducting and administering a Legal Interviewing Training Seminar on their behalf. They indicated an eager willingness to continue utilizing the One-Stop services.
- The State Workforce Investment Board awarded our workforce system a $64,000 grant designed to serve youth with disabilities. The consortium includes workforce, educational and business partners which will operate the program 5 days a week and provide 40 youth with classroom and on-the-job training at various retailers located at the Nanuet Mall.
- H&R Block has continued its partnership with our workforce system to offer free training for those customers interested in becoming tax preparers. During Program Year 2001, 13 customers participated in the class, passed the certification and were hired by H&R Block.

Table O - Local Program Activities

Local Area Name			
Rockland County	Total Participants Served	Adults	65
		Dislocated Workers	117
		Older Youth	8
		Younger Youth	189
	Total Exiters	Adults	35
		Dislocated Workers	42
		Older Youth	3
		Younger Youth	6
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	65.0	
	Employers	62.0	68.0
Entered Employment Rate	Adults	71.0	100.0
	Dislocated Workers	68.0	92.6
	Older Youth	59.0	0.0
Retention Rate	Adults	72.0	78.4
	Dislocated Workers	86.0	96.8
	Older Youth	72.0	100.0
	Younger Youth	38.0	100.0
Earnings Change/Earnings Replacement in Six Months	Adults	3,407	4,817
	Dislocated Workers	97.0	133.2
	Older Youth	3,337	11,997
Credential/Diploma Rate	Adults	45.0	100.0
	Dislocated Workers	37.0	91.7
	Older Youth	43.0	100.0
	Younger Youth	35.0	75.0
Skill Attainment Rate	Younger Youth	64.0	100.0
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	0	15

SARATOGA-WARREN-WASHINGTON LWIA

The Saratoga/Warren/Washington local workforce investment system is governed by the Saratoga/Warren/Washington Workforce Investment Board, comprised of 33 members, of whom 17 represent the local business community. The Board is chaired by Marcy Dreimiller, Vice President of Human Resources for Glens Falls Hospital.

The Saratoga/Warren/Washington local workforce investment system is comprised of three comprehensive One-Stop Centers and one satellite/affiliate site. Workforce development services are provided by 14 different partner programs in our system, with 12 of these partner programs being co-located at our One-Stop Centers. On average, our One-Stop Centers receive 1,039 customer visits per month. The average monthly cost to operate our One-Stop Centers is $6,484. Based on the number of customer visits, this works out to an average cost of $6.24 per month to provide service to each visitor to our Centers.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 631 employers in local area. These system services included such things as: posting job openings, pre-screening job applicants, developing of OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, local system provided training services for 553 incumbent workers in local businesses. In addition, our system was able to help fill 270 jobs listed with us by local businesses. Overall business penetration rate in our local workforce area during the past year was 8%. As our local system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 1,848 unemployed workers find jobs while also helping 1,150 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Our One-Stop Centers sponsor an annual job fair called " Job Discovery" which is planned and operated by agencies and employers working in partnership. Job Discovery 2002 was held March 14, 2002 at Adirondack Community College. Eighty-five employers participated and over 2000 job seekers attended.
- Last spring, a cross section of One-Stop partners met with SCA Tissue North America LLC to discuss their hiring needs. A plan was created to have candidates for employment screened by representatives from the Career Center, including verification of employment history and pre-employment testing. These candidates would be referred to SCA for a final interview. SCA Tissue has been very pleased with the quality of applicants that they have seen and the hires.
- Over 100 adolescents, parent, friends, employers, agency staff, and local and state dignitaries gathered at Crandall Park in Glens Falls, New York to celebrate the conclusion of the Warren County Employment & Training summer work program. Each "employee" received a certificate recognizing a work achievement. The youth worked in work-based learning projects, such as community mapping and providing lunch to needy kids, as well as at individual sites which included nursing homes, libraries, museums, and recreation departments. Local radio personality and colon-cancer survivor/national advocate Molly McMaster urged the teens to meet their challenges with courage and optimism. Assemblywoman Elizabeth Little addressed the group and congratulated them on their achievement.
- The Hudson Falls School District received a $46,500 WIA grant through the Saratoga/Warren/Washington Counties Youth Council to do a GED/work experience program for in and out-of-school youth. Eleven students developed life-coping skills and prepared for their GED, while also working in part-time jobs. In June, a celebration was given for these young adults. In attendance were students, parents, guidance/social work staff, administrators, school superintendent, a school board member and friends. Principal Mark Doody, program coordinator, Jack MacDonald and instructor Kris Hatch officiated the program. This alternative setting addressed the needs of those not successful in a traditional classroom. Six of the eleven did receive their GED, one is awaiting results, and one is going to retest. The most

significant result is the decision by the school district to continue this program through their own resources, with a positive impact on a significant number of youth in future years. It's a great example of the value WIA funds can bring to the community and very satisfying for the local youth council to see programs sustained by the recipients of WIA youth grants.

Table O - Local Program Activities

Local Area Name			
Saratoga/Warren/Washington	Total Participants Served	Adults	456
		Dislocated Workers	256
		Older Youth	50
		Younger Youth	221
	Total Exiters	Adults	202
		Dislocated Workers	134
		Older Youth	13
		Younger Youth	66
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	68.0
Entered Employment Rate	Adults	74.0	81.0
	Dislocated Workers	81.0	91.9
	Older Youth	69.0	40.0
Retention Rate	Adults	71.0	78.2
	Dislocated Workers	88.0	89.2
	Older Youth	71.0	88.9
	Younger Youth	41.0	61.1
Earnings Change/Earnings Replacement in Six Months	Adults	2,271	1,374
	Dislocated Workers	81.0	77.8
	Older Youth	2,346	4,788
Credential/Diploma Rate	Adults	54.0	60.4
	Dislocated Workers	46.0	61.4
	Older Youth	42.0	19.0
	Younger Youth	34.0	18.2
Skill Attainment Rate	Younger Youth	59.0	77.8
Overall Status of Local Performance	Not Met	Met	Exceeded
	5	1	10

ST. LAWRENCE COUNTY LWIA

The St. Lawrence County local workforce investment system is governed by the St. Lawrence County Workforce Investment Board. The Board is comprised of 23 members, of whom 12 represent the local business community.The Board is chaired by Donald J. Hooper, who is a Partner in the Hooper and Van House CPA firm.

