



# NEW YORK STATE WORKFORCE DEVELOPMENT SYSTEM

## 2010 ANNUAL REPORT



**NYS**  
**DEPARTMENT**  
**OF LABOR**

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On behalf of the New York State Workforce Investment Board and the New York State Department of Labor (NYSDOL), I am proud to present the Program Year 2010 (PY2010) Workforce Investment Act (WIA) Title 1-B Annual Report. The state's overarching goal for the year was for the WIA One-Stop Career System to deliver a competitive advantage in the labor market to its customers and serve as the reemployment system of choice for job seekers and employers.

The state passed all nine common measures, putting it in a position to qualify for a WIA Incentive grant during PY 2011 based on prior year performance.

Highlights of key initiatives launched during Program Year 2010 include:

- On September 29, 2010, the Department was awarded a three-year Disability Employment Initiative (DEI) grant under a competitive Solicitation for Grant Application (SGA) in the amount of \$4.9 million. The DEI grant provides federal funding to continue specialized services to the disability community at all One-Stop Career Centers in the 13 Local Workforce Investment Areas (LWIAs) chosen as pilot sites for this initiative. The services under this initiative are provided by 24 Disability Resource Coordinators staffed throughout the 13 LWIAs. In addition, the NYS Adult Career and Continuing Educational Services (ACCES-VR) has committed \$900,000 to support this initiative.
- NYSDOL and the State Office of Mental Health (OMH) have been working on a joint project to provide access to the One-Stop Operating System (OSOS), NYSDOL's case management system, for 13 State agencies and the vast network of State-funded service providers serving special populations that share common employment goals. This expansion will give us the opportunity to better streamline and integrate employment and training programs across the state.
- The state's Reemployment and Eligibility Assessment (REA) grant award was expanded in July 2010. The program is the largest federal REA grant program in the nation, operating in 42 One-Stop Career Centers across 23 LWIAs.
- NYSDOL received a \$3.4 million National Emergency Grant (NEG) to fund On-the-Job Training (OJT) for long-term unemployed Dislocated Workers. NYSDOL also received an NEG Funds Replenishment grant to provide additional resources to 10 local areas to serve Dislocated Workers.
- The State Workforce Investment Board (SWIB) established a Healthcare Workforce Development Subcommittee. This subcommittee, comprised of SWIB members, healthcare experts, and key stakeholders, is reviewing labor market data on selected primary care occupations, initiating a healthcare workforce study, investigating career pathways, and investigating ways to address existing barriers to the development of a comprehensive healthcare workforce in the state.
- Opportunities for New Yorkers to acquire the National Work Readiness Credential (NWRC) were increased through the certification of additional testing sites, the promotion of a common national curriculum, and incentives to use the credential in the WIA youth programs. Additionally, NYSDOL partnered with the NYS Office of Children & Family Services (OCFS) to implement the curriculum and credential in the juvenile detention facilities of OCFS as part of a comprehensive job training and transition program for youth nearing release.
- NYSDOL's Career Development and Youth Initiatives Office began the process of connecting JobZone, CareerZone and OSOS. The Connectivity Project, as it is known, will allow CareerZone and JobZone to serve as the self-service interface for OSOS, and, simplify the process for assigning the online resources in a staff-assisted manner. As part of the project, significant updates and enhancements are being made to CareerZone and JobZone, including additional jobseeker tools, improved assessments, and enhanced graphics.

- In August 2010, the Department received over \$500,000 in grant funds from the U.S. Department of Commerce under its Broadband Technology Opportunities Program (BTOP) to support the state's efforts to implement the Broadband Education Access Mentoring (BEAM) project. The goal of this project is to increase access to occupational skills upgrading, training services, career planning, career counseling, and mentoring services to the State's low-income, unemployed, and underemployed populations via broadband video conference. The BEAM project is a community-based solution partnering NYSDOL, the New York State Energy Research and Development Authority (NYSERDA), the Training and Education Center for Semiconductor Manufacturing and Alternative and Renewable Technologies (TEC-SMART), One-Stop Career System Centers, Cayuga Community College, and Erie County Community College.
- Grant funds have been used to purchase video-conferencing equipment that has been installed in 13 One-Stop Career Centers and three Educator Center rooms, including NYSDOL's central office in Albany. The equipment connects New York's One-Stop Career Center customers via broadband video-conferencing to occupational skills upgrading, training services, career planning, career counseling, and mentoring services. The goal of this project is to increase access to these services by the state's low-income, unemployed, and underemployed populations.

It is also important to recognize Governor Andrew M. Cuomo's New York Open for Business campaign, which will transform the way state government works in order to drive economic growth and create jobs. A key tenet of the Governor's strategy calls for getting New Yorkers back to work, reducing the high costs of doing business in New York, and revitalizing economic development efforts with a new strategy organized around regional industry clusters. To this end, the Governor has established 10 Regional Economic Development Councils (REDC) that represent a public-private partnership to develop and execute effective long-term economic development strategies.

Through the councils, New York Open for Business will achieve real regional economic development by:

- Fostering partnerships with private sector and higher education
- Promoting regional growth strategies
- Issuing State competitive grants
- Ensuring State funding aligns with local needs

For PY 2011 NYSDOL aims to create a system which fully integrates the state's economic development and workforce development functions to align the needs of high-growth sectors with skilled workers. NYSDOL will work with the Governor's REDCs to improve coordination between workforce development and economic development.

In closing, I would like to reaffirm the State's support for the reauthorization of WIA. Reauthorization, in the form advocated by the State, is vital to the health and well-being of our workforce, business community and economy. It will enable the State and the nation to address critical needs through regional planning, regional collaboration, adequate program funding, simplified eligibility and documentation requirements, focus on sectors, and increased program flexibility. The importance of the reauthorization of WIA cannot be overstated.

The New York State Department of Labor is committed to moving the State's workforce system forward, in collaboration with our local workforce boards, One-Stop staff and high-level partners, including higher education, economic development, business, labor, and industry.

Sincerely,  
Colleen C. Gardner, Commissioner  
New York State Department of Labor

*New York State Workforce Investment Act Annual Report for Program Year 2010*

# **New York State Workforce Development System Program Year 2010 Annual Report**

## **INTRODUCTION**

The state's overarching goal for PY 2010 was for the WIA One-Stop Career System to deliver a competitive advantage in the labor market to its customers. Key elements needed to achieve this goal include:

- Maximization of very limited resources
- Re-employment services to individuals (worker supply)
- Offer services to youth
- Hiring and training incentives for businesses (labor demand)
- Job-matching in the labor market
- Alignment of the One-Stop Career System with regional sector strategies
- Transparency in program administration and service delivery
- Goals and metrics to gauge progress on achieving these goals

Achievement of these goals cuts across all efforts of WIA implementation, including: State Level WIA Activities; Other Initiatives/Grants; State Workforce Investment Board activities, and Local Workforce Investment Boards activities. This report describes significant accomplishments under each of these areas, followed by tables that show PY 2010 Statewide and LWIA Performance.

## STATE-LEVEL WIA ACTIVITIES

This section describes State-Level WIA Activities in:

- Services to Individuals
- Services to Businesses
- Labor Exchange
- WIA Waiver Requests
- Performance Outcomes

### Services to Individuals (Worker Supply)

Efforts to enhance the quality and level of services provided to individuals involved: support for State-level training grants; applying for National Emergency Grants as warranted; improving services to youth; funding a Summer Jobs Express! initiative; expanding use of a Reemployment and Eligibility Assistance grant to increase services to unemployed individuals; and supporting the NWRC.

### State-Level Training Grants

NYS DOL implemented two significant State-level training grant solicitations during PY 2010: Emerging and Transitional Worker Training and Disconnected Youth Training. The Request for Proposals (RFP) underlying these solicitations established the following priorities: (1) target the delivery of training in high priority sectors (Construction Trades, Healthcare, Advanced Manufacturing and Transportation); (2) incorporate work readiness preparation to enable participants to achieve the NWRC; and (3) foster career planning using NYS DOL's nationally recognized CareerZone and JobZone tools.

### Emerging and Transitional Worker Training

The RFP provided \$15 million to for-profit and not-for-profit organizations to provide emerging and transitional workers with the necessary skills and competencies to successfully obtain employment and advance their careers. Due to high demand (100 proposals were submitted), the award level was increased from \$10 million to \$15 million, which enabled the NYS DOL to award 44 proposals to serve 6,335 emerging and transitional workers.

### Disconnected Youth Training

This offering provided \$5 million to serve disconnected youth by expanding career awareness, providing dropout-prevention services and developing foundation skills and competencies needed to motivate youth to achieve and succeed in their adult and work life. This was to be accomplished through the provision of services such as career planning, work readiness training, high school diploma or equivalent preparation, and basic occupational skills training. Other program attributes deemed a priority under this solicitation included education linkages, employer linkages, green components, meaningful partner collaboration, leveraged resources, and operation within environmental justice zones. Due to high demand (80 proposals were submitted), the award level was increased from \$2.5 million to \$5 million, which enabled NYS DOL to award 24 proposals to serve 1,737 disconnected youth.

## Evaluation

Participant information for the Emerging and Transitional Worker and Disconnected Youth initiatives was recorded by the awardees in OSOS. This has enabled NYSDOL to conduct an in-depth evaluation of participant services and outcomes. NYSDOL's Division of Research and Statistics (R&S) has issued comprehensive monthly reports describing the number of participants served by each awardee beginning in April 2010. These reports are shared with field staff responsible for monitoring the programs. They use them to ensure that actual service and outcome levels are consistent with each awardee's planned service and outcome levels. R&S has also conducted the following three surveys related to the two initiatives:

- The Disconnected Youth and Emerging and Transitional Worker Contractor Data Entry Survey was completed and summarized in June 2010. This survey was an attempt to determine the challenges faced by awardees when they enter participant data into OSOS.
- The second survey was completed and summarized in August 2010. Awardees were asked whether they were using Career Zone/Job Zone for career planning with customers and about their experiences with the NWRC.
- The third survey of awardees identified barriers to the implementation of the two grants, and focused on the following: Data Collection and Entry into OSOS; the Contracting Process; Program Implementation; and Participant Recruitment and Retention.

Two more related surveys will be administered by mid PY 2011. The first is a survey of program participants. Its focus will be to find out what program participants found most and least useful about the services they received. The second will be a survey of NYSDOL field staff who were responsible for providing technical assistance and monitoring the grant awardees. Its focus will be to gather information on the field staff's perspective of the two initiatives.

The first stage of the comprehensive evaluation is expected to be completed by December 31, 2011. This two-stage assessment will include information from the surveys listed above, as well as observations and recommendations around the RFP process based on NYSDOL's experience with the Disconnected Youth and Emerging and Transitional Worker grants. The first stage of the evaluation will describe issues associated with the development and issuance of the RFPs, the application review process, awarding of grants, and implementation by awardees. The second stage of the evaluation will focus on customer outcomes, particularly the Common Measures, and will look at customer records in the quarters following exit from the Disconnected Youth and Emerging and Transitional Worker programs. The second stage of the evaluation will continue into calendar year 2012, so that sufficient quarters following exit will be available to review wage records of participants.

In addition to evaluating outcomes from the programs, R&S staff have analyzed other aspects of the roll-out of these new initiatives that may have impacted successful program operation. For example, extensive training was provided to help contractors understand the NWRC and the resources that are available to provide the necessary work readiness training. OSOS is complex, and

contractors have required multiple training sessions with follow-up technical assistance from field staff. There are a number of “lessons learned” emerging from an ongoing process evaluation that will be used to improve future solicitations.

### **National Emergency Grants (NEG)**

NYS was the epicenter of the financial crisis of 2008. To address the needs of individuals in the financial sector adversely affected by the crisis, NYSDOL successfully applied for National Emergency Grants that specifically targeted the NYC Metropolitan area. Additionally, because the Great Recession placed an undue burden on the resources available to local areas seeking to assist dislocated workers, NYSDOL was successful in its efforts to get awarded NEG Replenishment funds to help specific local areas in NYS.

### **Funds Replenishment NEG**

During this past year, an NEG was awarded for 10 local areas within New York State. The grant was awarded to assist these areas in meeting the needs of Dislocated Workers who otherwise could not be served with limited available local PY 2009 Formula and American Recovery and Reinvestment Act (Recovery Act) Dislocated Worker funds. This Funds Replenishment NEG authorized an additional \$906,536 to 10 participating local areas to replenish their Dislocated Worker resources and allow them to provide additional intensive, training, and supportive services to some 500 participants. Participating local areas under this project included: Broome/Tioga, Chautauqua, Chenango/Delaware/Otsego, Columbia/Greene, Herkimer/Madison/Oneida, Onondaga, Ontario/Seneca/Wayne/Yates, Oswego, St. Lawrence, and Yonkers.

### **Financial Sector NEG (Close-Out)**

In response to the financial sector crisis that erupted in late 2008, New York, New Jersey, and Connecticut submitted a tri-state application for an NEG to address the needs of Dislocated Workers from the financial services sector, concentrated in the downstate regions of New York (New York City, Long Island, and the lower Hudson Valley) and adjoining areas in New Jersey and Connecticut. New York’s share of the grant award totaled \$11 million with \$9 million earmarked for training agreements. The maximum allowed for a training agreement was \$12,500. The average agreement cost was \$7,400.

