

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015



New York State Department of Labor
Workforce Development and Training Division

Westchester-Putnam Workforce Investment Board
120 Bloomingdale Road
White Plains, NY 10605
914-995-3910

Putnam Workforce Partnership
110 Old Route 6 Center
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Table of Contents

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Draft

Table of Contents

Executive Summary	1
Planning Background	3
History	3
Structure and Services	3
Employment Services	3
Online Services	4
Sectors	4
Youth Services	8
Strategic Planning Background	10
Federal and State Requirements and Context	10
History: 2005-2008 Strategic Plan and Local Plan Modification 2008-2009	10
Strategic Planning Process	11
Operating Principles	16
Goal 1	17
Goal 2	17
Goal 3	17
Goal 4	17
Goal 5	17
Goal 6	Error! Bookmark not defined.
Operational Plan	18
Goal 1 Implementation Plan	18
Goal 2 Implementation Plan	18
Goal 3 Implementation Plan	18
Goal 4 Implementation Plan	19
Goal 5 Implementation Plan	19
Goal 6 Implementation Plan	Error! Bookmark not defined.
Appendices	i
Appendix I: Westchester Putnam Workforce Investment Area Information	ii
The Westchester-Putnam Workforce Investment Board (WPWIB)	ii
Westchester-Putnam Workforce Investment Area Partners	iii
Training Providers	iv
Appendix II: Labor Market and Job Projection Data	v
Current Labor Statistics for the Hudson Valley Region	v
Projected Job Openings in the Hudson Valley	viii
Appendix III: Pertinent Regulations	xiii
Appendix IV: References	xiv
Appendix V: Assurances	xv

Executive Summary

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Executive Summary

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

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

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

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

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

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

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

Intensive research, with a commitment to using evidence-based best practices, helped to inform the planning and will continue to be an important part of program development. The WPWIB will develop rapid-response strategies to ensure that we are able to identify workforce needs and match job seekers with employers as quickly as the demand develops. Online services have already grown, but as technology, social media and user interfaces evolve quickly, we must be proactive to ensure we keep pace with changes.

Functional alignment of services with our community partners will allow the WPWIB to leverage resources and deliver services more effectively. Bringing the variety of players together to develop plans for alignment presents challenges and opportunities. In addition, the WPWIB must align its plans with state and regional economic and workforce development initiatives.

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

² DOL's Strategic Plan - Live Q&A Session with ETA. www.dol.gov/sec/stratplan/chat/chat-eta-static.htm

Planning Background

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Planning Background

History

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

Structure and Services

Further Information Under Development

With policy direction and program oversight from the Westchester-Putnam Workforce Investment Board (WPWIB), workforce development and youth service programs in Westchester and Putnam Counties are provided through certified full-service One Stop Employment Centers, affiliate sites and other access points throughout the area.

Employment Services

Employment services are provided at the following locations:

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

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

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

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

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

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

Online Services

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

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

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

Sectors

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

Outreach to specific groups to improve business services and attract businesses to use the WIB's services is managed through a sector-based approach.

Employers who participate in the partnership are able to:

- Access the business services provided by the Westchester/Putnam One Stop Centers
- Search a resumes database to find qualified job candidates
- Post job openings
- Receive announcements for new funding sources
- Keep informed about upcoming training opportunities

The Green Sector

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

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

Sector partnership activities to date include:

- **Sales Training:** Two separate programs were offered, one by Pace University and one by Westchester Community College. These programs targeted building contractors performing home energy audits. Nine companies participated with 24 employees being trained.
- **Summer Internship Program:** The Westchester-Putnam Workforce Investment Board (WPWIB), in partnership with The WorkPlace, Inc. in Fairfield, CT, offered a summer internship/fellowship program that placed individuals pursuing green careers with employers.
- **Home Energy Assessment Program:** Provides free home energy assessment to Westchester home owners.

Current Green sector members:

- All HVAC Service Company, Inc.
- Green Star Energy Solutions, LLC
- Singer Holding Corporation D/B/A Comfort Save Solutions
- Brighthouse Energy Solutions, LLC
- Bright Homes Energy Ideas

The Healthcare Sector

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

The Westchester-Putnam Workforce One Stop Employment Center, in partnership with the White Plains Hospital Center and NorMet, is leading the sector partnership. The work of the partners is to engage with employers in the region in order to identify the workforce gaps and needs that exist to determine the education and training programs that are necessary to meet the needs of employers.