The St. Lawrence County local workforce investment system is comprised of one comprehensive One-Stop Center and five satellite and/or affiliate sites. Workforce development services are provided by eight different partner agencies in our system. On average, our One-Stop Career Center received 283 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 776 employers in the local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 1,493 incumbent workers in local businesses. In addition, our system was able to help fill 969 jobs listed with us by local businesses. Our overall business penetration rate in the workforce area during the past year was 30.3 %. As our local system continues to grow and develop, this number can only go up.

During the past year, our local system was also able to help ease the fiscal burden on the community by helping an additional 649 unemployed workers find jobs while also helping 370 welfare recipients to obtain full time employment and get off public assistance rolls.

Other Local System Highlights

Local Economic Development Initiatives and Linkages:

- Local economic development initiatives continue to play an important role in our workforce development successes. The cooperation of state and local economic and workforce development agencies were able to help save 120 jobs at the ACCO USA and provided assistance to add 124 jobs at this facility.
- The economic and workforce development partnerships secured several different grants to our region's employers including General Motors, Alcoa, and Kraft Foods.
- St. Lawrence County's Workforce Investment System and One-Stop Career Center continues its quest to become a fully integrated, customer-driven delivery system to meet the needs of our local business and job seeking customers. To this end, our local family of partners (eight in all) works to meet the needs of our customers (both from a center and system standpoint). Accomplishments follow.

1. **St. Lawrence County Office of Economic Development** has the responsibility for the oversight and operation of WIA Title I Youth, Adult and Dislocated Worker programs. A major accomplishment is our new One-Stop Career Center location housed in the new County 62,000 sq.ft. Human Service Center. The Center is an open, spacious and well-lit facility equipped with state-of-the art technology and resource materials. This new Center has increased customer usage by 44%.
2. **St. Lawrence County Department of Social Services** has played a major role in the productivity and performance of our local workforce investment system. Total Work Experience/Community Service Hours = 115,360, which translates into a return on investment of $559,204; Total On the Job Training Hours = 61,901 at a 50% return on investment of $412,996; and Total Job Creation Hours = 25,819 at a reimbursement of $133,157 leading to self-sufficiency through full or part-time employment and eventual case closings. Total people who obtained full-time employment – 370, part-time employment – 115. These accomplishments were a result of a cooperative and integrated service effort by system partners.
3. **Vocational Educational Services for Individuals with Disabilities (VESID)** accomplishments for the reporting period requested were exemplary. The VESID staff provided services to 1,012 consumers with multiple needs. VESID provided funding to 85 businesses in St. Lawrence County primarily

through job tryouts costing between $500 and $1500 each. 170 consumers with disabilities were referred to area school systems as full- or part-time students. 223 consumers in St. Lawrence County were successfully rehabilitated with total annual earnings of approximately $2,425,144. Staff dedication and an integrated local service delivery system contributed to this success.

4. **St. Lawrence-Lewis County Board of Cooperative Educational Services (BOCES)** has been a key stakeholder in the success our local One-Stop Career Center and County-wide service delivery system. Customer accessibility, education and multiple vocational course offerings serve our community through 3 vocational technical centers, 3 Assess Centers and 4 affiliate site locations, which includes an on-site operation at General Motors, Power Train in Massena. All Access Centers are co-located with partner staff from DOSS, OED, DOL and VESID. An additional 1,643 customers have been served by our BOCES partner, at these various locations, beyond those reported having been served at the One-Stop Career Center. BOCES business penetration has been expanded. During the reporting period they provided 44 employers with a full menu of customized training and workplace literacy programs serving 277 incumbent workers. Additionally, 30 employers participate locally in the NYS Apprenticeship program through BOCES, which is training 157 additional incumbent workers in various trade disciplines.
5. **New York State Department of Labor**, with offices at the One-Stop Career Center in Canton and system-wide locations in Massena, Ogdensburg, and Gouverneur is the primary labor exchange and rapid response arm of our local workforce investment system. Collectively, DOL staff at all locations served a total of 3,997 customers during the reporting period. 480 of these customers were welfare recipient intakes at our One-Stop Career Center. Co-location of DOL staff at our center has had a positive impact on our ability to provide the full range of labor exchange services in meeting the needs of our customers, both business and jobseekers.
6. **St. Lawrence County Office for the Aging** is also co-located in the new County Human Service Center next to the One-Stop Career Center. Through their SCSEP program, 35 senior individuals were placed in both public and private businesses. Overall, 64 people were served by the system during the reporting period.
7. **St. Lawrence County Veteran Services**, served 2,398 individuals from 7/1/01 through 6/30/02. Co-location with the One-Stop Career Center and working relationships with labor unions, American Legion and VFW Posts throughout the community, State Veteran Services and DOL DVOP representatives generated an estimated VA expenditures to St. Lawrence County of $10,990,081; 30% more per veteran than the average for the other 30 counties serviced by the Buffalo VA Regional Office.
8. **St. Lawrence County Youth Bureau** administered $304,859 from eight funding sources supporting 71 programs. The Youth Bureau supports a variety of contracted programs designed to provide youth development services to St. Lawrence County children and youth. Some 146 young people were involved in youth programs. Linkages with municipalities, education and number of targeted program initiatives, such as, Clarkson County Connection (CCC), Youth Conservation Corps (YCC), Youth Leadership Institute (YLI), Future Leaders in Youth (FLY), Community Service Brigade (CSB) are just part of the comprehensive network of youth service tied to the local workforce investment system and WIA funding.

Table O - Local Program Activities

Local Area Name			
St. Lawrence County	Total Participants Served	Adults	263
		Dislocated Workers	182
		Older Youth	103
		Younger Youth	295
	Total Exiters	Adults	108
		Dislocated Workers	115
		Older Youth	52
		Younger Youth	260
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	73.0
	Employers	68.0	69.0
Entered Employment Rate	Adults	62.0	82.6
	Dislocated Workers	79.0	93.1
	Older Youth	55.0	90.9
Retention Rate	Adults	74.0	87.8
	Dislocated Workers	85.0	96.7
	Older Youth	72.0	80.0
	Younger Youth	41.0	37.5
Earnings Change/Earnings Replacement in Six Months	Adults	3,001	3,684
	Dislocated Workers	82.0	55.7
	Older Youth	1,302	4,019
Credential/Diploma Rate	Adults	46.0	68.6
	Dislocated Workers	45.0	78.6
	Older Youth	33.0	88.2
	Younger Youth	47.0	33.3
Skill Attainment Rate	Younger Youth	67.0	78.6
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	0	14

SUFFOLK COUNTY LWIA

The Suffolk County local workforce investment system is governed by the Suffolk County Workforce Investment Board. The Board consists of 43 members, of whom 23 represent the local business community. The Board is chaired by Michael Lazarus, Executive Vice President of the Long Island Auto Group.