New York used the NEG funds to provide direct services to eligible affected workers, with an emphasis on the provision of training and supportive services to enable workers to successfully complete their training goals. The training agreements reflected short, medium and long-term training. Examples of occupational goals included: network administrator, substance abuse counselor, pastry baker, and teacher. Other individuals trained to return to the financial industry and gained necessary certificates. Some 1,570 individuals were provided training services under this grant. The grant expired on December 31, 2010, but a one-month extension was granted to allow the Department time to close out agreements and ensure maximum expenditure of available funds. Early employment outcomes are positive, with average earnings achieved much higher than the general Dislocated Worker program.



## **Improving Services to Youth**

The Career Development and Youth Initiatives Unit (Youth Office) in the Division of Employment and Workforce Solutions provides leadership and support for the creation of comprehensive workforce services that assist young people in building the lifework skills to be competent, confident and connected adults. Working through the lens of career development, Youth Office staff provide policy guidance, offer professional development and develop resources built on best practices from across the state, nation and the globe.

The important principles of youth development are integrated into resources and tools to support NYS youth in the transition to adulthood and to help them make decisions regarding career/college/training opportunities.

Youth Office staff have several key responsibilities including:

- Ensuring that limited youth funds are effectively coordinated to connect, communicate, and collaborate to engage youth and the programs that serve them across NYS
- In this capacity, Youth Office staff represented NYSDOL in several statewide youth initiatives, including the NYS Education Department's Literacy Zones and the NYS Office of Mental Health's Promise Zones. A Memorandum of Understanding (MOU) was signed with the NYS Higher Education Services Corporation to fund outreach to disconnected youth across the state to re-engage them in education and employment programs. Through this MOU, Youth Office staff trained 'youth ambassadors' in Buffalo, Albany and New York City to use peer-to-peer mentoring to introduce education and career resources to other young people in local areas. This pilot program involved 75 youth and may expand in PY 2011.
- Offering on-going technical assistance to local areas, state agencies, and community-based organizations that serve youth
- To this end, the Youth Office developed a monthly youth issues call open to youth programs in all 33 local areas. These calls provided an opportunity for Youth Office staff to share NYSDOL youth priorities and to gather best practices from local areas. The Youth Office also began providing targeted technical assistance to LWIAs on the youth Common Measures. Webinars and calls were scheduled with 18 local areas, to provide support for the literacy/numeracy Common Measure. A WIA Boot Camp for over 90 local area youth program staff was made available at the NYATEP/NYSDOL Youth Academy in March 2010.
- Supporting and developing tools to prepare youth for high-skill, high-wage, and high-demand occupations of the 21st century and meeting the demands of business, especially in high-growth industries of the knowledge economy
- To that end, the Youth Office has continued to support and expand the CareerZone system found online at [www.careerzone.ny.gov](http://www.careerzone.ny.gov). CareerZone is a career exploration and planning system that is made available to youth and organizations at no-cost. It offers tools to help customers plan for their future education and career. CareerZone packages career information specifically for NYS through up-to-date details on more than 800 occupations with detailed job profiles, over 450 career videos, and resources to help professionals put this tool into action. A new User's Guide for Educators outlines how professionals can easily integrate career planning in the classroom through the step-by-step use of CareerZone.

- Supporting the NWRC as an integral component of youth programming
- The Youth Unit has undertaken the task of expanding the availability and attainment of the credential through the certification of additional testing sites, the promotion of a common national curriculum, and offering incentives to increase use of the credential by operators in their WIA youth programs. Youth Office staff has also partnered with OCFS to implement the curriculum and credential in their juvenile detention facilities as part of a comprehensive job training and transition program for youth nearing release.
- Developing a new state Career Guide that will be web-based and published in PDF format for those customers interested in printing a copy
- The State Career Guide will be drafted for youth and adult customers in all stages of career exploration, as well as those eager to search for a job and/or career. The Guide is also designed to be a self-service tool for employment counselors to use with their customers.
- Updating and supporting the NYSDOL Youth Portal that was created in PY 2009 to provide an online gateway for youth to quickly access DOL resources
- Resources have been identified for youth ages 14-17 and youth ages 18-24. Additional pages for educators, parents or guardians, workforce professionals, and businesses are under development.
- Assisting in the creation of Summer Jobs Express!
- This \$5.5 million initiative was intended to provide high need LWIAs with funds to support summer work experiences for youth. Summer Jobs Express! began operations on June 13, 2011 and will end on September 30, 2011. LWIAs have been asked to place participants in work assignments that matched their interests, abilities, and experience with an emphasis on moving the system from relying on public sector employment to private worksite placements.

In addition to the work experience, Summer Jobs Express! participants are required to undergo work readiness training using a standardized curriculum and formal pre- and post-tests to evaluate their success. The work readiness component aligns with the competencies required for NWRC. Those youth 18 and older that pass the curriculum post-tests will be given the opportunity to earn the credential. Participants have been closely monitored throughout the summer work experience, with supervisors completing two written evaluations of their work habits. Programs will be evaluated based on a Work Readiness Attainment Rate calculated from the percentage of participants passing the post-tests. Correlations between the supervisor evaluations and the post-tests will be used to assess the predictive ability of the post-tests, and the value of the work readiness curriculum.

### **Summer Jobs Express!**

NYSDOL dedicated \$5.5 million in state-level WIA funds to support this summer employment initiative for low-income, eligible youth (ages 14 – 21) in high-need areas of the state. Under this pilot program, local areas awarded funds had to agree to use the National Work Readiness Work Skills curriculum, administer the NWRC online pre- and post- tests, use a standardized employer work readiness evaluation form, ensure youth ages 18 and older who passed the NWRC online post-test took the NWRC assessment, and provide information to support the pilot's evaluation. There were 15 LWIAs that received awards to serve a projected 3,400 youth.

Indicators (which included: youth dropout rates; youth poverty rates; youth unemployment rates; the rate of 18 – 24 year olds that have less than a high school diploma; the percentage of a local area’s total population as compared to the total population for the state; and, the percentage of minority youth population in the LWIA) were compiled and weighted across all LWIAs. The degree to which the local area was determined to meet the “area of high need” requirement for a Request for Qualifications solicitation was based upon the LWIA’s composite score resulting from this weighted indicator analysis. Priority in awarding funds was given to qualifying LWIAs that:

- Evidenced coordination with local social services districts that have been awarded state funds to operate a summer youth employment program for youth from households whose income is 200% or less of poverty
- Demonstrated existing business commitments for hiring youth
- Leveraged private sector resources to support summer jobs for eligible youth

Information has been gathered on an ongoing basis to evaluate the effectiveness of the pilot. NYSDOL is interested in understanding whether the youth were able to benefit from the use of the Work Skills curriculum and standardized assessments contained within it. Also, we want to understand to what extent the assessments contained in the Work Skills curriculum correlate with performance on the NWRC assessment, and with supervisors’ evaluations of participants’ work readiness. Preliminary results should be available in December 2011, with more detailed analysis to follow as additional data becomes available.

### **Reemployment and Eligibility Assistance (REA) Grant Program**

The REA program has been operating in NYS since 2004, when it operated in a single local workforce area. In June 2011, New York’s model program was awarded an additional \$8.3 million, which is the largest award in the country. This award will allow NYS to continue operating the REA Program for the seventh year. The program now supports 116 staff in 43 One-Stop Offices, 23 of 33 LWIAs and in all 10 Labor Market Regions across the state.

This grant allows REA staff at One-Stop Career Centers to continue to conduct in-person assessments with individuals who are receiving unemployment compensation. These assessments are used to determine which services and or training are appropriate for Unemployment Insurance (UI) claimants. NYSDOL’s REA program is designed to encourage continuous engagement with customers starting with an initial assessment of claimant needs, to determine:

- If claimants are job search or job acceptance ready
- Whether customers are in need of One-Stop services (workshops, resume assistance, training)

The program’s design has been shown to increase the competitive advantage of UI claimants by returning them to work an average of at least one week earlier, thereby reducing the average duration of UI Claims, increasing the UI Trust Fund, and decreasing erroneous UI payments.

## **National Work Readiness Credential**

Several years ago, the SWIB led a project with five other states to establish an NWRC for entry-level workers. Based on the National Institute for Literacy's "Equipped for the Future" learning standards, the NWRC is a battery of four tests that measure the eight essential workplace skills deemed most critical by businesses. Achievement of the NWRC enhances the marketability of entry-level job seekers, helps pinpoint areas needing improvement, and develops their potential for future advancement. For businesses, this translates into hiring more qualified candidates and reducing turnover.

An incentive and sanction policy was created in PY 2010 as part of the NYS Customer Service Indicators. The policy required that 30% of all out of school youth should take the NWRC exam; of those who take the exam, 50% should pass. The NYS Customer Service Indicators are real-time indicators that provide a way for NYSDOL to communicate State workforce priorities and support the attainment of Common Measures. The NWRC also became a critical element of the PY 2010 summer youth employment program. To support the integration and proper use of NWRC, youth calls and webinars were held to introduce local area youth program staff to this resource and to support the implementation of the curriculum and the tool.

## **Services to Businesses (Labor Demand)**

Efforts focused on services to businesses revolved around: implementing a regional approach to businesses services; optimizing the use of OJT as a hiring incentive for businesses; and pursuing layoff-aversion strategies. These efforts are described in greater detail in this next section.

## **Regional Approach to Business Services**

### ***Regional One-Stop Business Services Teams***

In June 2010, Regional One-Stop Business Service Teams were collaboratively created between Local Workforce Investment Boards (LWIBs) and the Department's Business Services staff. In the first full year of these teams there was a strong effort to increase the overall business customer base in each region while sharing strategy approaches to critical sectors.

Some of the teams' PY2010 accomplishments included:

- Producing more than 2,300 OJT hires throughout the One-Stop Career System, including 1,392 hires for local formula-funded OJTs, 323 for a statewide level-funded OJT initiative, and nearly 500 hires for a statewide NEG-funded OJT initiative
- Focusing on regional priority sectors including healthcare, green and renewable energy, manufacturing/advanced manufacturing, travel, and tourism
- Utilizing a regional approach in recruiting efforts including customized recruitment for large-scale hiring efforts, and specialized career fairs for targeted industries

- Creating distribution channels for labor market information (LMI), business intelligence, job orders, career fairs, events and information regarding new programs and services, including monthly newsletters, webinars and training sessions
- Developing comprehensive menus of services offered by all partners to understand the full capabilities of OSOS
- Improving recordkeeping through renewed attention to OSOS data entry and regional job banks, and providing training to Business Services staff across several regions on proper procedures and best practices

### Regional Sector Strategies

During PY 2010, the Department saw the maturation of the “Regional Economic Transformation Strategies Through a Sector or Cluster-Based Approach” RFP, originally released in July of 2007. This initiative was intended to improve a region’s competitive advantage by seeking to improve the supply and quality of the region’s talent pipeline through transformation strategies built around either a sector-based or a cluster-based approach focused on addressing talent attraction, talent development, or talent retention. A total of \$4.25 million in WIA state level funds was initially awarded for five Tier I grants (\$50,000 each to develop a region’s transformation plan) and eight Tier II grants (\$500,000 each for regions which had already developed and adopted an operational plan that would guide the transformation strategy). Grantees under this initiative focused on three major sectors: healthcare; green (clean energy/clean technology); and, advanced manufacturing. The five Tier I planning grant contracts have been completed, and all eight of the Tier II implementation grant contracts were refunded through their third year of operation. NYSDOL increased the funding level of the eight Tier II grants by an additional \$7.45 million, to raise the award total to \$11.7 million.

As a consequence of this initiative, silos have come down and strong working relationships have been developed and enhanced among key regional stakeholders. This major outcome will no doubt play a key role in the local support and contribution to the success of the REDCs established by Governor Cuomo.

### Governor’s Regional Economic Development Councils

The REDCs established in early 2011 by Governor Cuomo in each of the state’s ten (10) Labor Market Regions have been charged with the responsibility of developing for their respective region a five-year strategic plan that emphasizes each region’s strengths and unique assets. Through these councils, NY Works will achieve real regional economic development that will help improve the state’s economic posture and employment outlook by:

- Fostering partnerships with private sector and higher education
- Promoting regional growth strategies
- Issuing State competitive grants
- Ensuring State funding aligns with local needs

## On-the-Job Training Hiring Incentives

In PY 2010 NYS operated two OJT programs, which offered incentives to businesses that hired long term unemployed dislocated workers: a State-Level funded OJT program; and an NEG funded OJT program.

### State-Level On-the-Job Training Initiative

On April 16, 2010, NYSDOL released its solicitation "Request for Applications State-Level On-the-Job-Training Program # 20-R." The Governor, through the SWIB, set aside approximately \$2.8 million in state-level WIA funds to support this OJT program targeting Dislocated Workers, particularly those who were long-term unemployed. These funds were made available to the State under the Recovery Act. Applications were accepted through December 31, 2010. All training was to be completed by March 31, 2011.