Sector partnership activities have included:

- Summer Internship Program -The Westchester-Putnam Onestop Employment Center placed and underwrote the cost of summer interns.
- NorMet has signed on as a partner on a number of pending federal grants which, if funded, would allow for training of new and incumbent workers in the region.

The Hospitality Sector

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

The Westchester-Putnam One Stop Employment Center, in partnership with the Hospitality Resource Group, Inc., is leading the sector partnership. The work of the partners is to engage with employers in the region in order to identify the workforce gaps and needs that exist to determine the education and training programs that are necessary to meet the needs of employers.

Sector partnership activities:

- English as a Second Language Training for the past two years – Led by Hospitality Resource Group, this training was provided for employees of ten hotels and other related businesses. The training was tailored to the needs of the employers and the employees in the industry.

Current partners include:

- Marriott Westchester and Renaissance Westchester Hotel
- The Ritz-Carlton Westchester
- Hilton Rye Town
- Doral Arrowwood
- Sheraton
- Crowne Plaza
- Westchester Country Club

- Edith Macy Conference Center
- Hospitality Resource Group, Inc
- Residence Inn
- Inn on the Hudson
- Tarrytown House Estates and Conference Center

The Financial and Professional Services Sector

The financial sector is a key growth sector in Westchester and Putnam Counties. Financial services is defined as insurance, securities, commodity contracts, and other financial investments, real estate and related activities.

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

The Westchester-Putnam One Stop Employment Center, in partnership with Concorde Personnel and Key Bank, is leading the sector partnership. The work of the partners is to engage with employers in the region in order to identify the workforce gaps and needs that exist to determine the education and training programs that are necessary to meet the needs of employers.

Sector partnership activities:

- **Customized recruitment:** A group of financial services and insurance companies met to determine workforce needs.
- The needs identified include seeking assistance with recruitment and assessment of possible job candidates and seeking sales training for staff. As a result the Westchester-Putnam Onestop has undertaken two customized recruitment activities and referred individuals to employers who are seeking new hires.

The Biotech Sector

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

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

Sector partnership activities:

- Mini-MBA (September 26-28, 2011) – This is a public-private partnership among the WIB, life sciences/biotech employers, and Westchester Community College. It will focus on essential leadership skills.
- “Management Skills for New Managers” and “Harassment & Code of Conduct Training”—This is a public-private partnership among the WIB, life sciences/biotech employers, and Westchester Community College. The skills and curriculum are transferable to other industries.

The Manufacturing Sector

Westchester and Putnam Counties are home to manufacturing companies such as Fenbar Precision Machinists, Inc, where specific skills in advanced manufacturing are in demand. The Manufacturing sector partnership is focused on defining core skills and working with training partners to develop curricula that prepare workers to meet their needs.

Youth Services

Westchester Workforce Development Academy for Youth (WWDAY) consists of the WIA ‘ten elements’ which include such services as:

1. Summer Employment Opportunities
2. Comprehensive guidance and counseling
3. Adult Mentoring
4. Tutoring
5. Alternative Secondary School Services
6. Paid and unpaid work experiences
7. Occupational Skill Training
8. Leadership Development
9. Supportive Services
10. Follow-up

The Academy serves economically disadvantaged youth who are 14 to 21 years old and who are high school dropouts or at-risk of failing or dropping out of high school. There are two major service components of this program; the in-school and out-of-school. The in-school component is located in the high schools where Academy and school staffs are

able to provide coordinated services during the course of the day. The out-of-school component is located in the One Stop Employment Centers, where youth are afforded the full array of services of the One Stop. The Academy has allowed the WPWIB to expand and strengthen our partnership with the local high schools.

Summer internship programs allow youth to gain real-life work experience.

Further Information Under Development

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Strategic Planning Background

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Strategic Planning Background

Federal and State Requirements and Context

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

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

History of Planning

The Westchester-Putnam Workforce Investment Board first engaged in a formal strategic planning process with the publication of the 2000 Strategic Plan. A second plan was developed for 2002 to 2005. In coordination with the New York State Department of Labor strategic planning initiative, the Westchester-Putnam Workforce Investment Area prepared a Three-Year Strategic Plan covering July 2005 to June 2008 and a subsequent Local Plan Modification that covered July 2008 to June 2009. The plans helped to align state and local initiatives. For the Local Plan Modification, local WIBs were specifically charged with developing strategies and efficiencies for dealing with reductions in funding.