The Suffolk County local workforce investment system consists of one comprehensive One-Stop Center, which incorporates 8 satellite and 23 affiliate sites. Workforce development services are provided by 18 different partner programs. The One-Stop Center receives on average 4,730 customer visits per month.

Our system places a strong emphasis on meeting the needs of local businesses. During this past year, our One-Stop system served over 1,900 area employers. System services included: posting job openings, pre-screening job applicants, developing of OJTs and customized training programs, assistance with incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. In addition, our system was able to help fill over 1,000 jobs listed with us by local businesses. Our overall business penetration rate in our local workforce area during the past year was 5%. As our system continues to grow and develop, this number should continue to go up.

During the past year, our system eased the fiscal burden on the community by placing over 900 unemployed workers in jobs and over 1,100 welfare recipients in jobs that may lead to self-sufficiency.

Other Local System Highlights

- Suffolk County Department of Labor's 2002 Summer Youth Program employed almost 700 area youth (14-21) at work sites located throughout the County for a six-week period that spanned from June 27 to August 16. Program participants earned $6.00 an hour and worked 25 hours a week. However some participants not only earned while they learned, they also were publicly rewarded for good work practices. This year 182 youngsters who excelled beyond all expectations were nominated by their work sites for a merit award in categories such as: Outstanding Effort, Most Improved Job Skills, Outstanding Job Skills, Superior Positive Attitude and Leadership Ability.

  Suffolk County's Summer Youth Program, supported with both WIA Title I and TANF funds, is able to reach and serve youth with a wide range of services long after summer ends. Youth program participants gain real work experience in real jobs. Youngsters learn to prepare for work, to show up on time, and proper business behavior. They acquire the skills to build a successful career across a lifetime. Although all youth benefit from the program, often it is the poorest kids from the most troubled environments that find the experience life altering. For many it is their first "behind the scenes" look at the workings of a successful career path.
- During the past year, the Suffolk County Workforce Investment Board was awarded $25,000 to conduct a local skills assessment project. The Suffolk County Department of Labor, working on behalf of its local Board, undertook this initiative. One thousand five hundred ninety nine (1,599) private sector employers responded to the Survey. Three hundred thirty five (335) employers projected a need for 1,442 workers to fill 151 occupations at an average hourly rate of $18.01. The survey asked employers to report staffing details, perceptions of skill adequacy of job applicants and current employees, and training preferences and hiring needs. Hiring employers identified 45 demand skills areas. The top five skills in demand were: General Computer Literacy, General Office Skill Proficiency, Specialized Computer Software Proficiency, Occupation Certification or Licensure, and Communication Skill Competency. The top five occupations most in demand with corresponding average hourly rate were: Registered Nurse at $24.00, Health Care Aide at $10.00, Licensed Practical Nurse at $18.00, Sales at $13.00 and Assembler at $10.00.
- The SCDOL also works with SCDSS to administer several programs that provide employable public assistance recipients with work experience, training and job placement while providing employed recipients with post employment services such as vocational skills

upgrading, on-the-job training and mentoring. In the past year alone, these programs have helped the county save over $12 million.

Table O - Local Program Activities

Local Area Name			
Suffolk County	Total Participants Served	Adults	664
		Dislocated Workers	1,032
		Older Youth	26
		Younger Youth	417
	Total Exiters	Adults	409
		Dislocated Workers	488
		Older Youth	14
		Younger Youth	180

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	64.0
Entered Employment Rate	Adults	74.0	87.7
	Dislocated Workers	80.0	85.2
	Older Youth	60.0	85.0
Retention Rate	Adults	72.0	87.5
	Dislocated Workers	86.0	89.4
	Older Youth	75.0	82.4
	Younger Youth	41.0	69.3
Earnings Change/Earnings Replacement in Six Months	Adults	4,038	1,268
	Dislocated Workers	87.0	86.3
	Older Youth	3,375	3,450
Credential/Diploma Rate	Adults	55.0	86.6
	Dislocated Workers	46.0	83.1
	Older Youth	37.0	13.0
	Younger Youth	47.0	86.4
Skill Attainment Rate	Younger Youth	67.0	84.2

Overall Status of Local Performance	Not Met	Met	Exceeded
	4	0	12

SULLIVAN COUNTY LWIA

The Sullivan County local workforce investment system is governed by the Sullivan County Workforce Investment Board. The Board is comprised of 33 members, of whom 17 represent the local business community. The Board is chaired by Joyce Salimeno, Owner of the Gersten Hillman Insurance Agency.

The Sullivan County local workforce investment system is comprised of one comprehensive One-Stop Center and one affiliate site. Workforce development services are provided by 15 different partner programs in our system. On average, our One-Stop Center receives 1,000 customer visits per month. The average monthly cost to operate our One-Stop Center is $13,333. Based on the number of customer visits, this works out to an average cost of $13.33 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our local One-Stop System provided services to 1300 employers in our local area. These system services included such things as: posting job openings, job fairs, pre-screening job applicants, developing of OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 40 incumbent workers in local businesses. In addition, our system was able to help fill 600 jobs listed with us by local businesses. Our overall business penetration rate in the workforce area during the past year was 43%. As our local system continues to grow and develop, this number will only go up.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 192 unemployed workers find jobs while also helping 168 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- Kohl's Distribution Center opened in February of 2002 with assistance from the workforce development system partners. Coordinated by the Workforce Development Board of Sullivan, Inc., 13 partner agencies across 3 counties provided over 50 staff to assist Kohl's in processing 2,000 plus applications over 11 days. When fully operational there will be 900 employees at the site located in Sullivan county and bordering Orange and Ulster counties.
- A key component of the Local Board's strategic plan is to impact the high school dropout rate in our county. The Board is particularly proud of its youth employment programs which used private, public and foundation funding to serve over 63 young people at worksites throughout the county. These highly structured programs incorporated SCANS skills, and the New York State Education Department's learning standards to ensure that youth understood not only the real value of work but the importance of applying their education in the workplace.