Entities eligible to apply under this offering included: businesses (private sector, for-profits and not-for-profits); intermediaries that represented a business membership (e.g., Chambers of Commerce or labor/trade organizations); and LWIA grant recipients.

NYSDOL staff worked with interested businesses, business intermediaries, and LWIAs to fully develop the qualifications of the worker(s) to be hired, and to provide businesses and business intermediaries with candidates from the state's Dislocated Worker population.

Businesses that hired new workers under this program were eligible for the following wage reimbursement during the duration of the OJT:

- 30% of a new hire's base wage rate until the employee was proficient in their new job
- 50% of a new hire's base wage rate if the candidate had either exhausted their UI benefits or was within five weeks of exhausting

The maximum OJT award per hire was \$5,000, and, there was no minimum award amount. OJT awards for multiple hires were allowed, with a maximum award amount of \$50,000 per business.

Business intermediaries and LWIA grant recipients could receive \$250 per brokered OJT slot, to pay for the services to the businesses they represented in this process. The maximum award amount for business intermediaries and LWIA grant recipients was up to \$50,000.

A total of 323 people were hired under this initiative. At the same time, the state-level OJT program helped participating businesses save over \$1 million. In undertaking this program, NYSDOL Business Services staff learned all facets of OJT, from identifying suitable candidates to developing training plans and completing applications. This initiative also provided NYSDOL with an opportunity to partner with local area business staff. This has helped build strong working relationships around OJT that will be relied upon moving forward.

## National Emergency Grant On-the-Job Training

NYSDOL received a \$3.4 million NEG to fund OJT. The grant is being used to offset the extraordinary cost of training employees that have been out of the workforce for a prolonged period of time by reimbursing the businesses a percentage of the wages of new hires. The reimbursement amount can be up to 90% of the wages during the training period of a new hire.

To qualify for this program, an individual must be a Dislocated Worker, unemployed for 27 or more weeks with a date of dislocation on or after January 1, 2008. Grant funds can be used to fund training with private for-profit and not-for-profit businesses. The training period for an individual cannot exceed six months and must be completed by June 30, 2012.

The program is being marketed and administered by 31 of the state's 33 LWIAs, with support from regional NYSDOL Business Services staff. During PY 2010 there were 504 individuals placed in NEG funded OJT positions, with approximately 90% of the grant already having been awarded.

## Layoff Aversion

### New York Assist-Stabilize-Secure-Empower-Turnaround (NY ASSET) Pilot Program

The NY ASSET pilot program, which began in New York City and Long Island in January 2010, aims to provide support to struggling businesses to avoid layoffs and retain jobs. Through the program, NYSDOL is charged with:

- Creating a network of local, state, and federal agencies and industry specific specialists
- Utilizing a variety of economic and business data sources to help identify firms at risk for layoffs, relocations, and closures

The program offers business turnaround assistance for those at-risk businesses identified by the program as distressed. NY ASSET works together with partners to determine root causes of distress, and to develop and implement plans to stabilize and turnaround troubled businesses. NYSDOL and partner agencies are focusing on at-risk businesses of 20-250 employees in the manufacturing, construction, distribution and wholesale, and transportation and warehousing industries.

Some of the services included in business turnaround assistance include:

- Develop and implement operational turnaround plans
- Restructure debt and increase cash flow
- Improve management of working capital
- Facilitate mergers and acquisitions
- Operations and cost management

To assist in this effort, NYSDOL developed an Early Warning Dashboard. Dashboard information provides dedicated staff a quick overview of a business's situation so they can assess whether that business is in distress.

Dun and Bradstreet (D&B) is the main data source for the Early Warning Dashboard and it provides detailed information on businesses and corporations for use in credit decisions, business-to-business marketing and supply chain management. The D&B report includes two types of scores: Credit and Financial Stress. Both scores are based on D&B's exclusive predictive modeling analysis, and it takes into account the full range of data D&B has available on a business, including past payment patterns, public filings and financial information. These scores are utilized to determine the level of distress a company is facing.

The Early Warning Dashboard has shown a significant increase in the number of distressed businesses over the past year and therefore more potential job loss and loss of private sector businesses throughout the state.

ASSET Pilot Program Outcomes – Since the inception of the ASSET Pilot program in January 2010, outcomes include:

- The pilot region (New York City and Long Island), has received leads on over 250 businesses
- Of those 250, the program has assessed and engaged over 74 businesses
- NY ASSET and partners have assisted approximately 4,027 employees in those 74 businesses. Examples of services include:
  - o Layoff alternatives, including Shared Work
  - o Access to capital
  - o Production assistance
  - o Immediate business turnaround assistance
  - o Incumbent worker training
  - o Succession planning and Employee Stock Ownership Plan (ESOP)
  - o Marketing and outreach
- Provided business turnaround assistance to 21 businesses; 11 of which have been completed
  - o A total of 1,256 employees were retained through business turnaround assistance.
- Cost Comparison
  - o For PY 2010 the NY ASSET estimated cost per employee is about \$137. Comparatively, as of July 2011 the average weekly UI benefit was about \$298 and the average duration was about 18.9 weeks, which equates to an average UI benefit per individual of \$5,633.

#### Rapid Response Services

NYSDOL saw a reduction concerning the number of workers impacted by WARN Notices, as filed during the past PY although the number of WARN notices increased. This was due in part to New York's decreasing Unemployment Rate which dropped to 8.0% in June 2011. During PY 2010, NYSDOL received 387 WARN notices impacting 28,569 employees. In comparison, during PY 2009, NYSDOL received 343 WARN notices impacting 36,605 employees. Additionally, NYSDOL was made aware of and provided expeditious response to an additional 420 (non-WARN) layoff events which impacted 15,622 employees (July 1, 2010 – June 30, 2011). Of particular



emphasis were Expeditious Response services to affected school district employees through outreach assistance via local superintendents, organized labor, media clippings, and Reemployment Operating System (REOS) queries. Customized workshops were developed for onsite and offsite service, in addition to the release of the "Job Search Guide for School District Employees." A total of 48 staff members are dedicated statewide to the program. When scheduling permits, this staff also provides direct assistance to the One-Stop Career Centers.

**Shared Work**

Marketing of Shared Work through presentations to businesses, business organizations, organized labor, and business newsletter articles began in October 2008 and is ongoing. During PY 2010, 1,239 plans were approved to begin and 24,697 participants were registered in the program. These statistics represent a decline of 27% and 35% respectively, when compared on a statewide basis with PY 2009. The reduction in Shared Work opportunities may be a function of reduced unemployment rate in the state. This experience is illustrated in the following chart:

Region	Plans Approved to Begin		Projected Number of Workers		Number of Participants	
	PY 2010	PY 2009	PY 2010	PY 2009	PY 2010	PY 2010
<b>Statewide</b>	<b>1,239</b>	<b>1,700</b>	<b>24,697</b>	<b>37,805</b>	<b>13,799</b>	<b>22,675</b>
	<b>-27%</b>		<b>-35%</b>		<b>-39%</b>	
<b>Capital Region</b>	<b>117</b>	<b>125</b>	<b>1,819</b>	<b>2,130</b>	<b>990</b>	<b>1,410</b>
<b>Central</b>	<b>83</b>	<b>115</b>	<b>2,110</b>	<b>2,555</b>	<b>1,108</b>	<b>1,840</b>
<b>Finger Lakes</b>	<b>156</b>	<b>270</b>	<b>3,633</b>	<b>7,110</b>	<b>1,926</b>	<b>3,875</b>
<b>Mid-Hudson</b>	<b>126</b>	<b>155</b>	<b>1,933</b>	<b>2,620</b>	<b>799</b>	<b>1,410</b>
<b>Long Island</b>	<b>191</b>	<b>250</b>	<b>2,680</b>	<b>4,050</b>	<b>1,481</b>	<b>2,410</b>
<b>Mohawk Valley</b>	<b>64</b>	<b>80</b>	<b>2,441</b>	<b>2,515</b>	<b>1,339</b>	<b>1,570</b>
<b>New York City</b>	<b>204</b>	<b>285</b>	<b>2,409</b>	<b>3,700</b>	<b>1,673</b>	<b>2,485</b>
<b>North Country</b>	<b>27</b>	<b>30</b>	<b>666</b>	<b>630</b>	<b>466</b>	<b>480</b>
<b>Southern</b>	<b>82</b>	<b>100</b>	<b>3,016</b>	<b>3,050</b>	<b>1,643</b>	<b>1,905</b>
<b>Western</b>	<b>160</b>	<b>235</b>	<b>3,441</b>	<b>7,555</b>	<b>1,917</b>	<b>4,335</b>
<b>OSR</b>	<b>25</b>	<b>55</b>	<b>475</b>	<b>1,850</b>	<b>429</b>	<b>915</b>
<b>Unknown</b>	<b>5</b>	<b>5</b>	<b>74</b>	<b>40</b>	<b>28</b>	<b>45</b>

Note:

- The “Projected Number of Workers” represents the count of employees in employer’s approved Shared Work plans.
- The number of participants is the number establishing a UI benefit.
- Regional firm counts may not add to the state total because a firm can be located in more than one region, but would only be counted once in the state total.

Labor Exchange

Labor exchange efforts by NYSDOL this past year have been geared towards improving job matching for customers. This has been pursued through expanded use of Skills Matching And Referral Technology (SMART) and through enhancements to NYSDOL’s website.

Skills Matching And Referral Technology (SMART)

The SMART pilot entered a new phase during PY 2010. SMART now has an interface where staff can accomplish multiple tasks and activities above and beyond setting up job lead emails, which was the only feature available during PY 2009 and therefore the focus of the pilot. New features and benefits include:

- Ability to create or enhance a resume with very little typing required
- Advantage of using strong real world job duty and skill language to create or enhance the resume
- Customizable job search criteria
- Ability to do a “live” job search
- Option to have up to five job lead emails turned on, thereby allowing up to five automatic searches to be done daily
- Access to additional career advising information

This interface was rolled out to front line staff in stages. First, REA grant staff was trained to use the SMART interface during Initial Assessments. Next, a train-the-trainer model was used to train one to two trainers per office or local area. Trained local area staff who were then charged with the responsibility of training frontline staff in their office or local area. Last, a statewide webinar was provided to all staff to give a general overview of the interface and serve as notification of upcoming training sessions with the designated trainers.

Through a larger initiative, SMART is currently being integrated into Job Zone/ Career Zone where it will replace the resume writing application and job search function. This initiative will result with Job Zone/Career Zone being rebuilt within OSOS as a self-service module. With this final implementation, SMART will also become available as a self-service tool through the OSOS Self Service Module. As a result, any information collected will be written to OSOS, and vice versa, furthering NYSDOL’s customer service goals.

For most of PY 2010, enrolling in SMART consisted of submitting the customer’s resume to the system to have daily job-lead emails sent to the customer. Along with the new phase in SMART, staff can now set up accounts through a SMART interface and accomplish various other activities using SMART technology, with job lead emails being one of those activities.

## NYS DOL Web Site Redesign

NYS DOL's web site was redesigned this past year to create a stronger labor exchange presence, and to better connect businesses and individuals to workforce services. Enhancements to the site were intended to:

- Eliminate redundant and out of date information
- Organize by persona for easy navigation
- Meet plain language standards
- Provide uniformity and a better user experience

There have been many positive outcomes because of this redesign for NYS DOL's Division of Employment and Workforce Solutions (DEWS), which is responsible for day-to-day management of WIA at the state level. DEWS was able to reduce the number of its WebPages by approximately 80%. This development has facilitated great improvement in accessibility and navigation of the DEWS web site, enabling customers to find the information they need more quickly. The Job Search widget that searches New York's Job Bank was strategically placed on the DEWS web site. It has gotten over 26,000 hits since the new site launched; an increase of 53%. Site visits to GreenCareersNY have increased by approximately 115%. These significant increases in user hits are a result of easier access to the Career Services area of the web site, as well as aesthetic improvements making information more easily found. With the initial redesign of its web site finished, NYS DOL will continue to work on improving the uniformity and accessibility of information on the web.

## WIA Waiver Requests

This section discusses 11 waivers relevant to PY 2010, including how the waivers changed State and local activities, and how activities carried out under the waivers have directly or indirectly affected State and local area performance outcomes.

Usage of these waivers was tracked via an LWIB survey at the beginning and the end of the Program Year. The survey also allowed LWIBs to suggest waivers they would like the State to pursue in the future.

Existing waivers extended July 1, 2010 through June 30, 2011

1. Waiver of WIA Section 134(a)(1)(A) to permit a portion of the funds reserved for rapid response activities to be used for incumbent worker training (up to 20% of rapid response funds were allowed to be used this way, and only as part of a layoff-aversion strategy and for skill attainment activities). The State did not use this waiver in PY 2010.
2. Waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts (ITAs) for older and out-of-school youth.