Strategic Planning Process

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Strategic Planning Process

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

WPWIB is committed to using evidence-based planning and used planning resources available from the Department of Labor, including Workforce3one.org.

Analysis of labor market data

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

Public Comment and Meetings

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

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

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

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

In addition, the draft plan was presented in a series of meetings that included the joint Youth Council, Workforce Investment Board, Training Providers, Contractors and Businesses and modifications were made in response to their suggestions.

A series of public hearings were held at regional locations between May 17, 2012 and June 16, 2012. There were -- attendees. We received -- comments during the public comment period. A list of participants with their affiliations and contact information was gathered and the comments were compiled and considered as the final plan was developed.

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Economic and Workforce Data Analysis

Westchester-Putnam Workforce Investment Area

Three-Year Strategic Plan 2012-2015

Economic and Workforce Data Analysis

Further Information Under Development

Census Data and Regional Demographics

Westchester County Data	
# 750,071	Population (Total, all ages)
# 610,649	Population of labor force age (15-64)
# 104,843	Population age 15-24 (Emerging labor force)

Putnam County Data	
79,293	Population (Total, all ages)
66,920	Population of labor force age (15-64)
9,886	Population age 15-24 (Emerging labor force)

Labor Force Data, including unemployment

Further Information Under Development

Annual Average Unemployment Rates and Labor Force Participation Rates for the Past Five Calendar Years (CY).

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

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

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

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

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

Employment Outlook and projected job openings

Further Information Under Development

³ Current Labor Statistics for the Hudson Valley. New York State Department of Labor website: <http://www.labor.ny.gov/stats/hud/default.asp>

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

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

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

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

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Vision

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Vision

Further Information Under Development

The Westchester Putnam Workforce Investment Board is committed working with businesses, educators, and community leaders to provide excellent and seamless core services to its customers and employers, preparing a skilled regional workforce that will promote individual achievement, build a strong economy and promote community unity.

Operating Principles

- **Building Better Program Strategies to Address Priority Needs**
- **Alignment with State and Regional Economic Development**
- **Cross-Program Alignment to Meet Needs Efficiently and Effectively**
- **Dual-Customer Service - Developing the Regional Workforce to Meet Employer Needs**
- **Adaptation of Evidence-based Practices**
- **Promote Increased Credential Attainment**

Strategic Plan Goals

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Strategic Plan Goals

Further Information Under Development

Goal 1

Build capacity to develop a sustainable infrastructure and increase public awareness

Goal 2

Enhance programs to benefit job seekers and underemployed workers

Goal 3

Increase business penetration to connect more job seekers to employers

Goal 4

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

Goal 5

Develop special projects that link to competitive grant opportunities

Operational Plan

Further Information Under Development

Goal 1 Implementation Plan

Objectives

Required Resources

Action Steps	Timeframe	Evaluation Measures

Goal 2 Implementation Plan

Objectives

Required Resources

Action Steps	Timeframe	Evaluation Measures

Goal 3 Implementation Plan

Objectives

Required Resources

Action Steps	Timeframe	Evaluation Measures

Goal 4 Implementation Plan

Objectives

Required Resources

Action Steps	Timeframe	Evaluation Measures

Goal 5 Implementation Plan

Objectives

Required Resources

Action Steps	Timeframe	Evaluation Measures

Appendices

Westchester-Putnam
Workforce Investment Area

Three-Year Strategic Plan
2012-2015

Appendices

Appendix I: Westchester Putnam Workforce Investment Area Information	ii
The Westchester-Putnam Workforce Investment Board (WPWIB).....	ii
Westchester-Putnam Workforce Investment Area Partners	iii
Training Providers	iv
Appendix II: Labor Market and Job Projection Data	v
Current Labor Statistics for the Hudson Valley Region	v
Projected Job Openings in the Hudson Valley	viii
Appendix III: Pertinent Regulations.....	xiii
Appendix IV: References	xiv
Appendix V: Assurances	xv

Appendix I: Westchester Putnam Workforce Investment Area Information

The Westchester-Putnam Workforce Investment Board (WPWIB)