Table O - Local Program Activities

Local Area Name			
Sullivan County	Total Participants Served	Adults	83
		Dislocated Workers	43
		Older Youth	3
		Younger Youth	52
	Total Exiters	Adults	25
		Dislocated Workers	11
		Older Youth	1
		Younger Youth	31
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	65.0
Entered Employment Rate	Adults	79.0	100.0
	Dislocated Workers	71.0	93.3
	Older Youth	73.0	
Retention Rate	Adults	69.0	100.0
	Dislocated Workers	77.0	85.7
	Older Youth	63.0	
	Younger Youth	41.0	69.2
Earnings Change/Earnings Replacement in Six Months	Adults	2,826	4,982
	Dislocated Workers	97.0	97.4
	Older Youth	3,770	
Credential/Diploma Rate	Adults	58.0	100.0
	Dislocated Workers	40.0	93.3
	Older Youth	46.0	
	Younger Youth	47.0	66.7
Skill Attainment Rate	Younger Youth	67.0	88.3
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	0	11

TOMPKINS COUNTY LWIA

The Tompkins County workforce investment system is governed by the Tompkins County Workforce Development Board. The Board is comprised of 37 members, of whom 19 represent the local business community. The Board is chaired by Alan Pedersen who is the Vice President, Human Resources, Cayuga Medical Center, Ithaca, New York.

The Tompkins County workforce investment system is comprised of one comprehensive One-Stop Center and five satellite and affiliate sites. Workforce development services are provided by 11 different partner programs in our system. On average, our One-Stop system receives 1,091 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of local businesses. We have 606 active (served in the last 3 years) business customers. Our overall business penetration rate in the local workforce area is 27%. These system services included such things as: posting of job openings, prescreening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our local system provided training services for 572 incumbent workers and jobseekers. In addition, our system was able to help 825 jobseekers find employment.

Other Local System Highlights

Jobseeker Customer Satisfaction

- Our Center's customer satisfaction rating for jobseeker services has continuously improved through the leadership of the board and the commitment of our operators and staff. Satisfaction rates have increased almost 20% over the past two years.

Business Customer Satisfaction

- Repeat usage and our ever-increasing market penetration rate serve as excellent indicators of business customer satisfaction. Our business penetration rate has increased by almost 20 percentage points over the past 3 years. Our growth rate for new business customers has averaged 6% per quarter. Satisfied business customers continue to be our best ambassadors:

"First off, we were made aware of these services through an applicant who was working with [the Workforce Specialist]. We were initially not considering this applicant due to the fact he had no printing related experience. [The Workforce Specialist] met with me and offered her services to help us get started and also explained the benefits to our company. Since we did this first project, we have since had [the Workforce Specialist] on a plant tour and she suggested other ways that Tompkins Workforce Development can help our company. We have utilized them to find other applicants, and have hired at least one person through Workforce Development. I feel that this service is of great value to this community."

Peter Schug, President, Cayuga Press of Ithaca

"Over the past year Emerson Power Transmission has had the opportunity to work with Workforce NY of Tompkins County. In March 2002 Emerson Power Transmission made the decision to close its Syracuse plant and relocate the production to its Ithaca facility. As a result we needed to recruit 122 employees in a short period of time. Workforce NY was contacted to determine what assistance they could provide us with this project. The response from Workforce NY was extremely quick and effective. The employees at the local office were ready to do whatever we needed to help us with recruitment. Workforce NY was able to provide us with someone to do an initial evaluation of the applications and then conduct a preliminary interview. As we began the interview process, we were overwhelmed with how well qualified the workers being sent to us were.

In addition to the assistance we received with the hiring process, we received help from Workforce NY with coordinating the huge training task we had ahead of us. Workforce NY helped arrange meetings with other agencies, for example Tompkins Cortland Community College, to help us develop and deliver the initial training of our new hires. We also had to continue to support the training needs of our current workforce, and while all of the chaos of the new operation was going on, Workforce NY was still able to help us coordinate a

hydraulics training class for sixteen of our incumbent workers.

From my perspective the way that Workforce NY was able to quickly and efficiently see to our needs is a testament to the Workforce NY system. As an employer we have noticed that the focus of this group is to do what is best for the business in the community and at the same time provide the right services to those who live here. We at EPT truly appreciate all of the assistance we have received and continue to receive from our local Workforce NY office."

Scott M. Pronti, Industrial Relations Manager, Emerson Power Transmission, Ithaca, NY

Economic Development and Workforce Development Working Toward Shared Outcomes:

- The Tompkins workforce system has developed a very strong partnership with economic development to include State, county and city economic development agencies, private foundations, venture capital funds, and private sector firms.

  The presidents/directors from each of these organizations communicate regularly regarding local economic and workforce development issues. This group meets monthly to coordinate economic development activities.

  One notable outcome of this collaboration has been the creation of a "Professional Opportunities Developers" group. Economic Development collaborators asked the Tompkins County Workforce Development Board to improve and/or design services targeted to displaced high-end workers.

  The Workforce Development Board agreed that keeping talent here is critical to current and future economic growth and determined that the Workforce New York System needed to find a way to offer support and assistance to high-end workers.

  The "POD" is a diverse group of unemployed CEO's, engineers, managers, and other high-level professionals. Most of the POD members were laid off due to downsizing or closures and find themselves frustrated and concerned whether they will be able to find opportunities locally or will be forced to relocate their families elsewhere. They share job leads, job search techniques, networking ideas, and hear from speakers on various topics to assist them in their job search. Several of the members have been successful in finding opportunities in Tompkins County and the surrounding area.

Comments from one POD member:

"When Kodak started downsizing my department, I decided to go back to school for my masters degree. Half way through my studies, I was downsized. Being in my early 40's, I finished the degree as a full time student at RIT, thinking that this would show potential employers that I was not afraid of learning new things at full tilt, while working full time as a RIT computer lab manager…I have appreciated all the assistance that your group has provided…Thanks again to you, Connie, and Bud for providing this outlet."

Table O - Local Program Activities

Local Area Name			
Tompkins County	Total Participants Served	Adults	155
		Dislocated Workers	171
		Older Youth	11
		Younger Youth	48
	Total Exiters	Adults	83
		Dislocated Workers	76
		Older Youth	4
		Younger Youth	8
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	73.0
	Employers	68.0	71.0
Entered Employment Rate	Adults	56.0	95.8
	Dislocated Workers	77.0	86.4
	Older Youth	70.0	
Retention Rate	Adults	71.0	83.3
	Dislocated Workers	88.0	89.5
	Older Youth	59.0	
	Younger Youth	41.0	
Earnings Change/Earnings Replacement in Six Months	Adults	2,605	2,948
	Dislocated Workers	97.0	116.3
	Older Youth	2,020	
Credential/Diploma Rate	Adults	41.0	27.3
	Dislocated Workers	47.0	6.7
	Older Youth	43.0	
	Younger Youth	47.0	0.0
Skill Attainment Rate	Younger Youth	67.0	88.9
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	0	9

Ulster County
Workforce Development System
"Where Businesses Find People, and People Find Jobs!"