This waiver allowed the state to put 64 youth in training through the use of ITAs. Twenty-five local areas used this waiver. On the local level, this waiver allowed areas to provide better engagement of and assistance to the harder-to-serve older and out-of-school youth. By enrolling youth in training through the

use of ITAs, the state's Placement in Employment/Education Common Measures indicator was positively affected. On the local level, areas note that this waiver has increased outcomes in Placement in Employment/Education as well as Attainment of Degree or Certificate goals. Some areas even say they have exceeded these performance outcomes.

3. Waiver to permit the State to replace the performance measures at WIA Section 136(b) with the Common Measures.

This waiver helped the State to continue its efforts to streamline and better align its programs. The use of the waiver also allowed the NYSDOL to focus on its State-developed Customer Service Indicators. Finally, this waiver continued to help with functional alignment and facilitated better customer service, which ultimately increased customer outcomes.

4. Waiver of WIA Section 123 that requires that providers of youth program elements be selected on a competitive basis, specifically follow-up services and work experience. This waiver was expanded by ETA to include work experience.

This waiver allowed the State to increase the amount of needy youth that were served. Sixteen local areas took advantage of this waiver. The waiver allowed local workforce boards to expand their existing contracts which enabled contractors to design comprehensive program models in order to provide continuity of service for youth. Some local areas note that it allowed their One-Stop Career System centers to build and maintain an ongoing relationship with youth customers. This continuum of service allowed staff to establish trust with youth participants.

Through the expansion of existing contracts with competitively procured youth service providers and/or expedited limited competitions among providers with proven records of success, the State has expended funds more quickly and guaranteed that robust, high-quality summer employment services were available. Local areas note that this waiver has positively affected outcomes. The increase in relationships with youth participants occurring within One-Stop Career System centers has resulted in better case management, assessment, tracking, and performance measures. This waiver has had a positive effect on youth-related performance.

New waivers effective July 1, 2010 through June 30, 2011

5. Waiver of the required 50% employer contribution for customized training at WIA section 101(8)(C).

This waiver allowed the State to offer local areas opportunities to increase the number of individuals receiving training services, to improve the capacity of local boards to market demand-driven services, and to build beneficial relations with a greater number of businesses in the private sector. Two local areas took advantage of the waiver. Although this number is relatively low, other areas expressed interest in this waiver in the future as they try to expand their programs or as funds become available.

Due to the fact that this waiver was not widely used, it is not yet clear what impact it had on outcomes. It is anticipated that in the future the waiver will positively impact the population of incumbent workers who will be receiving the training. There will also be a positive impact on the state's businesses, particularly those with 100 or fewer employees, the workforce investment system and the economy of the state.

6. Waiver of WIA Section 101(31)(B) to increase the employer reimbursement for OJT.

This waiver allowed the State to increase the number of businesses availing themselves of OJT services, to strengthen the labor pool by providing workers with more marketable skills, and to strengthen the business community by increasing its competitiveness in the global economy. Twelve local areas took advantage of the waiver. Local-level activities included marketing outreach and explaining OJT options to businesses, and using the waiver in conjunction with the NEG OJT grant to get businesses interested in OJT.

It is too early to tell the outcomes of the waiver, but it is anticipated that it will have a positive impact on the population of incumbent workers who will be receiving the training. A positive impact on the state's businesses, particularly those with 100 or fewer employees, the workforce investment system and the economy of the state is also anticipated. On the local level, areas note that although it is too early to see the actual outcomes (as they are not available yet), they have increased the number of customers entering employment, have generated continued interest in OJT contracts, and have served twice the number of NEG eligible participants than anticipated.

7. Waiver of WIA Section 134(a) to permit local areas to use a portion of local funds for incumbent worker training (up to 10% of local Dislocated Worker funds and up to 10% of local Adult funds were allowed to be used this way, and only as part of a layoff aversion strategy and for skill attainment activities. Use of local Adult funds was restricted to serving lower income adults).

This waiver gave the State the option to provide additional funding toward incumbent worker training programs to improve job retention and avoid additional layoffs. NYSDOL has in place an approval process where local areas submit a request to the State for each instance in which they would like to implement this waiver for an incumbent worker training program. Only one local area requested approval to use this waiver in PY 2010; however, the request was not approved based on State and federal guidelines.

This waiver has not affected performance outcomes for Program Year 2010, as it has not been utilized or approved. However, this will likely change in PY 2011, as 13 local areas have expressed interest in having the waiver available for use in PY 2011.

8. Waiver of 20 CFR 666 and 667.300(a) to reduce the collection of participant data for incumbent workers.

This waiver allowed the State to reduce the data collection burden for businesses being served under WIA-funded incumbent worker training programs. It also provided the opportunity for businesses to remain focused

on training for the incumbent workers and other requirements rather than data collection. This waiver was not utilized however, since waiver 7 was not approved for any local area.

This waiver was expected to directly impact the staff of the businesses and the Department's reporting and recordkeeping staff. However, since waiver number 7 above had not been used, there was no need for local areas to use this waiver.

9. Waiver of the provision at 20 CFR 663.530 that prescribes a time limit on the period of initial eligibility for training providers.

This waiver allowed the State to postpone the determination of subsequent eligibility of training providers on the state Eligible Training Provider List, and provided an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers. The State was able to maintain a robust list of providers and provide a range of customer choice during a time when demand for training had increased. Local areas report that it allowed staff time to devote to other projects and not focus solely on the eligibility process by relieving the administrative burden, that more training providers and courses remained available for customers, and it allowed them to offer significant training as well as provide customers with an increase in choices of training providers.

It is not known yet how this waiver has impacted performance outcomes. However, local areas are reporting that the waiver allowed them to take more training enrollments, which should then increase a customer's skill attainment and chances of entering employment.

New waivers effective May 1, 2011 through September 30, 2011

10. Waiver of performance measures for youth participants in summer youth employment activities and co-enrolled in TANF and WIA programs.

The goal in the granting of this waiver was to allow local areas to focus solely on the work readiness indicator for those youth who are co-enrolled when carrying out their summer employment programs.

Since this waiver is effective May 1, 2011 through September 30, 2011 it is too early to report on how the waiver has affected state and local performance outcomes. Follow up will be completed and will be submitted in the PY 2011 Annual Report.

11. Waiver to provide program design flexibility in serving youth participants in summer youth employment activities and co-enrolled in Temporary Assistance for Needy Families (TANF) and WIA programs, specifically:

a. Waiver of the requirement at WIA Section 129(c)(2)(I) and 20 CFR 664.450(b) to provide a minimum of 12 months of follow-up services, to allow local areas to provide follow-up services with WIA Youth funds as deemed appropriate for such youth participants

b. Waiver of the requirement WIA Section 129(c)(2)(A) and 20 CFR 664.405(a)(1) to provide an objective assessment and the requirement at WIA section 129(c)(1)(B) and 20 CFR 664.405(a)(2) to develop an Individual Service Strategy (ISS), to allow local areas to provide an assessment or ISS, as deemed appropriate for such youth participants

The goal that was to be achieved through the granting of this waiver was to provide local areas with flexibility to determine both the type and level of assessment to be included in an ISS for WIA eligible youth who are co-enrolled in TANF participating in a summer youth employment activity during the summer months only, and if the 12 month follow-up will be appropriate for these youth participants.

Since this waiver is effective May 1, 2011 through September 30, 2011 it is too early to report on how the waiver has changed the activities of the local areas. Follow up will be completed and will be submitted in the PY 2011 Annual Report.

Performance Outcomes

Common Measures

NYS passed all nine Common Measures (CM) WIA performance measures for PY 2010.

At the local level all 33 local areas passed the following measures:

- Adult Employment Retention Rate
- Adult Average Earnings
- Dislocated Worker Employment Retention Rate
- Dislocated Worker Employment Retention Rate
- Dislocated Worker Average Earnings
- Youth Attainment of Degree or Certificates

32 of the 33 Areas passed the following CM measures:

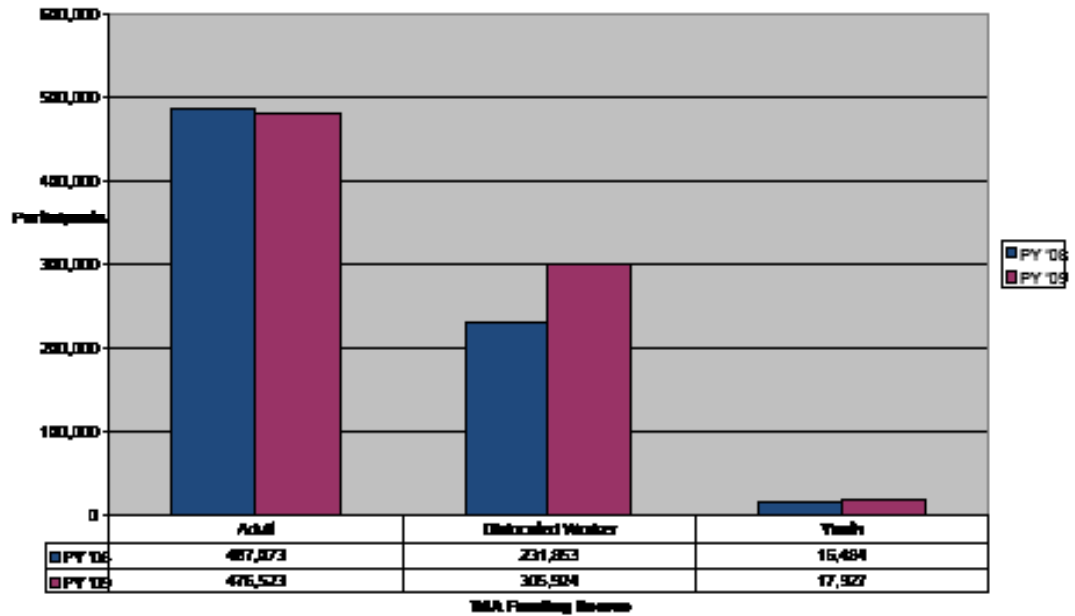
- Adult Entered Employment Rate
- Youth Placement in Employment or Education

More than one local area failed the following CM measure:

- Youth Literacy and Numeracy – Albany/Rensselaer/Schenectady, Jefferson/Lewis, Oneida/Herkimer/Madison, Yonkers

For PY 2010, the State served 378,655 Adults and 322,154 Dislocated Workers, in comparison to the 476,523 Adults and 305,924 Dislocated Workers served in PY 2009. A total of 15,201 youth participants were served in PY 2010 as opposed to 17,927 youth participants served in PY 2009 (See WIA Participant Levels by Funding Source table below).

**WIA Participant Levels by Funding Source  
FY 2009 and FY 2010**



NYS saw significant drops in Adult (-6.48%, from \$46,625,317 to \$43,602,793) and Youth (-6.83%, from \$47,290,403 to \$44,060,320) funding levels from PY 2009 to PY 2010. In contrast, Dislocated Worker funding experienced a small increase (+3.22%, from \$38,094,214 to \$39,320,587) while the number of Dislocated Workers served rose (+ 5.30%). The One-Stop Career System continues to be impacted by the funding levels, especially with the rising cost of utilities, rent, employee benefits and technology. Any decreases in funding in the coming years will continue to stress the State’s One-Stop Career system.

Overall, there is an expectation that, as the economy shows improvement, the number of individuals receiving training will begin to decrease.

**Customer Service Indicators**

NYS provided incentives for improvement along with a series of measures to gauge success to move the reorganized workforce system toward: timely services; earlier initial assessments; engagement of more out of school youth; increased skills development and training services; and continued delivery of services to UI customers throughout their claim. In each case, NYSDOL staff provided local areas both reports and technical assistance to address their specific situation.



## **Increase Business Customer Base**

NYS DOL's goal is to double the Business Customer Market Penetration Rate (based on the Business Penetration Rate as of December 31, 2009). The Business Customer Market Penetration Rate compares the number of businesses that have received a business service to the total number of businesses in the specified area per the Quarterly Census of Employment and Wages (QCEW).  
Business Customer Market Penetration

In PY 2010, a regional measure was put in place for each region to double the Business Customer Market Penetration Rate from the previous Program Year. This measure proved to be a challenge to each region, but the combined efforts throughout NYS expanded the business customer base by 4,998 businesses from 11,270 in PY 2009 to 16,268 in PY 2010. This represents a 44% increase in business customers.

Much of this success can be attributed to encouraging businesses to have job openings posted on the NYS Job Bank, while also working to match and refer candidates to these businesses to provide a value-added service. The system-wide effort for OJT programs solidified many business relationships with training funds to cover skill gaps between jobseeker and career opportunity.

Beyond overall market penetration, Business Services staff specifically targeted businesses in healthcare, advanced manufacturing, and green and renewable resources industries. The three sectors were selected for the associated high wages and the high value of the industries to NYS. Lists of top private sector businesses were generated by R&S, along with Building Performance Institute (BPI) accredited contractors received from NYSERDA.

A Business Customer Summary Report was developed providing a sampling by region of business customers, business penetration rates and real examples of the services that are provided to customers. For PY2010 the number of top private sector businesses totaled 848 and those businesses with a service totaled 552 or 65%. The number of healthcare businesses totaled 271 and those with a service totaled 171 or 63%. The number of manufacturing businesses totaled 158 businesses and those with a service totaled 111 or 70%. The number of green and renewable resource businesses totaled 279 and those with a service totaled 166 or 60%.