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

Board Members

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

Westchester-Putnam Workforce Investment Area Partners

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

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Training Providers

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

Appendix II: Labor Market and Job Projection Data

Current Labor Statistics for the Hudson Valley Region

New York State Department of Labor

Hudson Valley Labor Market Data

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

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

Service-Providing							
Trade, Transportation and Utilities	105,500	104,200	103,600	1,300	1.2%	1,900	1.8%
Wholesale Trade	21,500	21,500	21,500	0	0.0%	0	0.0%
Merchant Wholesalers, Durable Goods	9,700	9,700	9,700	0	0.0%	0	0.0%
Retail Trade	66,400	65,200	63,900	1,200	1.8%	2,500	3.9%
Food and Beverage Stores	16,300	16,100	16,100	200	1.2%	200	1.2%
Grocery Stores	13,800	13,500	13,700	300	2.2%	100	0.7%
Health and Personal Care Stores	5,100	5,100	5,100	0	0.0%	0	0.0%
Clothing and Clothing Accessories Stores	7,600	7,600	7,100	0	0.0%	500	7.0%
General Merchandise Stores	11,100	11,100	10,400	0	0.0%	700	6.7%
Department Stores	8,600	8,600	8,100	0	0.0%	500	6.2%
Transportation, Warehousing and Utilities	17,600	17,500	18,200	100	0.6%	-600	-3.3%
Utilities	4,300	4,200	4,200	100	2.4%	100	2.4%
Transportation and Warehousing	13,300	13,300	14,000	0	0.0%	-700	-5.0%
Information	13,200	13,200	13,700	0	0.0%	-500	-3.6%
Telecommunications	4,800	4,700	4,800	100	2.1%	0	0.0%
Financial Activities	34,500	34,200	32,800	300	0.9%	1,700	5.2%
Finance and Insurance	23,400	23,200	22,400	200	0.9%	1,000	4.5%
Credit Intermediation and Related Activities	7,800	7,700	7,400	100	1.3%	400	5.4%
Depository Credit	4,500	4,500	4,300	0	0.0%	200	4.7%

Intermediation							
Insurance Carriers and Related Activities	9,900	9,800	9,500	100	1.0%	400	4.2%
Real Estate and Rental and Leasing	11,100	11,000	10,400	100	0.9%	700	6.7%
Professional and Business Services	71,000	71,900	68,300	-900	-1.3%	2,700	4.0%
Professional, Scientific, and Technical Services	32,800	34,100	32,000	-1,300	-3.8%	800	2.5%
Management of Companies and Enterprises	11,100	11,200	10,900	-100	-0.9%	200	1.8%
Administrative and Support and Waste Management and Remediation Services	27,100	26,600	25,400	500	1.9%	1,700	6.7%
Administrative and Support Services	25,500	25,000	23,600	500	2.0%	1,900	8.1%
Employment Services	4,700	4,600	4,200	100	2.2%	500	11.9%
Education and Health Services	121,800	121,000	119,100	800	0.7%	2,700	2.3%
Educational Services	26,700	26,300	27,400	400	1.5%	-700	-2.6%
Health Care and Social Assistance	95,100	94,700	91,700	400	0.4%	3,400	3.7%
Ambulatory Health Care Services	36,500	36,000	33,300	500	1.4%	3,200	9.6%
Hospitals	19,200	19,100	18,900	100	0.5%	300	1.6%
General Medical and Surgical Hospitals	15,800	15,800	15,600	0	0.0%	200	1.3%
Social Assistance	17,900	17,800	17,500	100	0.6%	400	2.3%

Leisure and Hospitality	41,600	39,900	43,800	1,700	4.3%	-2,200	-5.0%
Accommodation and Food Services	35,700	34,800	34,800	900	2.6%	900	2.6%
Food Services and Drinking Places	30,000	29,200	29,900	800	2.7%	100	0.3%
Full-Service Restaurants	17,100	17,000	16,300	100	0.6%	800	4.9%
Other Services	24,800	24,600	24,700	200	0.8%	100	0.4%
Government	92,100	92,300	92,500	-200	-0.2%	-400	-0.4%
Federal Government	5,100	5,100	5,200	0	0.0%	-100	-1.9%
State Government	13,800	13,800	13,900	0	0.0%	-100	-0.7%
Local Government	73,200	73,400	73,400	-200	-0.3%	-200	-0.3%
Local Government Education	44,100	44,200	43,100	-100	-0.2%	1,000	2.3%

Projected Job Openings in the Hudson Valley

Hudson Valley Projected Job Growth with 100 or More Annual Average Openings									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average openings Total	Annual Average Openings From Growth	Annual Average Openings From Replacement
290000	2	Healthcare Practitioners and Technical Occupations	54180	62610	8430	15.6	1940	840	1100