ULSTER COUNTY LWIA

The Ulster County local workforce investment system is governed by the Ulster County Workforce Development Board, comprised of 31 members, of whom 16 represent the local business community. The Board is chaired by Frank Ostrander, Customer Service Manager of the Upper Hudson Division of Central Energy Group Inc.

The Ulster County local workforce investment system is comprised of one comprehensive One-Stop Center and 25 satellite and affiliate sites to serve our 178,000 residents. Ulster County ensures system-wide coverage using all 21 libraries in the county as satellite sites. All have a designated One Stop computer for system access, and make appropriate referral to other partner services beyond self-help offered at the library. In addition, all libraries report usage on a monthly basis to the WIB. Workforce development services are provided by 14 mandated and an increasing number of additional partner programs in our system. On average, our One-Stop Center receives 1,150 customer visits per month. The average monthly cost to operate our One-Stop Center is $22,550. Based on the number of customer visits, this works out to an average cost of $19.61 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided services to 211 employers in our area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, e-learning opportunities, local labor market information, rapid response services, and much more. During this past year, our system provided training services for 670 incumbent workers in local businesses. In addition, our system was able to help fill 1,800 jobs listed with us by local businesses. We estimate that our overall business penetration rate in Ulster County during the past year was approximately 10%. As our local system continues to grow and develop, we expect this number to increase.

During the past year, our system was also able to help ease the fiscal burden on the local community by helping 1,320 unemployed workers find jobs while also helping 45 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- During the past year, two Job Fairs were held to bring Ulster County employers and job seekers together. The costs of operating these events were borne by the One-Stop System, two different Chambers of Commerce and the Kingston Daily Freeman, thereby negating the need to charge employers an attendance fee. Some 165 employers with job openings took advantage of these opportunities to educate the public about their companies and gather resumes and applications. Over 2,000 job seekers attended these fairs, which were held in two different sites in the county.
- Responsive to many youth requests, the local system's Youth Council plans to implement job fairs for 11th & 12th graders. Currently, an annual career exploration "fair" is conducted for all 10th graders in Ulster County. Concurrent with these efforts, the Youth Council plans to look for companies willing to allow youth to visit their sites and open to offering youth job shadowing/internship opportunities.
- The local system obtained $65,000 from the Kingston Newburgh Enterprise Corporation (KNEC) to expand its services to disadvantaged Ulster County youth. Over 20 poor youth received valuable work experience and skills to enhance their job readiness.
- Our system has entered into a consortium with the Orange County and Sullivan County One-Stop Systems to provide customized training, On-the-Job Training and/or a combination of both, to six local manufacturers. We obtaines nearly $480,000 to train employees in Team Work, Critical Thinking, Computer Basics, Lean Manufacturing, ISO Training, Welding, Computer to Film Plate Ops and Intro to AutoCAD 2000. Over 950 classroom training slots and 56 On-the-Job Training slots have been provided to local manufacturers' staff to enhance their competitiveness in the world economy, increase their value to the employer and help these businesses to remain competitive.
- The local system expended $337,964 in Welfare-to-Work (WtW) funds, sponsoring 60 participants for various WtW services. 32 of these individuals, or 53%, have found employment as a direct result of participation in the program.

- The local system conducted a survey of local employers to identify skill gaps, assess employer-identified training needs, and establish a mechanism to continually compile training needs from the employers and heighten employers' consciousness of the One Stop and the services it offers to employers. The 46% response rate by business created a clearer understanding of employer needs and assisted the Ulster WIB in prioritizing industry sectors for training purposes. Some $184,070 in training dollars is being applied to the health care segment of the local economy alone, for needs identified in the survey. Additional training in other identified "demand" areas has also been funded.
- During 2001, the Youth Council conducted a massive survey of youth in Ulster County schools to determine problems youth faced in finding and keeping a job. Also, many Youth Council members went into classrooms and conducted question and answer sessions about the reality of finding a job as a teenager. This effort has provided the Youth Council with valuable data regarding youths' perceptions of job seeking and retention. This information is being utilized to better address youth issues in the One-Stop System, including development of a Youth Outreach Coordinator position and a possible website dedicated to youth.
- The local system has developed a viable, user-friendly website that is a major source of workforce development system information for the community. The website was created to ease access to local, state, federal, and private employment and training services. It is designed to connect the public with training providers, job seekers, employers, job openings, and other helpful employment-related information. This site is in addition to the Ulster County Office of Employment and Training website that boasts over 9,200 "visits" to date.
- One of the most important efforts of our local Workforce Development System staff was to develop and market our One Stop Center to the business and jobseeking customers of Ulster County. The Public Awareness Committee of the Board solicited bids from advertising companies to develop a logo, slogan and strategic one-year advertising campaign. This plan used radio and newspaper ads, billboards, public service TV announcements and press releases to help develop "brand name" recognition for the One Stop. In addition, to create easier access to One Stop Center services for all people, the idea for a toll-free "800" number (1-866-411-EMPLOY) was developed in collaboration with One Stop staff. A brochure was designed for the One Stop which integrated the newly developed logo and slogan, the toll free "800" number, and the web address.
- Under a new model developed by our Business Services Steering Committee, staff of the various agencies within the Workforce Development System represent all the services offered by their partners. They do this by listening to the needs of the business people with whom they meet. By communicating with their colleagues, agency representatives are able to devise a coordinated plan to be delivered to a business after due consideration by the partners.
- The Continuous Quality Improvement Team (CQI Team) was formed in early 2002 to ensure that the One Stop Center is constantly being evaluated and upgraded to help attain our goal of superior customer service. The CQI Team is utilizing the Malcolm Baldrige Criteria for Excellence as its continuous improvement tool. In the Baldrige system, the following areas are analyzed: Leadership, Strategic Planning, Customer and Market Focus, Information and Analysis, Human Resource Focus, Process Management and Business Results. One by one the CQI Team dealt with each of these areas and discovered where our local One Stop was fulfilling its goals and where we needed to improve. The CQI Team continues to meet twice monthly and use the newsletter to educate front line staff about WIA, the One Stop Center and its partner agencies. There is also an ongoing process of refining procedures for obtaining customer feedback and implementing procedural changes as appropriate.