In PY 2011, the Business Service teams will be working towards new customer service indicators, providing services to the top 100 businesses in their respective regions throughout the course of the year. Business Service teams will also be provided with a monthly list of the emerging businesses in their region, those businesses with the largest number of open job orders on the NYS Job Bank/Job Central. The teams will focus on connecting dual business and jobseeker customers through matching and referring jobseekers to career opportunities.

## Training Services

NYSDOL's goal was a 35% expenditure rate on training using all available WIA Adult and DW formula funds by the end of PY 2010. To meet the Incentive Eligibility Standard for this measure, local areas must have achieved the LWIA goal and met the following condition: 95% of all customers must have received an Initial Assessment. In PY2009 the Initial Assessment prerequisite was only for the customers in training. In PY2010 the Initial Assessment prerequisite applied to all customers.

## Number of Participants Who Exit While Still Certifying for UI Benefits

To see if reemployment customers continue to receive services throughout their claim, NYSDOL has created a series of reports to determine the number of exiters who were certifying for benefits at the time of their last service, and also certifying 90 days after their last service. These reports were provided to LWIAs on a monthly basis. Lists were also provided to local offices of customers who were certifying for benefits 90 days after their last service, along with technical assistance.

NYSDOL's goal was to have 10% or fewer of participants exit while certifying for UI Benefits. The goal is expressed as "% maximum."

The intent of this measure is to keep UI participants engaged in services while they are certifying for UI benefits. The prediction was that keeping customers engaged would lead to a higher Entered Employment Rate. This was confirmed through a data analysis of "Reduce Number of Exiters Certifying for UI" data from November 2009 – September 2010 compared to the "Entered Employment Rate" data for 4th quarter PY 2009 – 3rd quarter PY 2010 (this was the latest EER data available).

Comparative analysis of quarterly data over a 12-month period has revealed a positive correlation between a decrease observed in the Reduced Number of Exiters Certifying for UI measure and the accompanying increase observed in the Entered Employment Rate during the same period.

## National Work Readiness Credential

NYS' goal was to have 30% or more Out of School Youth participants take the National Work Readiness Credential exam, and achieve a pass rate of 50%. This measure has focused attention on this important portable credential and NYSDOL now has 13 NWRC test-sites at One-Stop Career System locations across the state.

## **OTHER INITIATIVES/GRANT ACTIVITIES**

Other activities engaged in by NYSDOL during the past year were made possible through other funding streams that were successfully applied for in effort to leverage and maximize use of limited resources.

### **Going “Green”**

In PY 2010 NYS made considerable progress in aligning workforce development activities with the “green” movement. This included active participation in implementation of the NYS Green Jobs-Green New York program; support for the State’s green careers web site portal; and, research efforts on defining the green industry through USDOL’s Green Jobs Labor Market Improvement grant to NYS.

### **Green Jobs-Green New York**

Green Jobs Green New York (GJGNY), a statewide program signed into law in October 2009, promotes energy efficiency and the installation of clean technologies to reduce energy costs and limit greenhouse gas emissions. The program is expected to create green jobs by stimulating investment in energy efficiency improvements for residential homes and small commercial, not-for-profit, and multifamily buildings. GJGNY establishes a statewide green jobs training program under the \$8 million workforce development operating plan. GJGNY’s \$112 million budget is funded by auctioning carbon emission credits through the Regional Greenhouse Gas Initiative (RGGI). NYSERDA administers the GJGNY program.

A GJGNY Advisory Council advises NYSERDA on program design and implementation. The Advisory Council provides input on operating plans prepared by NYSERDA, which summarize and describe the individual programs the GJGNY program supports. NYSDOL’s Commissioner is an ex-officio council member and NYSDOL staff actively participate in working groups to develop the workforce development operating plan, a critical component for the program to meet goals of energy retrofits. The operating plan focuses on: equipment and training infrastructure needs; certifications and company accreditation; curriculum development; and, internships and On the Job Training (OJT).

NYSDOL and NYSERDA are currently partnering on an OJT initiative to spur job creation and advance the goals of the GJGNY program by developing a workforce equipped to implement energy efficiency, weatherization, green building principles, and solar water heating installations. The \$1.8 million set aside for this initiative supports hiring and advancing the skills of new and incumbent workers by providing job-related experience. Eligible businesses must have a current partnership agreement or contract agreement in good standing with NYSERDA (for example, Home Performance Program Contractors, EmPower Contractors).

The funding opportunity provides 50% wage reimbursement to businesses for a maximum of six months and the maximum reimbursement of \$10,000 per trainee, \$50,000 maximum per business. For training or coursework not available on-site at the business, course reimbursement is available at \$4,000 per trainee, maximum of \$20,000 per business. NYSDOL’s Business Services staff

is working with NYSERDA contractors to create job orders, identify candidates from NYSDOL's talent pool, assisting in creating training plans and preparing the business application for funding. Although NYSDOL staff work directly with the businesses, the OJT contracts are between NYSERDA and the business. The funding is available under NYSERDA's Program Opportunity Notice 2033. Released in June 2011, applications are being accepted on a continuous basis, as long as funds are available, through May 31, 2012.

### ***GreenCareersNY.com – Green Portal***

GreenCareersNY ([www.greencareersny.com](http://www.greencareersny.com)) is a green portal on NYSDOL's server and provides information about green career exploration, green job boards, certificate and training programs, and funding opportunities, in order to assist job seekers, businesses, and workforce professionals. During the spring of 2010 the portal was enhanced with a green business directory (<http://www.greencareersny.com/advance-search-display.asp>) that contains over 1,000 businesses. Information can be sorted by industry such as construction trades and component manufacturing, region, and category such as wind and solar.

The directory was created based on survey responses by 20,000 businesses in six industry clusters (manufacturing, construction trades, professional services, electric power, financial services, and building services) to quantify and qualify energy efficiency and renewable energy jobs in NYS by occupation. Preliminary findings of the green jobs survey can be found on the portal's homepage. The survey and creation of the business directory were part of grant activities under a NYSDOL \$1.1 million State Labor Market Improvement (LMI) grant awarded by USDOL in the fall of 2009. Further improvements to the portal are in development.

### **Green Jobs Labor Market Information Improvement Grants**

USDOL made up to \$50 million available in competitive grants to collect, analyze, and disseminate LMI, and to enhance the labor exchange infrastructure for careers within the energy efficiency and renewable energy industries. Awardees were expected to use workforce and LMI and data as the foundation on which to build and implement effective workforce development strategies. Under this solicitation, NYS received three awards as follows:

- A \$1.1 million state award to NYSDOL to quantify and qualify jobs in New York State's clean energy industry. Major research included a survey of 20,000 NYS businesses likely to have green jobs, and a census of green job training providers and programs. Data collection has been completed, and analysis and reporting is ongoing at this time. Information about findings can be found on NYSDOL's web site and the GreensCareersNY portal at <http://www.labor.ny.gov/stats/green/index.shtm>. The grant ends August 2011.
- A \$3.7 million consortium award to the Nevada Consortium [Nevada (fiscal agent), NYS, Colorado, Florida, Illinois, North Carolina, Texas and Utah] to enhance the labor exchange infrastructure and LMI to promote career opportunities within clean energy industries, determine occupational projections and develop, test and implement new software to capture clean energy job activity. Work has been completed and submitted.

- A \$3.9 million consortium award to the New England Consortium [Vermont (fiscal agent), New York, Connecticut, Maine, New Hampshire, Massachusetts, New Jersey, and Rhode Island] to determine current demand (short-term projections), build a taxonomy of skills and technologies using the Conference Board's "Help Wanted Online Database" and Burning Glass, and to create a green jobs portal, web service tools and a national green jobs bank. The grant was originally scheduled to end May 2011, but has been extended to the end of the year.

### ***Clean Energy-Clean Technology Enhanced Workforce Intelligence***

Effective January 1, 2011, NYSDOL entered into a contract with the Workforce Development Institute (WDI), which is affiliated with the state AFL-CIO, as a successor to the previous contract with WDI that officially ended on December 31, 2010. The primary purpose of this new contract is to provide workforce intelligence to include, but not limited to: data gathering and outreach to understand changes in the labor market in order to avert layoffs and loss of business; the development of more effective strategies to assist NYSDOL in activities related to the transition of Dislocated Workers; promoting industry sector strategies; and establishing an overall methodology to design and implement a strategic workforce intelligence gathering system that can be adapted to any NYS region.

The WDI contract expires on December 31, 2011 with four one-year extensions permitted. It is important to note that flexibility has been built into this contract, such that, the Department has the option of modifying program requirements if there has been a significant change in economic and or market conditions of NYS and or specific regions.

### **Disability Employment Initiative**

On September 29, 2010, the Department was awarded a three-year Disability Employment Initiative (DEI) grant under a competitive Solicitation for Grant Application in the amount of \$4.9 million. Over 30 states applied for this grant and only nine states were awarded these funds by USDOL's Employment and Training Administration and the Office of Disability Employment Policy. In addition to the grant award, the NYS Adult Career and Continuing Educational Services has committed just under \$1 million to support this initiative.

The primary purpose of the DEI grant is to continue providing specialized services to people with disabilities including the implementation of U.S. Social Security Administration's Ticket-to-Work Program. A total of 13 LWIAs have been chosen as pilot sites for this initiative. To provide the services required under the DEI, a total of 24 Disability Resource Coordinators have been staffed throughout the 13 LWIAs. Oversight and administration of the DEI is conducted from the central office in Albany with capacity-building and technical assistance provided to the local offices on a regular basis.

## **New York Employment Services Systems (NYESS)**

In the past year, NYSDOL and OMH have been working on a joint project to provide access to OSOS for 13 State agencies and the vast network of State-funded service providers across the state serving special populations that share common employment goals. This expansion will provide the opportunity to better streamline and integrate employment and training programs across the state.

To date, new servers have been ordered, various MOUs between DOL and OMH have been developed, and an initial training plan and implementation schedule have been developed. NYSDOL will provide the case management software and OMH is providing a web-accessible data warehouse from which all agencies and contractors can access management reports from both OSOS and other available State data sources.

## **Immigrant Workforce Project**

In April 2010, NYSDOL developed a pilot program to connect immigrant and Limited English Proficient (LEP) job seekers to the employment services offered through the One-Stop Career System. Seven specially trained Immigrant Workforce Counselors (IWCs) have been placed at One-Stop Career System centers in Long Island, New York City, Westchester County, Syracuse/Utica, and Buffalo. The IWCs conduct outreach to local immigrant communities and community based organizations, and distribute information about One-Stop Career System employment services. The IWCs also implement policy and program changes to improve and expand services to immigrant and LEP communities, and provide direct counseling to immigrant and LEP customers.

The IWCs have conducted a variety of workshops for both staff and immigrant and LEP customers. For example, presentations have been made to staff in the One-Stop Career System centers on Cultural Competency and on the use of Interpretalk, the phone interpreter service that NYSDOL funds to ensure language assistance services are available throughout the One-Stop Career System. The IWCs have also tailored services to the ethnic communities in their areas. Some of these customized services are highlighted below.

- Long Island – The IWC in Patchogue created an orientation to the One-Stop Career System in Spanish that mirrors the standardized English version. The IWC also presented a Predatory Lending and Foreclosure workshop this past year, and recently created an Immigrant Professionals Networking Club and a Conversational English class for LEP customers.
- New York City –
  - o Queens – In partnership with We Are New York, the Queens IWC developed a 10-week Conversational English class which is now in its 5th round. Many of the participants in this class requested to continue with the IWC, and in response, an Interviewing Skills workshop was created to follow the Conversational English class. The IWC also conducted a Public Service Announcement for a New York City TV station, which aired in May, and provided information on the services of the One-Stop Career System and urged immigrant and LEP customers to visit the centers for assistance.

- o Brooklyn – The IWC at Metrotech also created a 10-week Conversational English class with We Are New York, which continues to be very successful. At the beginning of the Immigrant Workforce Project the IWC created a resource list on a shared network which contains reference material in various languages including Russian, Bengali, and Korean. The IWC recently added resources in Hebrew and Yiddish. Metrotech also features a Russian Resume Writing Workshop and a new Job Finding Club.
- Syracuse/Utica – The IWC who covers Syracuse and Utica regularly contacts businesses to inquire about current staffing needs, assist customers with applications, and works to obtain interviews and job placements for the customers. The IWC travels between Syracuse, Utica, and Herkimer to provide workshops to refugee and immigrant populations in the area.
- Buffalo – The IWC in Buffalo sends an email blast to her customers every month with the Western New York Department of Labor newsletter, which includes information on upcoming job fairs, assistance filling out job applications, and general job search tips. The IWC has also conducted presentations at various community based organizations titled The Job Search Process in America and Resume Development.