Hudson Valley Projected Job Growth with 100 or More Annual Average Openings									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average openings Total	Annual Average Openings From Growth	Annual Average Openings From Replacement
390000	2	Personal Care and Service Occupations	46370	53240	6870	14.8	1770	690	1080
399000	2	Other Personal Care and Service Workers	30850	36120	5270	17.1	1220	530	690
291000	2	Health Diagnosing and Treating Practitioners	35440	41020	5580	15.7	1210	560	650
310000	3	Healthcare Support Occupations	34600	42860	8260	23.9	1200	830	370
311000	3	Nursing Psychiatric and Home Health Aides	26280	33050	6770	25.8	940	680	260
210000	3	Community and Social Services Occupations	21570	24400	2830	13.1	760	280	480
211000	3	Counselors Social Workers and Other Community and Social Service Specialists	20150	22850	2700	13.4	720	270	450
292000	3	Health Technologists and Technicians	18100	20910	2810	15.5	710	280	430
291111	3	Registered Nurses	18890	21870	2980	15.8	630	300	330
311011	3	Home Health Aides	13640	18430	4790	35.1	620	480	140

Hudson Valley Projected Job Growth with 100 or More Annual Average Openings									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average openings Total	Annual Average Openings From Growth	Annual Average Openings From Replacement
252021	3	Elementary School Teachers Except Special Education	11330	12580	1250	11	390	130	260
399021	3	Personal and Home Care Aides	7410	9950	2540	34.3	340	250	90
253000	3	Other Teachers and Instructors	10400	12040	1640	15.8	320	160	160
353021	3	Combined Food Preparation and Serving Workers Including Fast Food	8850	10180	1330	15	320	130	190
311012	3	Nursing Aides Orderlies and Attendants	11140	13080	1940	17.4	300	190	110
292061	3	Licensed Practical and Licensed Vocational Nurses	5850	6980	1130	19.3	290	110	180
251000	3	Postsecondary Teachers	9640	10600	960	10	270	100	170
319000	4	Other Healthcare Support Occupations	7000	8190	1190	17	210	120	90
395000	4	Personal Appearance Workers	7490	8400	910	12.1	200	90	110

Hudson Valley Projected Job Growth with 100 or More Annual Average Openings									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average openings Total	Annual Average Openings From Growth	Annual Average Openings From Replacement
193000	4	Social Scientists and Related Workers	4880	5380	500	10.2	190	50	140
252022	4	Middle School Teachers Except Special and Vocational Education	5770	6380	610	10.6	190	60	130
253099	4	Teachers and Instructors All Other	6810	7530	720	10.6	180	70	110
359021	4	Dishwashers	3100	3480	380	12.3	170	40	130
272000	4	Entertainers and Performers Sports and Related Workers	4830	5360	530	11	160	50	110
252011	4	Preschool Teachers Except Special Education	4830	5440	610	12.6	160	60	100
211093	4	Social and Human Service Assistants	3640	4300	660	18.1	150	70	80
399031	4	Fitness Trainers and Aerobics Instructors	3380	4320	940	27.8	150	90	60
395012	4	Hairdressers Hairstylists and Cosmetologists	5310	5860	550	10.4	140	60	80

Hudson Valley Projected Job Growth with 100 or More Annual Average Openings									
SOC CODE	Summary Level	Title	Employment 2008	Employment 2018	Level Change	Percent Change	Annual Average openings Total	Annual Average Openings From Growth	Annual Average Openings From Replacement
252041	4	Special Education Teachers Preschool Kindergarten and Elementary School	3240	3790	550	17	140	60	80
291069	4	Physicians and Surgeons All Other	3850	4400	550	14.3	130	60	70
253021	4	Self-Enrichment Education Teachers	2880	3700	820	28.5	120	80	40
131111	4	Management Analysts	3470	3910	440	12.7	100	40	60

Appendix III: Pertinent Regulations

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

Appendix IV: References

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

The Hidden Workforce: A Report on the Workforce and Educational Experiences of People with Disabilities in Westchester and Putnam Counties, New York

Perez-Johnson, Irma, Quinn Moore, and Robert Santillano. *Improving the Effectiveness of Individual Training Accounts: Long-Term Findings from an Experimental Evaluation of Three Service Delivery Models*. Final report. Princeton, NJ: Mathematica Policy Research, October 2011.

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Appendix V: Assurances

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

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