Table O - Local Program Activities

Local Area Name			
Ulster County	Total Participants Served	Adults	154
		Dislocated Workers	99
		Older Youth	17
		Younger Youth	238
	Total Exiters	Adults	98
		Dislocated Workers	67
		Older Youth	6
		Younger Youth	112
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	78.0
Entered Employment Rate	Adults	76.0	85.3
	Dislocated Workers	80.0	78.0
	Older Youth	52.0	100.0
Retention Rate	Adults	71.0	90.0
	Dislocated Workers	86.0	89.7
	Older Youth	66.0	50.0
	Younger Youth	41.0	100.0
Earnings Change/Earnings Replacement in Six Months	Adults	2,311	4,133
	Dislocated Workers	97.0	123.8
	Older Youth	3,171	6,407
Credential/Diploma Rate	Adults	56.0	78.6
	Dislocated Workers	45.0	72.0
	Older Youth	36.0	33.3
	Younger Youth	26.0	43.5
Skill Attainment Rate	Younger Youth	67.0	86.7
Overall Status of Local Performance	Not Met	Met	Exceeded
	3	0	13

WESTCHESTER-PUTNAM LWIA

The Westchester-Putnam Workforce Investment Board governs the Westchester-Putnam local workforce investment system. The Board is comprised of 35 members, of whom 18 represent the local business community. Mr. Peter Wilcox, Manager of Government Affairs for Pepsi Cola of North America, chairs the Board.

The Westchester-Putnam local workforce investment system is comprised of one comprehensive One-Stop Center and four satellite and affiliate sites. Twelve partner programs provide workforce development services in our system. On average, our One-Stop receives 1,500 customer visits per month.

Our system places a strong emphasis on striving to meet the needs of our local businesses. During this past year, our One-Stop System provided services to about 500 employers in our local area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology, local labor market information, rapid response services, and much more. During this past year, our system provided training services for over 245 incumbent workers in local businesses. In addition, our system was able to help fill 2,500 jobs listed with us from local businesses.

We provide rapid response services which are provided at the customer's place of business. Incumbent worker and OJT training are also provided to local businesses to boost not only the individual customer, but the small business as well. We have evening hours, which offers customers the flexibility to search for better higher paying employment opportunities. During 2002, our customer base increased by a percentage of 64%. 23,447 customers were served in Calendar Year 2002 vs. 14,983 customers served in Calendar Year 2001.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 1,500 unemployed workers find jobs while also helping 400 welfare recipients prepare for and find employment that will get them off public assistance rolls.

Other Local System Highlights

- The Westchester-Putnam One Stop System has established working relationships with the major business associations and economic development agencies, representing over 4,000 businesses. Through these relationships we have been able to market the One Stop services and have provided a wide variety of services including job posting, job screening and individual worker training.
- The One Stop has embarked on a special project targeting One Stop services to public assistance recipients. A TANF Employment Initiative was implemented in three localities, pairing the local social services district offices and the Westchester-Putnam One Stop Employment System. Over 500 TANF recipients have received One Stop services and about 20% have found employment. This project is expected to expand into other localities and to serve even more customers.
- The Westchester One Stop Employment Center has also worked with local municipalities in assisting lower level employees to upgrade their skills and to be certified in specific computer applications and to prepare for and pass the civil service examination. This project includes more than 100 employees.
- The One Stop has partnered with several community-based organizations in establishing the Family Response Center to provide services to individuals affected by the September 11th tragedy. Over 200 individuals have received services.
- The Westchester One Stop Employment Center and the Westchester County Office for Women have partnered with a local agency that works with victims of domestic violence to offer a Life Skills program. In addition to the skill development, the Westchester One Stop Employment Center provided a safe environment, where these customers were able to prepare for entry and re-entry to the workforce. Approximately 15 women benefited.
- Over 100 employees in the health care and hotel sectors benefited from a local partnership with the local WIB and the community college to provide English as Second Language Skills training for their employees.
- Over 600 youth participated in the initial Annual Business Youth Partnership Program, hosted by the One Stop Center.
- The One Stop Center has developed a partnership with

the local Office of Child Support Enforcement, local Social Service Agency and the Family Court to coordinate services to non-custodial parents. Over 100 of these individuals have received services through the One Stop and have found employment. The One Stop has been recognized for its help in the significant increase in payment collection among non-custodial parents in Westchester County.

- The One Stop has sponsored special workshops aimed at the professional customer. Dale Carnegie and the Westchester Human Resources council have provided the facilitators.

Table O - Local Program Activities

Local Area Name			
Westchester County Balance/ Putnam	Total Participants Served	Adults	778
		Dislocated Workers	646
		Older Youth	3
		Younger Youth	31
	Total Exiters	Adults	329
		Dislocated Workers	100
		Older Youth	3
		Younger Youth	31
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	65.0	68.0
	Employers	62.0	72.0
Entered Employment Rate	Adults	59.0	77.8
	Dislocated Workers	71.0	51.0
	Older Youth	59.0	100.0
Retention Rate	Adults	75.0	90.5
	Dislocated Workers	85.0	80.8
	Older Youth	69.0	100.0
	Younger Youth	34.0	73.9
Earnings Change/Earnings Replacement in Six Months	Adults	3,158	678
	Dislocated Workers	95.0	187.6
	Older Youth	1,818	3,955
Credential/Diploma Rate	Adults	18.0	40.0
	Dislocated Workers	18.0	14.0
	Older Youth	19.0	0.0
	Younger Youth	28.0	39.1
Skill Attainment Rate	Younger Youth	62.0	5.9
Overall Status of Local Performance	Not Met	Met	Exceeded
	6	0	11

YONKERS EMPLOYMENT CENTER
www.YonkersEmploymentCenter.com

CITY OF YONKERS LWIA

The Yonkers local workforce investment system is governed by the Yonkers Workforce Investment Board. The Board is comprised of 33 members, of whom 17 represent the local business community. The Board is chaired by Stephen J. Lucas, Vice President of External Affairs for St. John's Riverside Hospital in Yonkers.

The City of Yonkers local workforce investment system operates one comprehensive One-Stop Center to serve our 196,000 residents. Workforce development services are provided by 18 different partner programs in our system. On average, our One-Stop Center receives 1,259 customer visits per month. The average monthly cost to operate our One-Stop Center is $17,980. Based on the number of customer visits, this works out to an average cost of $11.99 per month to provide service to each visitor to our Center.