### **Broadband Technology Opportunities Program Grant**

**One-Stop BEAM Video Conferencing Project:** The Broadband Education Access Mentoring (BEAM) project is being implemented with grant money under the U.S. Department of Commerce’s Broadband Technology Opportunities Program. In August 2010 NYSDOL received over \$500,000 in grant funds to purchase video-conferencing equipment that has been installed in 13 One-Stop Career System centers and three educator center rooms, including NYSDOL’s central office in Albany. The video-conferencing equipment connects New York’s One-Stop Career Center customers via broadband video-conferencing to occupational skills upgrading, training services, career planning, career counseling, and mentoring services. The goal of this project is to increase access to these services to the state’s low-income, unemployed, and underemployed populations.

The BEAM project is a community-based solution partnering NYSDOL, NY-SERDA, the Training and Education Center for Semiconductor Manufacturing and Alternative and Renewable Technologies (TEC-SMART), One-Stop Career System centers, Cayuga Community College (CCC), and Erie County Community College (ECCC). NYSERDA and TEC-SMART also received educator center equipment to provide training, focusing on clean energy and skills development consistent with sector strategies to promote green jobs and the state’s energy plan. Use of the equipment will expand the services available at One-Stop Career System centers around NYS by implementing a distance learning and training system using Interactive Video Presence. Occupational and work readiness training will be enhanced to vulnerable populations through the collaboration between community colleges and industry. It will define and deliver workforce programs by working with teachers and counselors on effective career development.

Equipment was installed between April and September 2011. Programs and workshops to be delivered from the three educator sites is under development and the One-Stop Career System centers are partnering to share workshops and programs to address customer needs and increase access. Grant training deliverables will be reported through July 31, 2013.

### **Career Pathways**

Working with the Office of Temporary and Disability Assistance, NYSDOL helped fund and support the development of a Career Pathways initiative designed to expand access to education and occupational training services to provide Family Assistance and other low income individuals age 16 and over with the skills needed to secure employment within defined career pathways in high-growth or high-demand industries that are key to regional economic growth across the state.

The focus of this initiative is on skill development through targeted job skills training and the receipt of industry recognized credentials, diplomas, or certificates leading to opportunities for career advancement and increased job earnings. A combination of TANF (\$16.9 million) and WIA (\$5 million) funds are being utilized to support contracts with not-for-profit community based organizations that are providing a range of program activities and services to TANF and non-TANF eligible individuals to support training for and entry into various career pathways in sectors such as: health care, renewable energy, building trades, construction, retail, information technology, maintenance, transportation, administrative support, security, and food service.

The program has awarded \$22.2 million in Career Pathways grants to 28 organizations, including 19 in New York City. To date, program participants have earned 4,192 credentials, certificates, and degrees with 1,204 entering employment upon program completion. There are over 4,700 individuals participating in services. Program contracts are set to continue through January 31, 2012.

## **STATE WORKFORCE INVESTMENT BOARD HIGHLIGHTS**

### **Board Strategies**

#### ***Membership***

The SWIB has been undergoing significant change over the past three program years. It met in September and December of 2010. The meetings were dedicated to developing the strategic direction of the SWIB during the next program year, re-establishing a committee structure, and enhancing communication with the local workforce investment boards.

#### ***State Workforce Development System Strategy***

The SWIB has continued its focus on improving One-Stop service delivery and system performance during the past program year by matching customer service measures to federal priorities, as well as the realities of the economic climate in NYS.



During PY 2010 the SWIB formed a Healthcare Workforce Development Subcommittee to direct efforts under a \$150,000 planning grant received from the Health Resources and Services Administration (HRSA) under the Affordable Care Act to address existing barriers to the development of a comprehensive healthcare workforce in the state.

### **System Capacity Building**

As in the past, and in keeping with the mandate under WIA, NYSDOL continues to provide training and capacity-building activities to the State's workforce development and One-Stop Career System partners. Using WIA Title I (B) state-wide activities funds, training opportunities are provided to all levels of workforce professionals from state and local board members to front-line direct service delivery staff in the One-Stop Career System centers, program providers and stakeholders. During the past program year, increased customer loads, travel and budget restrictions, and staffing resources have made needed training and capacity building particularly challenging to deliver in an effective and cost-efficient manner. However, the challenges have also led to development of creative training delivery methods and communication with the One-Stop Career System. The following training and capacity-building activities were conducted in PY 2010.

### **System Leadership**

The SWIB met in September 2010 and December 2010. The Board welcomed new members and formed a Healthcare Workforce Development Subcommittee for the purposes of overseeing and fulfilling requirements of a newly awarded healthcare planning grant. A Strategy workgroup was also established to address existing barriers to the development of a comprehensive healthcare workforce in the state. In December, strategy work group members met via videoconference to discuss input from the local areas in order to make recommendations to the full board.

Five meetings of the One-Stop Operator Leadership group and LWIB Directors were held during the past program year in the following months: September and November 2010, and January, March, and June 2011. Each of these facilitated meetings promoted learning, sharing of promising practices, and input into the development of state-level policies and strategies.

Weekly conference calls were held with the One-Stop Career System to discuss critical issues, and to increase capacity of managers and front line staff. Topics covered during the past program period included: Green Jobs/ Green New York and the One-Stop Career System; WIA Legislation; REA Program Updates; The Career Navigation Program; LMI; JobCentral Tutorial on the State's Labor Exchange, and One-Stop Career System Center Best Practices.

The Director of DEWS held bi-weekly calls with the LWIB Directors. These calls, initially established to discuss WIA stimulus related issues such as the Summer Youth Employment Program (SYEP), included policy guidance and the sharing of best practices.

### **Conferences**

Two (2) annual Workforce New York conferences sponsored by NYSDOL and its capacity-building contractor, the New York Association of Training and Employment Professionals, were held in October 2010 and June 2011. These conferences provided learning and technical assistance opportunities for workforce professionals and a chance to network with colleagues from across the state. Over 200 participants from partner agencies, program providers, and stakeholders attended each conference. Lieutenant Governor Robert J. Duffy welcomed conference attendees at the 2011 Spring Conference in June.

### **Business Services Capacity Building**

NYSDOL concentrated several efforts to help Business Services staff better serve the state's businesses.

LWIBs and NYSDOL's Business Services' staff in each of the state's 10 labor market regions collaborated to create Regional One-Stop Business Services Teams. The regional teams help align local One-Stop Career System business services to sector initiatives and strategies in the region. The teams shared and coordinated on available workforce intelligence strategies including:

- Initiatives/strategies for stable, emerging and contracting sectors in the region
- Relationships that can help advance workforce strategies in the region's sectors, such as:
  - o State, regional, county and local economic development entities
  - o Business associations and partnerships (e.g., Manufacturing, Extension Partnerships)
  - o Labor Organizations
  - o Chambers of Commerce
  - o Businesses investing in economic/workforce development
- Talent pipelines and career pathway opportunities
- Marketing to promote services, and hiring and training incentives to business customers including:
  - o Human resource consulting
  - o OJT
  - o Work Opportunity Tax Credit (WOTC)
  - o Hiring Incentives to Restore Employment (HIRE)
  - o Customized training
  - o Sharing information from the OSOS database to track business contacts and services

## **Youth-Related Events**

The state's Annual Youth Academy was co-sponsored by NYSDOL and NYATEP and held in March 2011. This event highlights innovative programs and best practices related to delivering services to youth. Approximately 200 participants attended from around the state. A special pre-conference session was held for youth program contractors, which focused on the 10 required WIA program elements.

In June 2010, 15 local areas received funding as part of Governor Cuomo's Summer Jobs Express! initiative to collaborate with businesses and organizations to provide youth with a meaningful summer 2010 work experience. In an effort to capture the effectiveness and success of this initiative, NYSDOL in cooperation with NYATEP worked with six of the local area awardees to interview private sector businesses, youth and staff to develop an 8-10 minute video documenting the initiative. This video will tell the story of how important summer jobs are to businesses, youth and the community as a whole. The completed video will be posted on NYS DOL's website, distributed to the LWIAs, and used as a tool for next year's effort to recruit businesses and focus on the importance of funding summer jobs programs.

## **NYSDOL and Partner Staff Training**

US DOL/VETS sponsored a two-day Veterans Training Conference in August 2010 in Albany. This event provided training for 70 Disabled Veterans Outreach Program and Local Veterans Employment Representative staff. The conference enabled veteran staff to improve service provision and employment outcomes for the state's Veterans, transitioning service members, and other eligible persons.

A webinar facilitated by national WIA expert, Greg Newton, was held in April 2011, to provide front-line staff the opportunity to learn more effective OJT marketing strategies and key elements for a successful OJT program design and service delivery process.

Career Counseling and Advising training academies were held in October and November 2010 using a combination of videoconferencing, on-line training modules via the Moodle application, NYSDOL's web application for producing modular internet-based courses and webinars. This academy provided professional development to One-Stop Career System staff that were hired in response to, or have taken on new duties, because of the increased number of customers. The training included an online learning module on Career Development Models and Theories and virtual learning sessions.

Training was provided throughout the year to local workforce staff on OSOS and REOS.

REA Staff Training was held in July 2010 in Brooklyn, Peekskill, Rochester and Utica. Training consisted of conference calls with the participating local areas followed by webinars given by UI Division staff on unemployment issues. Additional webinars covered OSOS and REOS.

NYS DOL is leading the training effort to engage staff and service providers of the collaborating on the NYESS project.

During PY 2010, staff provided hands-on training and technical assistance to LWIAs on the new PeopleSoft WIA Accounting System.

Staff developed standardized curricula for the most common workshops that are offered to jobseeker customers by most One-Stop Career System centers across the state. Each standard curriculum package includes a staff instructor guide, power point slides, and handouts. The curriculum also provides suggestions for adding material or customizing the workshop. The following modules were developed: Skills Identification, Transferrable Skills, Career Exploration, Job Search, Cover Letters, Resume Writing, Networking, and Interviewing Skills.

A Virtual Summit Using Social Media in the Workforce System was held for NYS DOL and One-Stop Career System staff, which featured the following modules: LinkedIn, Twitter, Facebook, SlideShare, Blogs and Personal Branding.

## **Webinars**

### **Technical Advisory Webinars**

It is NYSDOL policy to hold a webinar, for both NYSDOL and workforce partner staff, after a Workforce Development System Technical Advisory (TA) is issued. TA webinars are routinely presented twice to enable greater participation. Within this reporting period, the following TA webinars were held:

- TA 10-12 One-Stop Business Service Structure
- TA 10-13 New York State Program Year (PY) 2010 Incentive and Sanction Policy for Local Workforce Investment Area (LWIA) Performance for the Workforce Investment Act (WIA) Title IB Program and the Wagner-Peyser Act (W-P) Program
- TA 10-15 Updated Local Workforce Investment Area (LWIA) On the Job Training Policy
- TA 10-18 Recording O\*NET Occupational Training Titles in OSOS
- TA 10-16 NYSDOL's One-Stop Manager's Report on Services to Veterans
- TA 10-19 State Policy Guidelines and Required Actions for the Implementation of WIA Waivers by LWIBs
- TA 10-17 New York State Workforce System Disruptive Customer Policy  
NYSDOL staff provides a multitude of training throughout the year to LWIA staff on OSOS. OSOS webinars are held monthly on various topics as needed.

Webinars are held on additional subjects to support the capacity of DOL staff and workforce professionals in the one-stop system. Examples during PY 2010 are as follows:

- The NEW New York Job Bank
- New NYS Job Bank Tools for Business Services
- NEG OJT - Recovery Act Funded Grant
- OSOS Data Entry for the NEG OJT-Recovery Act Funded Grant
- Managing Exiters using OSOS Management Reports and REOS
- 10 Quick Tips that Result in a Quality Update of UI Customer's OSOS Record

- Management Strategies for using SMART
- 599 Webinar Series
- PELL Grants
- Library and One-Stop Partnerships
- The National Work Readiness Credential
- Monitoring of Apprenticeship Programs
- Young Worker Safety Issues
- Web 2.0 Tools Webinar Series – How Jobseekers and Businesses can use LinkedIn, Facebook, Blogs, Twitter, Google Tools, and Slideshare
- Strategies for Engaging Youth

NYS DOL staff also participated in Workforce3One webinars throughout the year. By taking advantage of this knowledge-sharing web space, staff can learn how to develop strategies to assist individuals and businesses in today's economy.

### Adult Program Results

Reported Information	Negotiated Performance Level		Actual Performance Level	
	Entered Employment Rate	57	55.5	153,992
Employment Retention Rate	82	78.3	154,978	198,020
Average Earnings	\$12,625	\$14,646	\$2,268,507,779	154,889

### Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
	Entered Employment Rate	46.4	3,587	54.0	11,301	39.4	5,951	47.3
Employment Retention Rate	70.3	7,725	77.0	20,931	72.2	15,102	77.9	36,505
Average Earnings	\$8,218	\$18,974,304	\$16,665	\$185,852,017	\$10,377	\$54,937,542	\$15,429	\$270,709,216
		2,309		11,152		5,294		17,545

### Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
	Entered Employment Rate	61.1	8,683	55.2
Employment Retention Rate	84.7	14,217	77.9	263,232
Average Earnings	\$15,625	9,346	\$14,584	145,632
		11,034		186,986
		\$145,232,874		\$2,123,274,905
		9,295		145,594

### Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	51	49.7	101,734
			204,778
Employment Retention Rate	82	76.8	73,544
			95,736
Average Earnings	\$15,980	\$20,809	\$1,529,318,093
			73,493

### Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	45.5	6,183	40.5	2,518	41.7	15,662	50.0	823
		13,599		6,218		37,533		1,646
Employment Retention Rate	74.5	4,352	72.9	1,720	71.3	10,737	68.5	591
		5,839		2,361		15,066		863
Average Earnings	\$18,263	\$79,460,605	\$14,064	\$24,175,467	\$19,784	\$212,282,023	\$7,868	\$4,649,853
		4,351		1,719		10,730		591

### 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	61.8	6,356	49.0	95,378
		10,283		194,495
Employment Retention Rate	83.8	5,030	76.4	68,514
		6,002		89,734
Average Earnings	\$17,348	\$86,686,117	\$21,062	\$1,442,631,976
		4,997		68,496



### Youth (14-21) Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	62	67.2	5,733
			8,530
Attainment of Degree or Certificate	50	62.9	5,068
			8,052
Literacy and Numeracy Gains	45	42.8	1,444
			3,370

### Other Reported Information

Reported Information	12 Month Employment Retention Rate		12 Months Earnings Increase (Adults and Older Youth) or 12 Months Earnings Replacement (Dislocated Workers)		Placements in Non-traditional Employment	Wages at Entry Into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services		
Adults	79.0	155,010	-\$1,883	-\$369,260,182	0.0	24	\$5,772	\$887,137,879	6.4	558
		196,318		196,139		153,992		153,688		8,683
Dislocated Workers	76.7	67,495	71.7	\$1,479,304,101	0.0	14	\$8,325	\$845,813,844	6.4	408
		88,035		\$2,062,665,045		101,734		101,603		6,356

### Participation Levels

Reported Information	Total Participants Served	Total Exiters
<b>Total Adult Customers</b>	677,091	510,608
Total Adults (self-service only)	30,485	29,315
WIA Adults	378,655	310,941
WIA Dislocated Workers	322,154	213,295
<b>Total Youth (14-21)</b>	15,201	9,347
Out-of-School Youth	6,695	3,832
In-School Youth	8,506	5,515

**Cost of Program Activities**

<b>Program Activity</b>		<b>Total Federal Spending</b>
<b>Local Adults</b>		\$44,082,604
<b>Local Dislocated Workers</b>		\$47,240,413
<b>Local Youth</b>		\$47,367,319
<b>Rapid Response</b> (up to 25%) WIA Section 134(a)(2)(B)		\$12,969,758
<b>Statewide Required Activities</b> (up to 15%) WIA Section 134(a)(2)(B)		\$14,697,054
<b>Statewide Allowable Activities</b> WIA Section 134(a)(2)(B)	<b>Program Activity Description</b>	
	Miscellaneous	\$12,252,824
	Occupational Training	\$8,785,210
<b>Total of All Federal Spending Listed Above</b>		\$187,395,182



**Local Performance**

Albany/Rensselaer/Schenectady Counties	Total Participants Served	Adults		
			16,740	
		<b>Dislocated Workers</b>		8,409
		Youth (14-21)		346
36005	Total Exiters	Adults		11,555
		Dislocated Workers		4,919
		Youth (14-21)		58
Reported Information		Negotiated Performance Level	Actual Performance Level	
	Entered Employment Rate	Adults	57	57.1
		Dislocated Workers	51	59.3
Retention Rates		Adults	82	78.6
		Dislocated Workers	82	81.0
Average Earnings (Adults/DWs)		Adults	\$12,625	\$14,381
		Dislocated Workers	\$15,980	\$17,690
Placement in Employment and Education		Youth (14 - 21)	62	59.3
Attainment of Degree or Certificate		Youth (14 - 21)	50	60.6
Literacy or Numeracy Gains		Youth (14 - 21)	45	16.5
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).				
Overall Status of Local Performance		Not Met	Met	Exceeded
		1	3	5

**Local Performance**

New York City	Total Participants Served	Adults		
		109,436		
36015	Total Exiters	Dislocated Workers		
		132,835		
		Youth (14-21)		
Reported Information		Adults		
		100,297		
		Dislocated Workers		
		104,973		
		Youth (14-21)		
		4,622		
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	57	48.7	
	Dislocated Workers	51	40.9	
Retention Rates	Adults	82	74.0	
	Dislocated Workers	82	73.3	
Average Earnings (Adults/DWs)	Adults	\$12,625	\$12,173	
	Dislocated Workers	\$15,980	\$20,363	
Placement in Employment and Education	Youth (14 - 21)	62	74.3	
Attainment of Degree or Certificate	Youth (14 - 21)	50	68.8	
Literacy or Numeracy Gains	Youth (14 - 21)	45	53.8	
Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance).				
		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
<b>Overall Status of Local Performance</b>		0	5	4

**Local Performance**

City of Yonkers	Total Participants Served	Adults	
			3,525
		Dislocated Workers	
			3,913
		Youth (14-21)	
			11
36030	Total Exiters	Adults	
			3,060
		Dislocated Workers	
			2,383
		Youth (14-21)	
			129
Reported Information		Negotiated	Actual
		Performance Level	Performance Level
Entered Employment Rate	Adults	57	41.4
	Dislocated Workers	51	43.6
Retention Rates	Adults	82	79.9
	Dislocated Workers	82	79.2
Average Earnings (Adults/DWs)	Adults	\$12,625	\$17,157
	Dislocated Workers	\$15,980	\$22,129
Placement in Employment and Education	Youth (14 - 21)	62	47.0
Attainment of Degree or Certificate	Youth (14 - 21)	50	61.5
Literacy or Numeracy Gains	Youth (14 - 21)	45	1.6
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance		Not Met	Met
		3	3
		Exceeded	3

**Local Performance**

Chemung/Schuylers/Steuben Counties	Total Participants Served	Adults	
			10,880
		<b>Dislocated Workers</b>	
		4,553	
		<b>Youth (14-21)</b>	
		251	
36045	Total Exitters	<b>Adults</b>	
		9,396	
		<b>Dislocated Workers</b>	
		2,788	
		<b>Youth (14-21)</b>	
		139	
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	<b>Adults</b>	57	64.3
	<b>Dislocated Workers</b>	51	69.5
Retention Rates	<b>Adults</b>	82	82.1
	<b>Dislocated Workers</b>	82	81.5
Average Earnings (Adults/DWs)	<b>Adults</b>	\$12,625	\$14,260
	<b>Dislocated Workers</b>	\$15,980	\$14,685
Placement in Employment and Education	<b>Youth (14 - 21)</b>	62	64.1
Attainment of Degree or Certificate	<b>Youth (14 - 21)</b>	50	44.1
Literacy or Numeracy Gains	<b>Youth (14 - 21)</b>	45	36.1
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	4	5

**Local Performance**

Hempstead/Long Beach	Total Participants Served	Adults	
			9,961
		Dislocated Workers 15,208	
		Youth (14-21) 225	
36060	Total Exiters	Adults	
			4,864
		Dislocated Workers 6,163	
		Youth (14-21) 100	
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	48.4
	Dislocated Workers	51	52.0
Retention Rates	Adults	82	79.0
	Dislocated Workers	82	78.5
Average Earnings (Adults/DWs)	Adults	\$12,625	\$19,746
	Dislocated Workers	\$15,980	\$26,560
Placement in Employment and Education	Youth (14 - 21)	62	60.3
Attainment of Degree or Certificate	Youth (14 - 21)	50	82.9
Literacy or Numeracy Gains	Youth (14 - 21)	45	37.2
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	5	4





**Local Performance**

Oyster Bay/North Hempstead/Glen Cove	Total Participants Served	Adults	
			5,350
		Dislocated Workers 10,932	
		Youth (14-21) 179	
36075	Total Exiters	Adults 3,591	
		Dislocated Workers 6,920	
		Youth (14-21) 116	
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	54.6
	Dislocated Workers	51	51.8
Retention Rates	Adults	82	81.0
	Dislocated Workers	82	82.7
Average Earnings (Adults/DWs)	Adults	\$12,625	\$18,531
	Dislocated Workers	\$15,980	\$31,359
Placement in Employment and Education	Youth (14 - 21)	62	76.8
Attainment of Degree or Certificate	Youth (14 - 21)	50	83.7
Literacy or Numeracy Gains	Youth (14 - 21)	45	84.2
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	7

**Local Performance**

<b>Niagara County</b>	<b>Total Participants Served</b>	<b>Adults</b>	9,467	
		<b>Dislocated Workers</b>	3,163	
		<b>Youth (14-21)</b>	265	
<b>36080</b>	<b>Total Exiters</b>	<b>Adults</b>	6,998	
		<b>Dislocated Workers</b>	1,865	
		<b>Youth (14-21)</b>	137	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
	<b>Entered Employment Rate</b>	<b>Adults</b>	57	60.4
		<b>Dislocated Workers</b>	51	65.2
<b>Retention Rates</b>	<b>Adults</b>	82	79.4	
	<b>Dislocated Workers</b>	82	81.4	
<b>Average Earnings (Adults/DWs)</b>	<b>Adults</b>	\$12,625	\$13,052	
	<b>Dislocated Workers</b>	\$15,980	\$16,014	
<b>Placement in Employment and Education</b>	<b>Youth (14 - 21)</b>	62	61.0	
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50	69.4	
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	45	48.8	
<b>Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).</b>				
	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
<b>Overall Status of Local Performance</b>	0	3	6	



### Local Performance

<b>Orange County</b>	<b>Total Participants Served</b>	<b>Adults</b>	5,856	
		<b>Dislocated Workers</b>	4,761	
		<b>Youth (14-21)</b>	238	
<b>36095</b>	<b>Total Exiters</b>	<b>Adults</b>	4,350	
		<b>Dislocated Workers</b>	3,088	
		<b>Youth (14-21)</b>	36	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
	<b>Entered Employment Rate</b>	<b>Adults</b>	57	50.0
		<b>Dislocated Workers</b>	51	48.4
<b>Retention Rates</b>		<b>Adults</b>	82	78.4
		<b>Dislocated Workers</b>	82	77.1
<b>Average Earnings (Adults/DWs)</b>		<b>Adults</b>	\$12,625	\$16,100
		<b>Dislocated Workers</b>	\$15,980	\$18,574
<b>Placement in Employment and Education</b>		<b>Youth (14 - 21)</b>	62	70.5
<b>Attainment of Degree or Certificate</b>		<b>Youth (14 - 21)</b>	50	59.1
<b>Literacy or Numeracy Gains</b>		<b>Youth (14 - 21)</b>	45	47.5
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).				
	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
<b>Overall Status of Local Performance</b>	0	4	5	



**Local Performance**

<b>Rockland County</b>	<b>Total Participants Served</b>	<b>Adults</b> 7,402	
		<b>Dislocated Workers</b> 6,540	
		<b>Youth (14-21)</b> 121	
<b>36105</b>	<b>Total Exiters</b>	<b>Adults</b> 5,356	
		<b>Dislocated Workers</b> 3,048	
		<b>Youth (14-21)</b> 29	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
	<b>Entered Employment Rate</b>	<b>Adults</b> 57 <b>Dislocated Workers</b> 51	64.3 56.8
<b>Retention Rates</b>	<b>Adults</b>	82	77.6
	<b>Dislocated Workers</b>	82	74.3
<b>Average Earnings (Adults/DWs)</b>	<b>Adults</b>	\$12,625	\$29,393
	<b>Dislocated Workers</b>	\$15,980	\$43,167
<b>Placement in Employment and Education</b>	<b>Youth (14 - 21)</b>	62	50.0
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50	60.0
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	45	69.0
<b>Description of Other State Indicators of Performance (WIA Section 136(d))</b>			
<b>(1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	3	6

**Local Performance**

St. Lawrence County	Total Participants Served	Adults		
			4,447	
36110	Total Exitters	Dislocated Workers		1,357
		Youth (14-21)		75
		Adults		3,544
Reported Information		Dislocated Workers		937
		Youth (14-21)		57
		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	57	53.7	
	Dislocated Workers	51	57.2	
Retention Rates	Adults	82	76.0	
	Dislocated Workers	82	75.6	
Average Earnings (Adults/DWs)	Adults	\$12,625	\$12,704	
	Dislocated Workers	\$15,980	\$14,113	
Placement in Employment and Education	Youth (14 - 21)	62	71.1	
Attainment of Degree or Certificate	Youth (14 - 21)	50	75.0	
Literacy or Numeracy Gains	Youth (14 - 21)	45	38.5	
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).				
Overall Status of Local Performance	Not Met	Met	Exceeded	
	0	5	4	