Our system places a strong emphasis on striving to meet the needs of local businesses. During this past year, our One-Stop System provided services to 361 employers in the area. These system services included such things as: posting job openings, pre-screening job applicants, developing OJTs and customized training programs, providing for incumbent worker training in critical areas such as manufacturing and high technology,e-learning opportunities, local labor market information, rapid response services, and much more. During the coming year, our system will provide training services for incumbent workers in local businesses. In addition, our system was able to help fill 690 jobs listed with us by local businesses. Our overall business penetration rate in our local area during the past year was 10%.

During the past year, our system was also able to help ease the fiscal burden on the community by helping 600 unemployed workers find jobs while also helping 416 welfare recipients to obtain employment and get off public assistance rolls.

Other Local System Highlights

- The Yonkers Workforce System received two awards under the "Promising Practices" Request for Applications from the State Workforce Investment Board Yonkers was the first one-stop center to implement a swipe-card system as a method of measuring center traffic and also for monitoring partner referrals and program registration, and this system was recognized as a Promising Practice. Our second award recognized the designation of the Yonkers Chamber of Commerce as staff to the Workforce Investment Board. As the voice of the business community for more than one hundred years, the Yonkers Chamber of Commerce enjoys a healthy partnership with the private sector and the city's office of economic development. This arrangement involves the business community in our local workforce investment system.
- The Workforce Investment Board and Yonkers Employment Center held a Job Fair at Yonkers Raceway in early May. More than 125 employers participated in the Fair, which was attended by more than 3,000 individuals. Planning is already underway for the 2003 Job Fair.
- In June, the Yonkers Workforce Investment Board was awarded $600,000 under a federal Department of Labor, Department of Justice and Department of Health and Human Services Demonstration Grant. The Yonkers Youth Offender Development Program will provide services to prepare young offenders, gang members and at-risk youth ages 14 to 24 for long-term employability and employment. The City of Yonkers was one of only 12 small-to-mid-sized communities (populations of 100,000 to 400,000) to receive this award. The Board has assembled an Advisory Board and partner agency collaborations to support this grant.
- The WIB elected a new slate of officers and convened a dynamic executive committee and formed subcommittees including the Continuous Quality Improvement Committee, the Business Services Committee and the One-Stop Services Committee. Our Youth Council designed an *Operations Manual,* formed subcommittees and sponsored a fall apple-picking trip for local youth.
- The Board has begun to look at the return on investment through our ITA process, by reviewing information including where customers are attending training, dollar value of training and the wage at outcome versus wage entering a training program. Our next step will be to evaluate the types of training and vendor performance for our Individual Training Authorizations.
- The Swipe Card System continues to provide valuable information to the Board, including front door traffic and center usage. Our front door traffic for last year was 15,119 individuals with approximately 4,420 repeat customers. Approximately 80 businesses were served by the

One-Stop Center during the past program year. The system has also helped identify partner referrals, workshop usage and customer information. Customer satisfaction data will soon be incorporated into the system.

- One of the goals of the Workforce Investment Board this year is to raise employer awareness, satisfaction and utilization of the workforce system One-Stop Center for their recruitment and training needs. To help reach this goal, the WIB recently hired a Business Developer who has already met with several of the city's largest employers, spreading the word about our services and beginning to develop customized training programs to fit their needs.

Table O - Local Program Activities

Local Area Name			
Yonkers	Total Participants Served	Adults	276
		Dislocated Workers	238
		Older Youth	9
		Younger Youth	138
	Total Exiters	Adults	120
		Dislocated Workers	86
		Older Youth	6
		Younger Youth	23
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	70.0	
	Employers	68.0	58.0
Entered Employment Rate	Adults	67.0	92.1
	Dislocated Workers	84.0	96.0
	Older Youth	62.0	
Retention Rate	Adults	65.0	81.1
	Dislocated Workers	90.0	87.5
	Older Youth	49.0	
	Younger Youth	41.0	0.0
Earnings Change/Earnings Replacement in Six Months	Adults	3,079	3,054
	Dislocated Workers	97.0	115.1
	Older Youth	2,828	
Credential/Diploma Rate	Adults	35.0	66.7
	Dislocated Workers	33.0	86.7
	Older Youth	32.0	
	Younger Youth	34.0	11.1
Skill Attainment Rate	Younger Youth	64.0	89.2
Overall Status of Local Performance	Not Met	Met	Exceeded
	5	0	7

Expectations regarding the allocation of WIA resources and impact on actual program outcomes

During Program Year 2001, New York State allocated the following amounts from each of the three WIA funding streams:

Workforce Investment Act Allocations by Major Category
New York State
Program Year 2001

	PY 2001
Adult	
Total <1	$83,837,302
Local Areas 85% <1	71,742,996
Statewide 15%	12,094,306
Youth	
Total	87,084,035
Local Areas 85%	74,021,430
Statewide 15%	13,062,605
Dislocated Worker	
Total <1	85,146,309
Local Areas 71% <1	60,127,125
Statewide (Rapid Response) 18%	15,703,731
Statewide 11%	9,315,453
Total, All Funds	
Total	$256,067,646
Local Areas	205,891,551
Statewide	50,176,095

<1 Includes interchange of $3,208,595 from Dislocated Worker to Adult

As in the past years, New York State did not establish specific expectations for programmatic outcomes resulting from the allocations of these funds (other than the required locally negotiated Title IB performance measures) due to the unique needs of each local area. From a state perspective, PY 2001 continued to see the local One-Stop systems evolve with much of the attention continuing to be focused on system building and development. Our general expectations for the resources allocated to the local areas continued to be to help them design and build their local One-Stop systems allowing them to make available a full range of services to meet the needs of workers and business customers alike. Funds were provided locally to enable local areas to develop and sustain One-Stop Centers, service and referral networks, reporting structures and the like that

would be able to satisfy the needs of each of the local partners and their customers.

New York State does not have expectations regarding the amount of funding to be used by local areas for the provision of core, intensive, training or supportive services or the outcomes regarding the use of each. The expectation is that each local area will create their own service structure based on their local needs. New York State expects all local areas to make available each of the required service elements under WIA including all ten of the required Youth Program activities. The Department's Field Operations staff routinely monitor local One-Stops to ensure that all services are being provided in accordance with the local area's plan for service and the requirements of the WIA

The Governor and the State Workforce Investment Board continue to allocate statewide funds to address those areas where significant workforce needs exist and which are vital to health and growth of the state's economy. The New York State Department of Labor's Research & Statistics Division is continuing to provide statistical information to the State Board on employment and skills needs by industry sector, identifying those sectors where significant skills shortages exist. This information has led to the targeting of resources by the State Board for skills development and upgrade training to meet the needs of businesses and their workers in various industries. A recap of the projects funded to date and their outcomes is contained in the State Level Activities section of this report. As additional skills shortage information is developed by the local workforce investment areas, the State Board will continue to authorize the use of additional statewide resources to meet these needs.