**Local Performance**

Saratoga/Warren/Washington Counties	Total Participants Served	Adults	
		7,626	
36115	Total Exitters	Dislocated Workers	
		2,978	
Reported Information		Youth (14-21)	
		140	
Entered Employment Rate	Adults	Adults	
		57	55.6
Retention Rates	Dislocated Workers	Dislocated Workers	
		51	55.4
Average Earnings (Adults/DWs)	Adults	Youth (14-21)	
		82	79.4
Placement in Employment and Education	Dislocated Workers	Negotiated Performance Level	
		82	78.0
Attainment of Degree or Certificate	Adults	Actual Performance Level	
		\$12,625	\$13,532
Literacy or Numeracy Gains	Dislocated Workers	Youth (14 - 21)	
		\$15,980	\$15,451
Description of Other State Indicators of Performance (WIA Section 136(d))			
(1) - Insert additional rows if there are more than two other state indicators of performance.			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	6	2



**Local Performance**

Suffolk County	Total Participants Served	Adults	
		20,086	
36120	Total Exiters	Dislocated Workers	
		28,493	
		Youth (14-21)	
Reported Information		Negotiated Performance Level	Actual Performance Level
		Entered Employment Rate	Adults
	Dislocated Workers	51	67.7
Retention Rates	Adults	82	82.7
	Dislocated Workers	82	82.6
Average Earnings (Adults/DWs)	Adults	\$12,625	\$19,556
	Dislocated Workers	\$15,980	\$25,307
Placement in Employment and Education	Youth (14 - 21)	62	62.0
Attainment of Degree or Certificate	Youth (14 - 21)	50	42.1
Literacy or Numeracy Gains	Youth (14 - 21)	45	60.7
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	1	8

### Local Performance

Ulster County	Total Participants Served	Adults	
			4,185
		<b>Dislocated Workers</b>	1,608
		<b>Youth (14-21)</b>	125
36125	Total Exiters	Adults	
			3,362
		<b>Dislocated Workers</b>	1,010
		<b>Youth (14-21)</b>	59
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	<b>Adults</b>	57	47.1
	<b>Dislocated Workers</b>	51	48.0
Retention Rates	<b>Adults</b>	82	78.7
	<b>Dislocated Workers</b>	82	80.2
Average Earnings ( <i>Adults/DWs</i> )	<b>Adults</b>	\$12,625	\$13,392
	<b>Dislocated Workers</b>	\$15,980	\$13,928
Placement in Employment and Education	<b>Youth (14 - 21)</b>	62	83.1
Attainment of Degree or Certificate	<b>Youth (14 - 21)</b>	50	81.8
Literacy or Numeracy Gains	<b>Youth (14 - 21)</b>	45	75.0
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
<b>Overall Status of Local Performance</b>		<b>Not Met</b>	<b>Met</b>
		0	5
		<b>Exceeded</b>	4

**Local Performance**

Columbia/Greene Counties	Total Participants Served	Adults	
			2,183
		Dislocated Workers 1,391	
		Youth (14-21) 104	
36135	Total Exiters	Adults 1,467	
		Dislocated Workers 800	
		Youth (14-21) 49	
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	62.9
	Dislocated Workers	51	63.5
Retention Rates	Adults	82	80.1
	Dislocated Workers	82	86.2
Average Earnings (Adults/DWs)	Adults	\$12,625	\$13,101
	Dislocated Workers	\$15,980	\$18,058
Placement in Employment and Education	Youth (14 - 21)	62	53.3
Attainment of Degree or Certificate	Youth (14 - 21)	50	56.7
Literacy or Numeracy Gains	Youth (14 - 21)	45	69.0
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	7

**Local Performance**

<b>Sullivan County</b>	<b>Total Participants Served</b>	<b>Adults</b>	3,138	
		<b>Dislocated Workers</b>	1,476	
		<b>Youth (14-21)</b>	48	
<b>36140</b>	<b>Total Exiters</b>	<b>Adults</b>	2,617	
		<b>Dislocated Workers</b>	835	
		<b>Youth (14-21)</b>	23	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
<b>Entered Employment Rate</b>	<b>Adults</b>	57	57.1	
	<b>Dislocated Workers</b>	51	63.1	
<b>Retention Rates</b>	<b>Adults</b>	82	73.9	
	<b>Dislocated Workers</b>	73	68.9	
<b>Average Earnings (Adults/DWs)</b>	<b>Adults</b>	\$12,625	\$13,063	
	<b>Dislocated Workers</b>	\$15,980	\$12,837	
<b>Placement in Employment and Education</b>	<b>Youth (14 - 21)</b>	62	61.5	
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50	57.1	
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	45	36.4	
<b>Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).</b>				
<b>Overall Status of Local Performance</b>	<b>Not Met</b>		<b>Met</b>	<b>Exceeded</b>
		0	5	4

**Local Performance**

Fulton/Montgomery/Schoharie Counties	Total Participants Served	Adults	
		Dislocated Workers	4,596
		Youth (14-21)	3,663
36145	Total Exitters	Youth (14-21)	
		Adults	178
		Dislocated Workers	4,112
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	54.0
	Dislocated Workers	51	56.6
Retention Rates	Adults	82	70.7
	Dislocated Workers	82	74.3
Average Earnings (Adults/DWs)	Adults	\$12,625	\$11,095
	Dislocated Workers	\$12,810	\$12,854
Placement in Employment and Education	Youth (14 - 21)	62	60.0
Attainment of Degree or Certificate	Youth (14 - 21)	50	61.4
Literacy or Numeracy Gains	Youth (14 - 21)	45	51.5
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	5	4

**Local Performance**

North Country	Total Participants Served	Adults		6,955
		Dislocated Workers		2,153
		Youth (14-21)		125
36150	Total Exiters	Adults		5,844
		Dislocated Workers		1,406
		Youth (14-21)		85
Reported Information		Negotiated Performance Level	Actual Performance Level	
	Entered Employment Rate	Adults	57	58.5
		Dislocated Workers	51	53.7
Retention Rates	Adults	82	77.4	
	Dislocated Workers	82	78.7	
Average Earnings (Adults/DWs)	Adults	\$11,481	\$11,279	
	Dislocated Workers	\$13,184	\$13,224	
Placement in Employment and Education	Youth (14 - 21)	62	67.6	
Attainment of Degree or Certificate	Youth (14 - 21)	50	75.8	
Literacy or Numeracy Gains	Youth (14 - 21)	45	53.2	
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	3	6

**Local Performance**

Reported Information		Negotiated Performance Level		Actual Performance Level	
Chenango/Delaware/Otsego Counties	Total Participants Served	Adults		4,304	
		Dislocated Workers		2,346	
		Youth (14-21)		139	
36155	Total Exiters	Adults		3,340	
		Dislocated Workers		1,468	
		Youth (14-21)		79	
Entered Employment Rate	Adults	57		66.1	
	Dislocated Workers	51		77.8	
Retention Rates	Adults	82		79.8	
	Dislocated Workers	82		85.3	
Average Earnings (Adults/DWs)	Adults	\$12,625		\$12,454	
	Dislocated Workers	\$14,019		\$14,490	
Placement in Employment and Education	Youth (14 - 21)	62		53.6	
Attainment of Degree or Certificate	Youth (14 - 21)	50		57.8	
Literacy or Numeracy Gains	Youth (14 - 21)	45		48.1	
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).					
Overall Status of Local Performance	Not Met	0		Met	3
				Exceeded	6

**Local Performance**

<b>Finger Lakes</b>	<b>Total Participants Served</b>	<b>Adults</b> 6,937	
		<b>Dislocated Workers</b> 3,125	
		<b>Youth (14-21)</b> 224	
<b>36165</b>	<b>Total Exiters</b>	<b>Adults</b> 4,875	
		<b>Dislocated Workers</b> 1,613	
		<b>Youth (14-21)</b> 76	
<b>Reported Information</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
<b>Entered Employment Rate</b>	<b>Adults</b>	57	75.8
	<b>Dislocated Workers</b>	51	79.9
<b>Retention Rates</b>	<b>Adults</b>	82	81.8
	<b>Dislocated Workers</b>	82	82.0
<b>Average Earnings (Adults/DWs)</b>	<b>Adults</b>	\$12,625	\$13,874
	<b>Dislocated Workers</b>	\$15,980	\$16,686
<b>Placement in Employment and Education</b>	<b>Youth (14 - 21)</b>	62	72.6
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50	54.8
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	45	37.5
<b>Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	2	7



**Local Performance**

GLOW	Total Participants Served	Adults	
			10,017
		<b>Dislocated Workers</b>	3,483
		<b>Youth (14-21)</b>	268
36170	Total Exitters	Adults	
			8,251
		<b>Dislocated Workers</b>	2,477
		<b>Youth (14-21)</b>	123
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	<b>Adults</b>	57	73.8
	<b>Dislocated Workers</b>	51	73.7
Retention Rates	<b>Adults</b>	82	80.5
	<b>Dislocated Workers</b>	82	82.2
Average Earnings (Adults/DWs)	<b>Adults</b>	\$12,625	\$13,468
	<b>Dislocated Workers</b>	\$15,980	\$15,139
Placement in Employment and Education	<b>Youth (14 - 21)</b>	62	63.2
Attainment of Degree or Certificate	<b>Youth (14 - 21)</b>	50	56.9
Literacy or Numeracy Gains	<b>Youth (14 - 21)</b>	45	40.0
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	3	6



**Local Performance**

Onondaga County	Total Participants Served	Adults	
			12,891
36185	Total Exitters	Dislocated Workers	
			8,313
		Youth (14-21)	
Reported Information		Adults	
			9,944
		Dislocated Workers	
			4,833
		Youth (14-21)	
			304
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	68.4
	Dislocated Workers	51	72.7
Retention Rates	Adults	82	81.7
	Dislocated Workers	82	83.8
Average Earnings (Adults/DWs)	Adults	\$12,625	\$14,571
	Dislocated Workers	\$15,980	\$19,160
Placement in Employment and Education	Youth (14 - 21)	62	57.8
Attainment of Degree or Certificate	Youth (14 - 21)	50	56.8
Literacy or Numeracy Gains	Youth (14 - 21)	45	43.4
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	3	6



**Local Performance**

Allegany/Cattaraugus Counties	Total Participants Served	Adults	
			5,296
		Dislocated Workers	
		Youth (14-21)	
36210	Total Exiters	Adults	
		Dislocated Workers	
		Youth (14-21)	
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	57	65.1
	Dislocated Workers	51	67.5
Retention Rates	Adults	82	76.8
	Dislocated Workers	82	75.4
Average Earnings (Adults/DWs)	Adults	\$12,000	\$10,911
	Dislocated Workers	\$13,000	\$11,484
Placement in Employment and Education	Youth (14 - 21)	62	58.2
Attainment of Degree or Certificate	Youth (14 - 21)	50	68.9
Literacy or Numeracy Gains	Youth (14 - 21)	45	64.2
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	5	4

**Local Performance**

Chautauqua County	Total Participants Served	Adults	
			7,657
		<b>Dislocated Workers</b>	
			2,807
		<b>Youth (14-21)</b>	
			117
36215	Total Exiters	Adults	
			6,249
		<b>Dislocated Workers</b>	
			2,038
		<b>Youth (14-21)</b>	
			39
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	<b>Adults</b>	57	64.4
	<b>Dislocated Workers</b>	51	66.4
Retention Rates	<b>Adults</b>	82	79.0
	<b>Dislocated Workers</b>	82	81.8
Average Earnings (Adults/DWs)	<b>Adults</b>	\$12,625	\$11,485
	<b>Dislocated Workers</b>	\$14,825	\$13,469
Placement in Employment and Education	<b>Youth (14 - 21)</b>	62	75.0
Attainment of Degree or Certificate	<b>Youth (14 - 21)</b>	50	63.0
Literacy or Numeracy Gains	<b>Youth (14 - 21)</b>	45	37.2
Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).			
Overall Status of Local Performance		Not Met	Met
	0	5	4

**Local Performance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
<b>Broome/Tioga Counties</b>	<b>Total Participants Served</b>	<b>Adults</b>	4,889
		<b>Dislocated Workers</b>	6,335
		<b>Youth (14-21)</b>	125
<b>36220</b>	<b>Total Exiters</b>	<b>Adults</b>	3,183
		<b>Dislocated Workers</b>	2,753
		<b>Youth (14-21)</b>	96
<b>Entered Employment Rate</b>	<b>Adults</b>	57	58.9
	<b>Dislocated Workers</b>	51	63.1
<b>Retention Rates</b>	<b>Adults</b>	82	79.5
	<b>Dislocated Workers</b>	82	75.6
<b>Average Earnings (Adults/DWs)</b>	<b>Adults</b>	\$12,625	\$13,093
	<b>Dislocated Workers</b>	\$15,980	\$17,506
<b>Placement in Employment and Education</b>	<b>Youth (14 - 21)</b>	62	63.0
<b>Attainment of Degree or Certificate</b>	<b>Youth (14 - 21)</b>	50	60.4
<b>Literacy or Numeracy Gains</b>	<b>Youth (14 - 21)</b>	45	70.8
<b>Description of Other State Indicators of Performance (WIA Section 136(d) (1) - Insert additional rows if there are more than two other state indicators of performance).</b>			
<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	0	2	7











*New York State Workforce Investment Act Annual Report for Program Year 2010*