Description of any State Evaluations of Workforce Investment Activities

No separate independent evaluations of WIA funded activities were undertaken during PY 2001. However, the Department operating in its administrative capacity for the WIA program here in New York State did continue to conduct regular and periodic monitoring of local workforce areas. Staff from the Department's Field Operations and Financial Oversight & Technical Assistance (FOTA) Units conducted on-site reviews of the WIA programs and the local One-Stop system. Monitoring visits were conducted on a quarterly basis or more frequently if technical assistance was needed.

Field Operations staff examined programmatic and fiscal local policies and procedures in such areas as eligibility, enrollment, provision of service, training, program design, procurement, follow-up and tracking, etc to ensure compliance with WIA and consistency with the local area's plan for providing service through their One-Stop system.

Any deficiencies found during monitoring visits are noted with corrective action plans developed as needed. Coordination between the two levels of monitoring occurs to ensure that expenditures being reported are in line with the activities that are being provided.

STATEWIDE TABLES

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Group	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	66.0	71.3	1,006	15,211	1,695	59.4
Employers	63.0	73.9	1,271	9,173	2,523	50.4

Table B - Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67.0	76.5	10,150
			13,276
Employment Retention Rate	75.0	72.5	7,890
			10,888
Earnings Change in Six Months	$3,565	$2,980	$28,015,404
			9,401
Employment and Credential Rate	47.0	51.5	1,008
			1,956

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	61.8	3,854 / 6,240	77.3	658 / 851	61.9	1,587 / 2,565	71.1	809 / 1,138
Employment Retention Rate	65.3	2,539 / 3,890	73.7	526 / 714	66.0	1,071 / 1,622	71.6	610 / 852
Earnings Change in Six Months	$3,379	$10,839,875 / 3,208	$2,931	$1,755,443 / 599	$3,424	$4,659,551 / 1,361	$2,291	$1,603,424 / 700
Employment And Credential Rate	33.2	90 / 271	59.5	154 / 259	53.3	120 / 225	37.0	47 / 127

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	79.3	843 / 1,063	76.2	9,307 / 12,213
Employment Retention Rate	84.6	944 / 1,116	71.1	6,946 / 9,772
Earnings Change in Six Months	$3273	$3,266,492 / 998	$2945	$24,748,912 / 8,403

Table E - Dislocated Worker Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76.0	79.2	7,221
			9,119
Employment Retention Rate	88.0	86.1	6,220
			7,221
Earnings Replacement in Six Months	97.0	92.6	$85,511,827
			$92,381,231
Employment and Credential Rate	41.0	48.9	2,142
			4,380

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.3	428	81.6	120	70.2	879	66.7	222
		520		147		1,252		333
Employment Retention Rate	85.0	364	81.7	98	83.5	734	83.3	185
		428		120		879		222
Earnings Replacement Rate	84.3	$5,049,578	94.8	$1,056,616	74.1	$9,746,959	195.6	$1,853,492
		$5,992,862		$1,114,925		$13,156,882		$947,527
Employment And Credential Rate	51.4	150	48.9	45	42.1	225	48.8	104
		292		92		535		213

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	76.6	3,353	81.6	3,868
		4,380		4,739
Employment Retention Rate	86.1	2,887	86.2	3,333
		3,353		3,868
Earnings Replacement Rate	96.4	$37,352,323	89.8	$48,159,504
		$38,729,247		$53,651,984

Table H - Older Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	60.0	63.2	817
			1,293
Employment Retention Rate	75.0	74.7	688
			921
Earnings Change in Six Months	$3,403	$3,040	$2,677,825
			881
Credential Rate	37.0	38.2	548
			1,434

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	56.9	149	100.0	3	69.1	76	63.3	772
		262		3		110		1,220
Employment Retention Rate	68.2	107	66.7	2	72.5	58	74.4	646
		157		3		80		868
Earnings Change in Six Months	$3,183	$480,616	$6,678	$20,034	$2,479	$188,402	$3,038	$2,521,235
		151		3		76		830
Credential Rate	34.4	94	66.7	2	32.2	37	38.6	526
		273		3		115		1,362

Table J - Younger Youth Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	65.0	86.8	12,763
			14,708
Diploma or Equivalent Attainment Rate	33.0	37.9	490
			1,292
Retention Rate	41.0	52.6	500
			951

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	93.1	1,912 / 2,053	82.9	2,632 / 3,173	70.6	1,655 / 2,343
Diploma or Equivalent Attainment Rate	29.4	37 / 126	63.4	210 / 331	23.1	137 / 594
Retention Rate	50.0	52 / 104	55.7	167 / 300	48.6	198 / 407

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placement for Participants in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received	
Adults	76.2	2,476 / 3,250	$4,324	$13,837,276 / 3,200	10.1	1,027 / 10,150	$3,562	$31,999,535 / 8,984	90.0	371 / 412
Dislocated Workers	83.6	5,876 / 7,027	101.7	$83,185,879 / $81,823,467	1.9	138 / 7,221	$6,699	$46,745,659 / 6,978	84.3	705 / 836
Older Youth	68.8	419 / 609	$3,190	$1,930,148 / 605	0.0	0 / 817	$2,712	$2,183,384 / 805		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	49,377	15,211
Dislocated Workers	23,521	9,311
Older Youth	3,940	1,637
Younger Youth	17,830	2,374

Table N - Cost of Program Activities

Program Activity			Total Federal Spending
Local Adults			$91,770,129
Local Dislocated Workers			$70,482,439
Local Youth			$48,835,232
Rapid Response (up to 25%) $ 134 (a) (2) (A)			$5,491,795
Statewide Required Activities (up to 25%) $ 134 (a) (2) (A)			$44,119,068
Statewide Allowable Activities $ 134 (a) (3)	Program Activity Description		
Total of all Federal spending listed Above			$260,698,663

Cost Effectiveness

	Total Individuals Served	Total Federal Spending	Average Cost Per Participant Served
Total LWIB Programs, Less Statewide	94,668	$211,087,800	$2,230
Adult Program	49,377	$91,770,129	$1,859
Dislocated Worker Program	23,521	70,482,439	$2,997
Youth Program	21,770	48,835,232	$2,243

New York State Department of Labor
www.labor.state.ny.us

New York State Workforce Development System
www.workforcenewyork.com

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities.