New York State Workforce Development System

Program Year

2002

Annual Report

George E. Pataki, Governor

Linda Angello, Commissioner

Richard Calo, Chairman

Workforce New York

Commissioner's Message

On behalf of Governor George E. Pataki and the New York State Workforce Investment Board, I am proud to present the Program Year (PY) 2002 Workforce Investment Act (WIA) Annual Report.

This year presented both economic challenges and opportunities. Our 33 local workforce investment areas responded with significantly increased service levels that achieved beyond expectations. Our enrollments in WIA Adult Program Services increased by 50.1 percent from PY 2001, by 47.2 percent in the WIA Dislocated Worker Program and by 36.1 percent in the WIA Youth Program. New York's coordinated state and local partnership demonstrates that even in challenging economic times, our state and local programs maintain a capacity to assist and to offer proven value to the customers who seek our services.

The Workforce Investment Act seeks to align publicly funded employment and training programs with the needs of local and regional economies. New York State's strategic investments through its WIA resources have demonstrated that the federal flexibility provided in the Act can reap visible and measurable returns.

Local Workforce Investment Boards guide New York State's 33 local workforce investment areas. Their results have been commendable; attaining levels of placement and retention under particular economic stress that demand special acknowledgment.

Guided ably by Governor Pataki and Richard Calo, Vice President for Workforce Relations, IBM, the State Board has made its investments selectively and purposefully. Responding to analysis from the Census and Bureau of Labor Statistics, the Board has chosen to invest its resources inshort- and long-term strategies that aim to assure that New York State will retain and grow a competitive workforce for the 21st Century.

The accompanying report delineates the various approaches taken by the State and Local Boards to achieve workforce success: emerging workforce investments; incumbent workforce investments; strategic investments in business planning; and, in anticipation of workforce needs for emerging industries, investments in career mapping.

This Program Year report demonstrates the collaborative approach New York State has instituted in its implementation of the federal Workforce Investment Act. As WIA Reauthorization moves forward in Congress, New York State and its 33 local workforce areas stand tall on their achievements and aligned toward future needs. We have seized this opportunity to address the needs of both the current and emerging workforce to keep New York State competitive in the global economy.

Linda Angello
Commissioner of Labor

New York State Workforce Investment Board

Board Chair:
Richard A. Calo,
Vice President for Workforce Relations, IBM

Total Board Members: 35

Business Representatives on the Board: 18

State Board Activities on behalf of the Statewide Workforce Development System

The mission of the New York State Workforce Investment Board (SWIB) is to ensure that New York's citizens and workers gain and maintain the technical, career and academic skills they need for success in a changing state, national and world economy. During this past program year the State Board realigned its operating subcommittees to more closely match the workforce issues confronting New York State. The State Board reintegrated two existing committees into two new ones: Skills Standards, Assessment and Credentials Subcommittee and a System Integration Subcommittee.

The New York SWIB has four operating subcommittees: Emerging Worker, Skills Standards & Assessments and Credentials, Local Board Liaison and System Integration. They met bimonthly during the program year to develop strategies that address continued economic growth through workforce development.

The New York SWIB continues to invest time and resources in the development of the state's workforce strategies through five organizational roles: scanning, convening, facilitating, providing and evaluating. Summaries of State Board activities and investments, made in conjunction with Governor Pataki during Program Year 2002, follow.

Scanning –

Efforts that focus on reviewing trends and emerging issues. Activities include research, trend analysis, asset inventory, scenario development, and providing an information clearinghouse.

Supporting Local Boards: Strategic Planning for a Human Capital Advantage

Local Board Chairs, Youth Council Chairs, Vice Chairs, private sector members and directors participated in a two-day session with futurist Ed Barlow to match workforce programs and services and human capital needs with national, state, and local economic trends. Through presentations and exercises, the participants identified challenges, opportunities, and strategies to define and refine the local board's role around these economic and human capital issues.

To signal their commitment to the role of local boards, the State Board offered a strategic Planning Grant to all interested local workforce

investment areas (LWIAs). Twenty-nine local areas that responded to the initiative are organizing and executing activities that match demand-driven economic and workforce development needs with the policy, governance and operations of the local workforce system. Planning Grant funds can help initiate this process or continue a process already underway. This effort was supported by $3 million of WIA statewide activities funds, beyond the funds for the two-day planning session.

"Keeping America Competitive: How a Talent Shortage Threatens U.S. Manufacturing"

At its May 2003 meeting, the State Board sought speakers active in state and national research on workforce trends. Basil Whiting of the National Association of Manufacturers (NAM) presented findings from NAM's most recent research on the changing nature of the manufacturing sector in New York State and the nation. He outlined the implications these trends have for our current and future workforce and listed elements of an action agenda for New York State to respond to the findings.

"How to Build A Local System with Centralized State Programs"

During the November 2002 meeting, the State Board discussed how to frame goals and strategies that will help incorporate the State's vision into the local delivery system. This session included training and a guided discussion on the challenges of the regulations, laws, economic realities, and labor market for a statewide system with 33 distinct local delivery mechanisms. Work from this session may lead to tools to help the State Board evaluate the effectiveness and efficiency of service delivery and vision at the local level.

Convening –

Efforts that promote awareness in key stakeholders and mobilize interest groups to action. Activities include forums, think tanks, workshops, and group brainstorming.

Emerging Workforce Issues

During Program Year 2002, the Emerging Worker Subcommittee of the State Board initiated a series of Regional Business Forums. The purpose of these events is to let the business community define expectations of its employees; what skills workers need to succeed and how workforce development partners can prepare workers to meet employer needs.

At one Forum, a panel of five major Hudson Valley employers convened, representing seven local workforce areas. It included representatives from IBM, Vassar Brothers Medical Center, Novartis Pharmaceuticals, Home Depot and the NYS Department of Corrections (a large employer in this region). State Board members, Labor Commissioner Linda Angello, Education Commissioner Richard Mills (a subcommittee Co-Chair), Office of Children and Family Services Commissioner John A.

Johnson, and Dutchess County Executive William Steinhaus joined the panel. The session included a moderated discussion, which expanded to include participation by an audience comprised of educators, workforce development professionals and youth services providers.

The forum dialogue produced the following themes:

- Too many emerging workers lack an appropriate work ethic. They fail to show up on time, dress appropriately, work with others, exhibit a good attitude, etc.
- Employers are willing to work with local partners, including schools, to enhance the employability of youth. They will give young people a "second chance" to exhibit an appropriate work ethic and offer internships and mentorships.
- Jobs are available for youth who meet certain minimum requirements (a high school diploma or GED; pass employer screening processes) and are ready, willing and able to work.
- Employers will train the emerging workforce in needed occupational skills, provided they exhibit a good work ethic and the ability and willingness to learn.

The Subcommittee will expand to other regions in the State and will incorporate those findings into solutions. Their initial findings were used to develop and disseminate a competitive grant opportunity discussed under the "Providing" section of this Report.

WIA Reauthorization: Challenge and Opportunity

The State Board, in conjunction with the Local Boards and their executive directors, spent a considerable amount of energy during the Program Year on WIA Reauthorization efforts. Starting in July of the Program Year with a two-day strategic session, local board directors developed a set of principles as a basis for changes that New York State seeks in the WIA Reauthorization process. The State Board adopted these principles which supported marketing strategies employed by private sector members of the State and local boards to tell the State's congressional delegation of the many success stories in our State as a result of the Workforce Investment Act.

To ensure a broad level of dialogue with our Congressional delegation, the State Board supported scholarships for private sector members of the local boards to attend the National Association of Workforce Boards Annual Winter Meeting in Washington, DC. Ten local boards sent 18 private sector representatives to support a state and local approach to positive change in the reauthorization process. Many of the principles adopted by the State Board have been incorporated at the national level.

Mapping Career Ladders in Key Industry Sectors

Through analysis of current research, in conjunction with existing State-level investments in new and emerging technologies, the State Board initiated a competitive process to create a list of highly qualified consultant organizations to help local workforce areas map career ladders in key industry sectors. To meet this critical need, many policy experts are calling for the development of career ladders—long-term career progression pathways that show individuals how to advance, particularly in high wage, high growth fields such as information technology and biotechnology.

Facilitating – *Efforts that produce alliances and partnerships, leadership, volunteerism, capacity building, and coordination. These include mapping other community planning bodies and processes before launching a planning and facilitating process, as well as building on existing momentum (e.g., economic development, chambers of commerce, etc.).*

Career pathways do more than benefit the individual. For employers, the strategy can offer an advantage in recruiting and training new employees, provide skills upgrades for existing employees, and improve employee retention. Career pathways also help ensure the vitality and growth of the local and regional economy by benefiting employers and key economic sectors.

The resulting list of organizations will promote local and regional partnerships for career ladder exploration and development. Six organizations received contracts and may bid on career ladder mapping assignments released by the Department on behalf of the State and local boards.

These organizations are:

- World Class Industrial Network LLC/The FREEdLANCE Group
- Workforce Strategy Center
- Research Foundation of SUNY (Stony Brook)
- Cornell University
- Aerospace and Defense Diversification Alliance in Peacetime Transition (ADDAPT)
- Syracuse University School of Education

Projects were recently awarded in three local workforce areas of our state including the Herkimer/Madison/Oneida, the Finger Lakes, and the Greater Capital Region Project, a regional initiative covering 11 counties and four workforce investment areas. These projects focus on development of career ladders in key and emerging industries, including

Biotechnology, Photonics, Semi-Conductor, Information Technology and Advanced Manufacturing.

The State Board has invested $3 million of WIA Statewide Activities funds in this initiative.

Developing a Worker Readiness Credential

During this past year, the State Board entered into a multi-state and business intermediary partnership to create a worker-readiness credential. This will certify that individuals have the knowledge, skills and abilities they need to succeed in entry-level work in the 21st Century workplace. The State Board invested $1 million in this national project based on results from a previous State Board initiative (Skills Gap I grants), which identified one of the greatest needs of local businesses — individuals who are work-ready and possess the basic skills and knowledge to perform entry level work.

The worker-readiness credential is based on the Equipped for the Future (EFF) Assessment Framework of 16 core skills that describe what adults need to know and be able to do to use these skills in everyday life activities. It will provide a common national standard for work-readiness that will help education and training programs target the skills and knowledge critical to workforce success.

The project has four phases:

- First, data will be collected and analyzed on the knowledge, skills, and abilities to be included in the EFF Work Readiness Profile;
- Second, assessment instruments for the credential will be developed;
- Third, field testing and validation of the credentialing assessments will be undertaken; and
- Fourth, a delivery system for issuing the credential will be developed.

When completed, the credential assessment will be:

- Designed to assess both English- and non-English-speaking individuals.
- 90 – 120 minutes in length.

The credential design will include:

- A computer-delivered assessment, with on-line portfolio to document personal and professional development.
- A modular design, to make it easy to use and customize to local conditions.

The credential delivery system should be in place by June 2005.

Throughout the late-winter and early-spring period, New York participated in an "importance ratings process" to refine skills and tasks included in the draft profile for the credential. The local workforce boards identified over 100 supervisors of entry level workers in private sector businesses. They participated in an on-line survey to rate the tasks required of entry

level workers in their place of business and the skills needed to perform that work. This survey work was conducted in all partner states.

After analyzing results of the tasks and skills ratings and reviewing these results with the state investors during the summer, 13 structured feedback sessions were organized to obtain face-to-face reviews of tasks and skills rated during the on-line survey. These sessions supplemented the quantitative ratings of tasks and skills from the surveys and added qualitative data to enhance understanding of the interpretations and evaluations of selected tasks and skills across a variety of industry sectors and stakeholder groups. Eight structured feedback sessions were set to take place across New York State during the late summer through early-fall period.

Adrian M. Thurley,
Executive VP
Applied Mechanical Technologies, Inc. –

"The High Tech Training program has provided AMT an invaluable opportunity to develop our personnel thereby improving the level of service and support we can offer our customers. The training received has accomplished our goals of keeping our technical staff current on technology as well as expanding into other critical initiatives for success."

Accelerate New York: Growing New York's Small and Medium Sized Businesses

Looking at results of previous State Board training initiatives, in particular the High Tech and Manufacturing training grant processes, the State Board wanted to focus on the needs of the State's small- and medium-sized businesses. As a critical element of the economy, the growth of small- and medium-sized businesses is essential if New York State is to maintain its position in the global marketplace. Many small and medium-sized businesses operate below their potential because either they do not have a Strategic Business Plan; or they lack the expertise and resources to assess and meet their staff training needs based upon their existing business plans. *Accelerate New York* was developed to provide funding for experienced business planning and development organizations to work with these vital members of the business community to develop a Strategic Business Plan and related training plans that will ensure their continued competitiveness and viability.

Qualified business consulting organizations, in conjunction with local workforce investment boards, were invited to identify an industry sector(s) critical to the local economy and submit a plan for businesses in that sector they will help update, modify, or create business plans. There was strong preference for applications from organizations that link services and expertise through the Manufacturing Extension Partnership, the Regional Technology Development Centers, or similar

publicly funded efforts to strengthen the short- and long-term plans for small- and medium-sized businesses.

There were 26 awards, totaling $1.7 million. These awardees will provide assistance with the strategic business plans and training plans for some 317 businesses statewide in industries such as, Durable and Non-Durable Goods Manufacturing, Information Technology, Health Care & Social Assistance, Leisure & Hospitality, Professional, Scientific & Technical, and Agriculture.

Mary Jo Cornell, President, CEO Linstar —

"The greatest advantage to us to date has been the boost in morale by stimulating our employees and providing them with new challenges. We anticipate a higher retention rate because of this training."

Promoting Local Workforce Development Promising Practices

Rewarding Promising Practices encourages local boards to share successful ideas with others that could replicate the initiative in their own area. A variety of media (e.g., website, written materials, and oral presentation) disseminate the practices of successful applicants. Awardees may be invited to present their winning promising practice at State, regional or local events.

In Program Year 2002, WIA Statewide Activity funds were set aside for incentive awards of $75,000 each for innovative, results-based promising practices in five different categories: Services to Business Customers; Services to Job Seekers; Local Board Development/Practices; One Stop Design and Management; Workforce Development Partnership Initiatives.

Awards totaling $525,000 were made to seven local workforce areas (Broome/Tioga, Chenango/Delaware/Otsego, Columbia/Greene, Herkimer/Madison/Oneida, Hempstead, Genesee/Livingston/Orleans/Wyoming, and Tompkins) for promising practices. These included: developing career ladders for entry-level health care workers; increasing referrals of adults and youth to the One-Stop System through community partnerships; establishing a regional warehouse/distribution training center; increasing access to the One-Stop system for individuals with disabilities; and creating a grant application consulting team to help businesses take advantage of grant opportunities.

Capacity- and System-Building Activities

WIA Statewide Activity funds continue to support efforts that build the skills of the front line staff at the One-Stop Centers, and provide the workforce system with opportunities to broaden their skills on an array of topics. Program Year 2002 saw $180,000 in training offered to over 2,200 individuals on topics such as: career development, assessment strategies, credentialing, writing effective case notes, establishing service maps,

placing individuals with disabilities, assistive technology, and utilizing a youth services point of contact. Two statewide conferences for workforce development professionals were held during the Program Year, with a total of 850 people attending both events.

New York's 33 local workforce board directors continued to meet on a bi-monthly basis to discuss issues, policies and strategies and to share promising practices. They continue to provide valuable feedback for state and local board staff, as they shape agendas and find new and creative solutions to problems facing their areas.

Through contracts with eight consultant organizations totaling $1,350,074, the Department offered local areas assistance on various topics. These included facilitation, training, one-on-one consulting and general technical assistance.

Providing –

Efforts to develop, initiate, and implement programs and services. Throughout this process, LWIB policies and procedures should be reviewed and modified to align with findings and community needs. Services should reflect the goals and objectives of the One-Stop partners.

Rapid Response Activities

As part of Rapid Response efforts (in addition to the services provided to individual workers who have received layoff notices), the New York State Department of Labor and its local Workforce Investment Board partners provided information and core services to 24,678 job seekers over the past Program Year. The State's Layoff Aversion Program continued to work with businesses on plans to prevent the dislocation of workers. During the past year, projects initiated at four companies during a previous year were completed. These projects spent $783,056 on training or re-training for 2,049 employees to avert the planned layoffs. Three additional companies received funds for projects that continued past the end of the program year. These projects are expected to provide training to help businesses avert the layoff of 86 more workers.

Closing The Skills Gap (Phase II)

Work previously funded by the State Board and completed under Phase I of this initiative has given local workforce areas a better understanding of the critical skills needs of local employers and some challenges they face in using public and private funds to close those gaps. The strategic planning efforts required under this project would help local boards target the resources and policies in their local system. Phase II of this initiative allowed local areas to apply for additional funds (up to $100,000) to develop strategies that address the most critical skill shortages identified under Phase I. Sixteen local boards have obtained

funds for projects that work toward the goal of aligning the public employment and training system with the education and economic development systems at the local level to help meet business needs. These currently operating projects have invested $1.6 million of WIA Statewide Activities funds. They offer training in skills needed by local businesses to over 3,700 incumbent and new workers from approximately 500 employers. Courses include basic worker readiness, soft skills, supervisory, computer literacy, oral and written communications, mathematics, technical skills, and occupation-specific skills.

Building Skills in New York State (BUSINYS)

Governor George Pataki helped launch and continues to promote the Building Skills in New York State program (BUSINYS). It supports employer strategies and local efforts at lifelong learning for the continued development of the incumbent (currently employed) worker by providing funds to upgrade their skills. This incumbent worker training opportunity ensures that the skills of our State's workers do not deteriorate, but keep pace with developing technology.

The program funds projects up to $100,000 that solve workforce problems by:

- Addressing identified skilled worker shortages within an industry or within a single employer's establishment, and
- Promoting skills upgrades for incumbent workers.

Jim Kenny, Technology Coordinator Ontario Telephone –

"I thought the entire process was very user friendly. It was flexible and not as paper intense as other Grant Programs I have seen. I was also very impressed with the speed with which the actual Grant money was sent to our Company following completion of the appropriate forms. Without this Grant, we would have probably delayed this training for at least a year if we did it at all. It was an extremely positive experience."

Businesses applying for these funds must demonstrate that the training will provide workers with transferable skills or an industry-recognized certification or credential. Funds go to each of the ten Labor Market Regions in New York State to ensure that businesses from all parts of the State benefit from the program. Local workforce investment boards rate the applications according to criteria relevant to that particular labor market region.

New York State's business community has responded favorably to the training grant opportunity. During Program Year 2002, 531 applications have been received and reviewed; with 312 awarded approximately $16.55 million. The awards cover all sectors, including: Manufacturing, Human Services, Health Care, Information Technology, Finance, Retail, Architectural, Research, and Food Service. Over 18,000 incumbent workers will receive training under these awards. Training includes Software Applications/Computer Hardware/Computer System Administration, Leadership/Management Supervision, ISO, Lean Manufacturing, Manufacturing Practices/Machine Operation, Customer Service, Team Building/Communication, Human Services, Sales and Six Sigma.

The State Board invested $20 million in BUSINYS grants for Program Year 2002. In accordance with the terms of the grant process, an additional $20 million has been set aside for PY 2003 awards under this program.

Boston Scientific –

"I would like to see Boston Scientific continue to offer education of this caliber to more of our employees. This way of learning is a very convenient way to learn."

E-Learning As An Incumbent Worker Training Tool

The State Board initiated E-learning during Program Year 2001 to test on-line instruction in the workplace. It also was meant to monitor which industry sectors and worker groups responded best to the training tools. E-learning modules continued to be offered to local workforce areas and local businesses during Program Year 2002.

Under Phase I of this project, the Department of Labor, on behalf of the State Board, provided training slots to local workforce investment areas, at no cost, for their local businesses. Eleven local workforce areas participated in this project, with an initial investment of WIA Statewide Activities funds of $378,354. These local areas provided 1,669 training slots for over 100 participating businesses. They offered training slots in the Soft Skills Library and the Office Productivity Library. To date, 350 surveys have been returned, with 268 individuals completing at least one course. Participants have responded positively to the content and quality of the E-learning tools. Approximately 60% of the companies indicated that they would recommend this type of training to others.

A second phase of E-learning in Program Year 2002 addressed another gap identified through business surveys: the need for front-line supervisory staff training. Businesses across the state indicated that many of their front-line supervisory staff lacked the training to successfully perform in their supervisory capacity. The second phase of the Department's E-learning pilot program offers a management module with over 450 credentialed courses covering a wide variety of management topics such as communication skills, team building, conflict resolution, negotiating and project planning. This Management E-learning Pilot Program, administered by the Department of Labor on behalf of the State

Board, is offered at no cost to qualified businesses. The program used $328,436 of WIA Statewide Activities funds to support the pilot project. To date, 149 businesses have registered, and 1,575 training slots were awarded to train workers at these businesses.

Youth Work-Readiness Skill Initiative

The Emerging Worker Subcommittee was approved by the State Workforce Investment Board to authorize the New York State Department of Labor's development of an RFP that would apply $4.75 million of WIA Statewide Activities funds to address the employer concerns from the Hudson Valley Emerging Workforce Forum. Specifically, awards would fund statewide and/or local programs that provide work-readiness training to WIA-eligible youth. Funding was not limited to any program model, although many outstanding models exist, such as Jobs for America's Graduates, Inc. and Operation About Face. Eligible applicants may adopt and implement a pre-existing model or devise and operate their own approach, focusing on identified local needs. Funded proposals must be innovative, effective and replicable in other areas throughout the State.

Awards went to 20 organizations across all regions of New York State. These programs will provide work-readiness training and related services to 2,274 WIA eligible youth.

Evaluating –

Efforts to take formal measurement of the achievement of goals, accomplishment of stated benchmarks and to identify remaining gaps.

Supplemental Allocations of Adult and Dislocated Worker Funds

During the past program year, the State Board authorized the Department to allocate supplemental funds from Adult and Dislocated Worker State-level activities set asides. These funds were to help local areas increase training opportunities in response to economic shifts impacting local workforce areas. Local workforce areas received supplemental allocations of $14,580,905 in Adult funding and $13,000,000 in Dislocated Worker funding for this purpose. An additional allocation of $6,502,998 in Dislocated Worker funding went to 12 local workforce areas that spent a set amount of their base level allocated funding.

Local workforce areas planned to use their supplemental Adult funding allocations to provide training for some 4,996 additional individuals in such areas as computer programming, computer literacy, medical coding and billing, general office skills, mechanical/repair, technical-electrical, patient care, food service, LPN, paralegal, welding, health care, sales, machine operation, etc. Training was being provided through various methods including: ITA's, Customized Training, Classroom Training, and OJT's. At year-end, totals were not yet available on the number of individuals getting training through supplemental Dislocated Worker allocations.

World Trade Center National Emergency Grant

As detailed in last year's annual report, the Department received a $25 million grant from the United States Department of Labor to provide services for workers impacted by the events of September 11th, 2001. Some 8,050 workers received services through 17 contractors, with 1,964 people placed in training to give them up-to-date work skills. Contractors in the metropolitan New York region attained a level of 78.6% entered employment rate, 86.8% employment retention rate and 108.1% earnings replacement rate for individuals who exited by December 31, 2002.

Continuous Improvement in Our One-Stop Career Centers

The State Board has aggressively pursued excellence in the local One-Stop systems it oversees. Toward that goal, a state-level One-Stop operator certification process helped ensure a basic level of consistency and quality in customer services provided at the local level. A critical component in evaluation of the state-level process is the secret shopper program. From March to June 2003, 13 secret shoppers made 86 unannounced visits as job seekers and business customers to full-service and affiliate One-Stop Career Centers across the State. Secret shoppers were primarily workforce professionals from across the country with experience in the realm of workforce development and training (e.g., WIB staff, employment and training directors and WIA consultants). We developed standard review documents to help shoppers record their findings in three specific areas: access to the One-Stop Center by telephone, web site and in person.

Shoppers consistently reported the following positive aspects of New York State's One-Stop Career Centers and services during their customer visits:

- New York State's local One-Stop systems have made substantial progress in focusing services and dedicating staff to address business customer needs. The majority of secret shoppers who presented themselves as business customers were served immediately and professionally by a business services representative; received additional economic development and community resources; and received information and materials about the array of services available throughout the One-Stop system.
- With few exceptions, staff providing service to job seekers were friendly, caring and eager to assist customers with their employment-related needs.
- All full-service One-Stop Centers and many of the satellite centers presented a consistent look and feel across the state. For the most part, centers were clean and professional looking; resource rooms were universally accessible and usually the focal

point of the One-Stop Center; and printed materials and resources were plentiful. In many locations, a team approach to customer service was evident.

They identified areas for improvement that applied to a large percentage of the sites visited:

- Learn what the customers want or need before making them attend orientation and/or complete lengthy registration forms. This allows more efficient and comprehensive targeting of services.
- Increased staff assistance to customers in the resource room. Staff must have a working knowledge of what's available in the resource room, understand how it will benefit the customer, and provide assistance so customers can maximize the resources.
- Offer intensive services to customers, when appropriate, and develop protocols for staff to follow. Staff should have a resource manual so that they can offer appropriate partner referrals and contact information to customers.
- Staff should introduce themselves to customers, whether on the phone or in-person, and wear nametags (first name only) for easy identification.
- Offer an orientation packet to walk-in business customers at the One-Stop Center. Make follow-up calls as standard practice when providing service to business customers.
- Provide enhanced customer service training for all staff, particularly the greeter and resource room staff, on an ongoing basis.
- Collect customer feedback at point of contact and upon exit, using strategically designed and standardized forms, and publish results, as well as the actions taken in response to the feedback.

The secret shopper experience is providing the State Board with information that has been shared with the local workforce investment boards and One-Stop operators. The ultimate goal is for local areas to use this information to enhance successful elements and improve those that require attention. The state-level secret shopper process will continue, and local areas are being encouraged to adopt a similar process to obtain customer feedback and improve service.

Data Collection to Monitor Traffic at One-Stop Centers

To obtain more meaningful information on the use of local One-Stop systems, the State Board authorized the Department to implement a statewide policy requiring the installation and use of swipe card systems. The cards track customer traffic and use of unregistered core services at One-Stop Centers. Minimum specifications were set in conjunction with local workforce investment boards. Local areas

received WIA Statewide Activities Funds to procure the necessary systems. These data collection systems will help New York State and its 33 local areas to monitor the use of local One-Stop Centers and systems, and assess their value to the local community. They will also help set service targets and budget for those services. A total of $1.6 million of WIA Statewide Activities Funds was invested in this initiative. It will support and enhance the reporting capability of local workforce boards with data on customers at their One-Stop Centers and services used.

System Indicator Measures

During the past year, the System Integration Subcommittee of the State Board set the following goals: to develop and implement benchmarks for system effectiveness; to support development of integrated and effective service delivery at local One-Stops; and to identify barriers to integrated service delivery and help remove those barriers

In support of its goals, the Systems Integration Subcommittee adopted system indicators recommended by a team of subcommittee and local workforce investment board members and state level agency partner representatives. These system indicators serve as common measures across the entire New York State One-Stop System.

The indicators are:

- Market Penetration Rates (Business Customers and Individual Customers)
- Business Customer Repeat Usage
- Total System Investment (Business Customers and Individual Customers)
- Customer Satisfaction

Program Year 2003 will be the first year that system measures will be required of all New York's local workforce investment areas. The investments made in the swipe card systems will help local areas collect data for reports to the State Board.

New York State
WIA Annual Report
(Required Narrative Section)

New York State has a long and rich history of local program design and management, which permits a more flexible means of addressing local labor market needs and issues. Statewideexpectations presume a local area will design its service delivery to attain the negotiated Title IB performance measures. These goals are augmented by state and locally tailored measures to assure continuous improvement and participation of the business community.

In PY 2002, we continued to see the local One-Stop systems evolve. Local boards focused on identifying the skills needs of their area businesses and tailoring the local system to better meet those needs. Resources allocated to the local areas helped them maintain and expand their local One-Stop systems to provide a full range of services that meet the needs of workers and business customers alike. Funds provided locally also helped local areas to develop and sustain One-Stop Centers, service and referral networks, and reporting structures.

With the active and sustained support of the New York State Department of Labor and New York State Workforce Investment Board, New York's 33 Local Workforce Investment Areas continue to provide opportunities and increase enrollments.

New York expects local areas to support the required services under the Workforce Investment Act by carefully studying the customer service mix, identifying service gaps, and allocating resources appropriately across the sequence of services. Due to a double-digit reduction in WIA funds available to New York State, local areas have been forced to take a business planning approach to ensure that their service mix is adequately supported by the resources available across the three program-funding streams under WIA Title IB.

The Department's Field Operations staff continue to routinely monitor local One-Stops to ensure that they provide the full range of services in accordance with the local area's plan and the requirements of the WIA. State-level oversight and monitoring helps local areas to assure that outcome-based management ties in to the cost of providing a service so local staff can plan and budget for future years.

The Department implemented a statewide policy in PY 2002 requiring the installation and use of swipe card systems to track customer traffic in our Centers and use of unregistered core services at those Centers. The Department has set minimum specifications for these systems and given local areas funds to procure them. These data collection systems will allow New York State and its 33 local areas to better gauge the use of local One-Stop Centers and systems, and assess their value to the local community. They will also assist in setting service targets and budgeting for those services.

Workforce Investment Act Allocations by Major Category:

New York State
Program Year 2002

Adult	**PY 2002**
Total <1	$74,154,834
Local Areas 85% <1	63,322,985
Statewide 15%	10,831,849
Youth	
Total 78,384,460	
Local Areas 85%	66,626,791
Statewide 15%	11,757,669
Dislocated Worker	
Total <1	65,395,408
Local Areas 65% <1	41,998,022
Statewide (Rapid Response) 20%	13,296,698
Statewide 15%	10,100,688
Total, All Funds	
Total	$217,934,702
Local Areas	171,947,798
Statewide	45,986,904

<1 Includes interchange of $1,942,508 from Dislocated Worker to Adult

The Governor and the State Workforce Investment Board continue to allocate statewide funds to address areas where significant workforce needs exist that are vital to the health and growth of the state's economy. The New York State Department of Labor's Research & Statistics Division provides statistical information to the State Board on employment and skills needs byindustry sector, identifying those sectors where significant skill shortages exist. This informationhas helped the State Board target resources for skill development and upgrade training to meetthe needs of businesses and their workers in various industry sectors. The State Level Activitiessection of the optional report contains a recap of the projects initiated during the past year. Asthe local workforce investment boards further develop skill-shortage information and industryneeds, the State Board will continue to authorize the use of additional statewide resources tohelp meet those needs.

Cost relative to the effect of WIA Programs

The chart below shows the cost effectiveness of the WIA Programs based on the numberof individuals served and the funding expended during PY 2002. The number of individualsserved increased significantly across all programs as compared to PY 2001: 50% more adultswere served in PY 2002, 47% more dislocated workers and 66% more youth benefited from aWIA Title IB allocation, which was 18% lower than the PY 2001 formula funds. This reflectsboth the economic shifts in New York State's economy and continued emphasis and guidancefrom the State level on the enrollment of customers and the need to align services with demand.Additionally, the average cost per participant served decreased considerably in all areas exceptthe Youth Program from PY 2001 to PY 2002. Youth Program costs per participant were higher,due in large part to the need to keep youth engaged in more activities and longer-term youthdevelopment strategies.

Cost Effectiveness

	Total Individuals Served	Total Federal Spending	Average Cost Per Participant Served
Total LWIB Programs, Less Statewide	138,354	$242,930,326	$1,756
Adult Program	74,099	$87,691,963	$1,183
Dislocated Worker Program	34,618	$75,994,183	$2,195
Youth Program	29,637	$79,244,180	$2,674

Description of any State Evaluations of Workforce Investment Activities

Due to the variety of labor markets and different approaches to meeting the employmentand training needs of the WIA customer, independent evaluations of WIA-funded activitiesduring PY 2002 focused on continuous improvement rather than a formal analysis of customersatisfaction.

Local areas have designed methods to assess and evaluate customer satisfactionfor both the job seeker and business customer. We assess State-level grants in a similar mannerthrough evaluation tools that sub-grantees must complete at the end of the contract period. TheState has opted to delay independent evaluations of its various grant opportunities until therewere sufficient completed projects from which to draw valid samples.

The Department, operating in its administrative capacity for the WIA program, continuesto conduct regular and periodic fiscal and programmatic monitoring of local workforce areas.Field Operations staff examined local policies and procedures in such areas as eligibility,enrollment, provision of service, training, program design, procurement, follow-up and trackingto ensure compliance with WIA and consistency with the local area's plan for providing servicethrough their One-Stop system. Staff also examined a sample of local case files and recordsto determine if the services provided and the outcomes were consistent with the local area'spolicies and procedures and with State reports. They monitored WIA program expenditures, aswell as spending related to the local area's cost-allocation plan for sharing system costs amongthe partner programs.Finally, staff evaluated quarterly program data submitted by localareas to identify and address possible problems with data quality or data entry. They noted anydeficiencies found during a monitoring visit and developed corrective action plans, as needed.They coordinate the two levels of monitoring to ensure that reported expenditures are in linewith the activities provided.

The Department, on behalf of the New York State Workforce Investment Board, alsocontinued its State-level One-Stop certification process, reviewing local board One-Stopcertification policies, processes and One-Stop operator agreements, and conducted on-site visitsto the One-Stop Centers.

During PY 2002, the Department also initiated a Secret Shopper review of all One-Stop Centers and affiliate sites. We used independent consultants to perform the Secret Shopperrole. They categorized findings in three specific areas: access to the center and services bytelephone, website and an on-site customer visit.

The Secret Shopper experience has provided New York State with a multitude ofinformation that we shared with the local workforce investment boards and One-Stop operators.The ultimate goal is for local areas to take this information and use it to enhance areas that arealready successful and improve areas that require attention. An executive summary of resultswas presented to the State Board at its May, 2003 meeting; the final report was issued to theBoard at its September, 2003 meeting. The State-level Secret Shopper process will continue,and we encouraged local areas to adopt a similar process for continuous improvement andcapturing customer feedback.

In the absence of customer satisfaction data at the State level, reportable through TableA, the Secret Shopper process provided the State Board with a valuable tool to pursue excellencein relation to the local One-Stop systems. A value of 1 is being reported for customer satisfactionfor New York State because the New York State Department of Labor was unable to obtaincustomer satisfaction results for PY 2002 in the method prescribed by the U.S. Department ofLabor, due to a protracted procurement dispute.

Given the unavailability of this data, it would be more appropriate to report customersatisfaction performance as “not available (n/a)”. However the USDOL online WIA AnnualReport Data System only allows numeric values of 1 to 100 to be reported for customersatisfaction. Therefore, it was determined that a value of 1 best represented the unavailabilityof customer satisfaction data. Because the USDOL online WIA Annual Report Data Systemwill accept a value of “zero” for local area customer satisfaction purposes, that is the valueassigned to each of the 33 local areas for customer satisfaction. There is a footnote provided oneach local area table that the value of “zero” represents the unavailability of the data, not a levelof performance.

While the three customer satisfaction questions required by USDOL for this measurewould have provided a snapshot, the Secret Shopper process provided a much more robust dataset. This data helps local areas move forward in terms of quality improvement and it ensuredthat all One-Stop Centers were evaluated using the same criteria across these data elements, notjust a sampling.

In general, secret shoppers reported that:

- local One-Stopsystems have made progress in focusing services and staff dedicatedto addressing business customer needs;
- with few exceptions, staff providing service to job seekers were friendly, caring andeager to assist customers;
- all full-service One-Stop Centers and many of the affiliate sites presented a consistentlook and feel across the State.

They also identified areas for improvement, which the mandated customer satisfactionquestions would not have accomplished. Those areas included:

- greater attention to learning what the customer wants and needs prior to requiring acustomer to attend orientation sessions;
- increased staff assistance in the resource rooms;
- enhanced customer-service training for all staff;
- and customer feedback to be collected at the point of contact and upon exit.

Table B- Outcomes for Adults

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71.0	70.3	12,202
			17,364
Employment Retention Rate	79.0	78.9	12,845
			16,272
Earnings Change in Six Months	$3,565	$2,610	$39,699,777
			15,209
Employment and Credential Rate	58.0	74.5	4,727
			6,345

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	47.0	2,889	67.4	1,059	44.3	691	70.2	788
		6,143		1,572		1,559		1,123
Employment Retention Rate	64.9	1,901	77.1	971	64.8	467	80.4	831
		2,928		1,259		721		1,034
Earnings Change in Six Months	$2,696	$7,356,027	$1,943	$2,253,958	$2,827	$1,871,368	$643	$606,022
		2,729		1,160		662		942
Employment and Credential Rate	43.4	236	67.8	352	51.1	71	72.7	242
		544		519		139		333

Table D - 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	85.2	2,847	66.7	9,355
		3,341		14,023
Employment Retention Rate	87.0	4,989	74.6	7,856
		5,737		10,535
Earnings Change in Six Months	$2,836	$15,250,095	$2,487	$24,449,682
		5,377		9,832

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.0	81.5	9,476
			11,623
Employment Retention Rate	88.0	84.5	8,005
			9,476
Earnings Replacement in Six Months	97.0	82.7	$115,085,944
			$139,193,229
Employment and Credential Rate	51.0	59.4	3,259
			5,483

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	88.1	647	81.2	121	74.9	1,000	74.2	89
		734		149		1,336		120
Employment Retention Rate	84.4	546	82.6	100	82.2	822	91.0	81
		647		121		1,000		89
Earnings Replacement Rate	80.4	$7,597,502	77.3	$1,089,244	71.4	$11,012,038	185.7	$864,436
		$9,450,042		$1,408,761		$15,429,829		$465,425
Employment And Credential Rate	71.2	299	77.0	57	52.7	272	42.9	24
		420		74		516		56

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	82.2	4,506	80.9	4,970
		5,483		6,140
Employment Retention Rate	85.6	3,859	83.4	4,146
		4,506		4,970
Earnings Replacement Rate	84.0	$53,186,716	81.6	$61,899,228
		$63,335,009		$75,858,220

Table H - Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	63.0	58.7	1,135
			1,932
Employment Retention Rate	77.0	72.3	914
			1,264
Earnings Change in Six Months	$3,403	$2,635	$3,201,330
			1,215
Credential Rate	40.0	36.7	783
			2,136

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	52.9	183	100.0	3	56.7	106	57.9	1,057
		346		3		187		1,827
Employment Retention Rate	72.1	137	100.0	3	73.2	82	72.0	845
		190		3		112		1,174
Earnings Change in Six Months	$2,830	$526,360	$4,902	$9,804	$1,919	$199,595	$2,684	$3,043,305
		186		2		104		1,134
Credential Rate	32.1	115	66.7	2	40.1	79	35.9	717
		358		3		197		1,999

Table J - Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	68.0	60.7	10,647
			17,536
Diploma or Equivalent Attainment Rate	39.0	42.0	1,246
			2,965
Retention Rate	43.0	46.9	1,286
			2,741

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	58.4	1,447	75.6	1,949	58.3	1,272
		2,476		2,579		2,181
Diploma or Equivalent Attainment Rate	41.7	189	60.9	204	29.7	234
		453		335		787
Retention Rate	46.3	195	50.9	196	50.4	487
		421		385		966

Workforce New York

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Employment Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	70.1	6,505	$3,070	$27,313,670	0.8	102	$4,329	$49,756,421	82.9	1,092
		9,277		8,897		12,202		11,495		1,317
Dislocated Workers	82.3	5,853	92.1	$84,512,055	1.7	163	$7,028	$64,114,375	82.3	1,176
		7,116		$91,800,023		9,476		9,123		1,429
Older Youth	71.2	656	$3,144	$2,835,894	0.1	1	$2,456	$2,708,930		
		921		902		1,135		1,103		

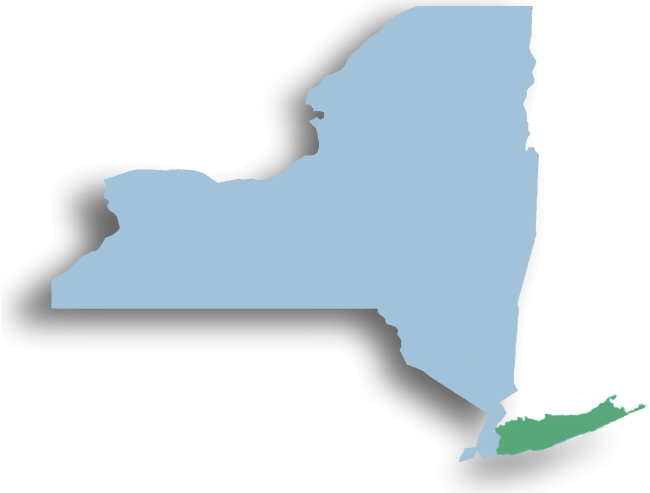
Table M - Participation Levels

	Total Participants Served	Total Exiters
Adults	74,099	51,478
Dislocated Workers	34,618	15,952
Older Youth	4,146	1,883
Younger Youth	25,491	7,764

Workforce New York

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	$87,691,963
Local Dislocated Workers	$75,994,183
Local Youth	$79,244,180
Rapid Response (up to 25%) [Sec. 134 (a) (2) (A)]	$7,036,178
Statewide Required Activities [Sec. 134 (a) (2) (B)] and Statewide Allowable Activities [Sec. 134 (a) (3)]	$49,258,563
Total of All Federal Spending Listed Above	$299,225,067



Hempstead/Long Beach

HempsteadWorks

Oyster Bay/North Hempstead/ Glen Cove

TOWN OF OYSTER BAY · NEW YORK · 1653

Suffolk

Suffolk Workforce New York

Long Island Region

Workforce New York

Economic Shifts

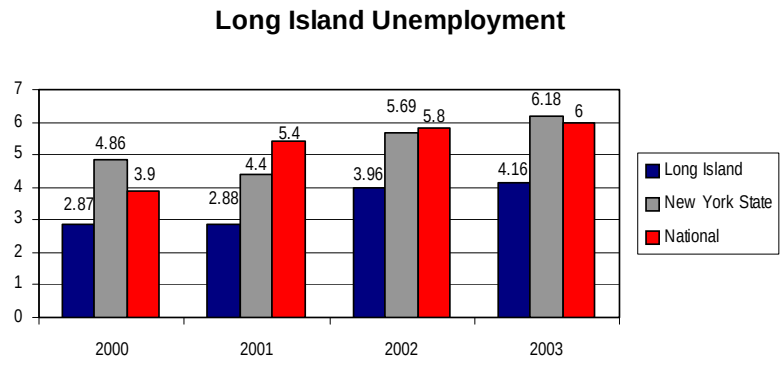
The three Workforce Investment Boards (WIBs) in the Long Island Region serve one of the top 20 metropolitan population centers in the United States. They share similar economies across two counties that span 1,199 square miles, stretching 118 miles from New York City to Montauk Point. Each individual WIB customizes services to local area job seekers and business customers. Together they have pooled their resources and expertise to take a more comprehensive approach to addressing shared economic issues that span the region. During the past year, this region's economy was influenced by the following elements:

- The top five supersectors on Long Island, based on private industry employment, are trade, transportation and utilities; education and health services; professional and business services; manufacturing; and leisure and hospitality.
- The Long Island Region includes a large number of highly diversified private sector firms (92,912 private sector firms, of which 43 have more than 1,000 employees).
- Private sector jobs increased by 900 (+0.1%) from June 2002 to 1,033,600 in June 2003. Jobs rose in educational and health services (+4,300), leisure and hospitality (+3,100), financial activities (+1,500), other services (+1,100), information (+600) and natural resources, mining, and construction (+300). Employment fell in manufacturing (-4,800), professional and business services (-4,500) and trade, transportation and utilities (-700).
- Educational and health services gains can be mainly attributed to gains in health services, particularly in hospitals, home health care, nursing, residential care and offices of physicians. Private colleges and universities added to growth in the private education sector;
- The Manufacturing sector sustained the greatest number of job losses during the Program Year, with computer and electronic product manufacturing showing the sharpest decline. Fabricated metal products, paper products and graphic printing operations also had significant employment declines. However, in a substantial boost to Long Island's crucial manufacturing sector, locally based subsidiaries of companies such as Northrup Grumman, EDO Corporation, Telephonics, BAE Systems and CPI Aerostructures have won major contracts from the Department of Defense that could be worth billions of dollars over the next decade. While this boom is not expected to revive large scale manufacturing operations, it should create high quality jobs, generate opportunities for competitive smaller subcontractors, and yield significant revenue for the regional economy.
- The recovery of Long Island's manufacturing sector will continue to evolve as the phenomenon of "convergence" pushes its business diversity in new and promising directions. Convergence occurs when one set of technological devices, processes or

applications provides an unforeseen use or enhancement to an existing product. Areas in which convergence will play a greater role include electronics (particularly sensors and other microelectronic devices), wireless and other Internet technologies, systems integration of various information technologies, computer software and hardware, nanotechnology and the biosciences.

- The biosciences enjoy increasing interest and support on Long Island, from the mixture of research capabilities at facilities such as Cold Spring Harbor Laboratory, Long Island Jewish North Shore, SUNY Stony Brook, and the Broad Hollow Bioscience Park at Farmingdale State University, to the development of several biotech incubators, such as the one at Molloy College.
- An improvement in total employment is expected to continue, although the pace of job growth is expected to be modest. Certain growing industries such as real estate, construction and auto sales may see some moderation in growth. Other areas such as manufacturing, publishing, telecommunications, advertising and related business services should see a gradual pick-up in hiring.
- In the current economic climate, the overwhelming majority of companies will remain focused on improving productivity and efficiency to control costs and stay competitive, with an eye toward improving overall profitability. As the economy begins to grow and hiring activity increases, labor and skills shortages, which were important concerns in the late 1990s, will likely re-emerge as critical issues in the Long Island labor market. This is already becoming evident in the growing health care industry, where shortage of job-ready workers is a major issue. Long Island may see future labor shortages in key science and engineering fields because many workers lack the necessary high-tech skills. Sophisticated technologies continue to be assimilated into an ever-widening variety of jobs and work environments.

Unemployment Figures



The region is economically diverse. It has strengths in technology, especially emerging technologies. It is very competitive, due to the high cost of doing business in this area. This means that the important economic shifts during the last year were not so much about the traditional

pattern of declining and growing industries. They were more about the need for individual companies to adapt to changing conditions and attract or train a skilled workforce that meets these new demands. Within this context, the WIBs are working together to respond to the economic shifts in the region, invest Adult and Dislocated Worker funds, and react to emerging workforce trends.

South Nassau Communities Hospital –

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

Responding To Economic Shifts

The three WIBs in the Long Island region have responded in a variety of ways to economic shifts in the region. Examples of their efforts include:

- All three WIBs in the Long Island Region have been very active in promoting the New York State Department of Labor's Building Skills in New York State (BUSINYS) Program throughout the region. BUSINYS supports employer strategies and local programs in lifelong learning, by providing funds for upgrading the skills of incumbent workers. During the past year, the following projects were initiated across Long Island:
  - In Suffolk County, 23 projects were awarded a total of $1,688,744 in funds at businesses that include Island Nursing & Rehabilitation Center, Computer Associates Inc, Augros Inc, H&H Technologies, BAE Systems, and American Technical Ceramics Corporation, among others. These grants will address the skills shortages identified by businesses through training some 1,189 current workers.
  - In the Hempstead/Long Beach local area, 7 projects were awarded $510,574 in funds to address the skills needs of 443 employees. Participating businesses include Pathmark Stores, Catholic Charities, PSN Solutions Inc, Ergonomic Group Inc, Koch Entertainment Distribution, and Hughes-Treitler Manufacturing Corporation.
  - Businesses in the Oyster Bay Consortium local area received 6 awards totaling $360,600. Training under these projects will support the skills needs of 626 workers from employers such as Northrup-Grumman Systems Corporation, Prestige Business Services Inc, Clever Devices Ltd, Slant/Fin Corporation, and Uniflex Inc.
- The Suffolk County WIB collaborated with the Long Island Forum on Technology (LIFT) to prepare a winning project proposal in response to the WIA State Level Activity RFP:

Accelerate New York. This initiative helped local boards work with consultants to identify key industry sectors that could apply funds to update, modify or create business/training plans to ensure the competitiveness and viability of small- and medium-size businesses. LIFT will help15 small- and medium-size businesses in the Durable Goods Manufacturing Industry sector develop or update their strategic business plans.

- Under the *Addressing Local Skills Shortage (Phase II)* grant program, using WIA State Level Activity funds, the Hempstead WIB is creating a career ladder model system to assess and address skills shortages in the health care industry. This project targets the shortage of Registered Nurses and Licensed Practical Nurses. Hempstead is working with the South Nassau Communities Hospital to develop this career ladder model and offer training in the skills needed by program participants.

Vision of the Business Services Team –

Establish and maintain:

Multiple locations where businesses can obtain coordinated assistance in recruiting, training and developing workers;

A customer-friendly process that coordinates resources from a variety of funds to meet business, employment, community and economic development needs:

A better reputation for the publicly funded workforce investment system among businesses; and

A public-private sector partnership to improve the quality of the Long Island workforce, business climate and economy.

Long Island Business Services Team

The Long Island Business Services Team was created to offer a coordinated outreach to business. This effort included the three WIBs, the Division of Employment Services, economic agencies such as Empire State Development, educational agencies, and the other One-Stop system partners.

Workforce New York Workforce Development Consortium

The Consortium is the "linchpin" between the three groups, the WIBs and other partners and providers. Its purpose is to provide a venue for informal information-sharing and networking among staff of the WIBs, partners, providers, and people involved in economic development. The consortium serves as a pipeline, and a catalyst for teamwork. Many of the people who participate in the Consortium are on the Business Services Team and the Regional Skills Committee, aiding coordination of resources, responses, and knowledge.

Regional Skills Committee

The Regional Skills Committee is developing prototypes for all industry groups to identify and express their skill and training needs, including career ladders and career mapping.

- The WIBs participated in other regional initiatives such as the Higher Education and Applied Technology, a consortium of the State University of New York at Stony Brook, Suffolk and Nassau Community Colleges to ensure curriculum and training programs meet the technology needs of local businesses. The Manufacturing Support group helps smaller local manufacturing companies compete for substantial subcontracting work for defense projects.
- Individual WIBs integrate efforts in their own areas. For example, the Oyster Bay WIB implemented the Roundtable, which provides coordinated job development and placement through an interagency team that shares information on Employment Center customers who are certified as job-ready. Using uniform criteria, the team matches customers to known job opportunities. The WIB attributes high placement rates for adults (94.3 percent) and dislocated workers (93.3 percent), in part, to the Roundtable initiative.

Whatever It Takes (WIT)

Job Seeker Customer –

"The WIT Program has provided me with the hope and support needed to gain competitive employment, utilizing the schooling I obtained in the medical billing field, in a difficult job market,"

- Another initiative, Whatever It Takes (WIT), is funded by the U.S. Department of Labor, Office of Disability Employment Policy and administered by the Hempstead WIB. WIT aids partnerships between schools and agencies that serve the disabled (for example Vocational Educational Services for Individuals with Disabilities and Abilities, Inc.) to help individuals with disabilities participate in, and benefit from, the local One-Stop Career System. WIT has increased the number of individuals with disabilities served by 40 percent. Whatever It Takes served 49 people: 39 participated in training services, 30 completed the program, and 28 (93 percent) entered employment. The Return on Investment for Shared System Services, Individuals with Disabilities was $11.40 for each $1.00 invested.
- The Suffolk County One-Stop Operator manages the Suffolk Works Employment Program (SWEP) for Suffolk County residents on Public Assistance and funded through Temporary

Assistance for Needy Families; Welfare-to-Work 2 (WtW2). It targets people who are hard to employ through support services to help them obtain unsubsidized jobs. It also manages the New York Works Block Grant II, which provides services to Public Assistance recipients who were close to or exceeding mandated time limits. Entries to employment were 199 (or 110 percent of goal) for the WtW2 initiative and entries into unsubsidized employment and 90-day retentions were 100 (or 100 percent of goal) for the New York Works Block Grant II.

Use of Supplemental Adult and Dislocated Worker Funds

During this past year, the three local areas within this region used WIA supplemental Adult and Dislocated Worker resources from the NYS Department of Labor WIA funds to meet additional training needs in the local areas. The local WIBs applied these funds to help dislocated workers identify and develop their transferable skills and develop career ladders/ pathways for more flexibility in the changing job markets. The three local areas provided additional services with these funds as follows:

- In Suffolk County, supplemental adult and dislocated worker funds were used to meet a variety of needs. Mr. James N. was one of the155 dislocated workers who attended training via the supplemental funds provided to Suffolk County. Mr. N was an accountant assistant, with IT responsibilities, for 7 years who earned $15.00 an hour when he was laid off. With only a GED and no formal training it would have been impossible for him to reenter either field. Mr. N. was referred to Computer Career Center to become a Certified Systems Engineer. He completed training with a 3.7 GPA and earned certifications in A+, Network + and MCP. Mr. N. is now employed as an Engineer in Suffolk County earning $18 per hour, 20% more than he earned in his previous position.
- Supplemental funds in Suffolk County also opened an expanded schedule of employment-related focus groups and individual workshops to 500 eligible dislocated workers. These services were provided by nationally known groups such as Drake Beam Morin and Lee Hecht Harris, as well as local organizations like the Family Service League.
- Suffolk County also utilized adult supplemental funds to provide 119 adults, including those on Public Assistance, with vocational training in demand occupations such as computer networking, truck driving and several health care titles. Looking at just one of the courses provided to these individuals underscores the success this expenditure. Twenty-two customers were referred to Commercial Drive Training Institute to obtain the skills and the license necessary to operate a tractor trailer. To date, 19 of the trainees (86%) have entered training-related employment and are earning an average of $14.50 per hour.

- In the Oyster Bay Consortium Workforce Area, supplemental Workforce Investment Act funding received during Program Year 2002 provided services for131 dislocated workers and 100 adult job seekers. These individuals received services including in-depth assessments, job search workshops (such as Networking, Salary Negotiation, Landing a Job and Keeping It), tutoring in computer applications, one-on-one services including videotaping of mock interviews, and customer resume preparation. Job seekers who needed training to obtain employment, including those lacking job skills or previously employed in areas with limited prospects, received valuable assistance.
- Individuals dislocated from the Financial Services industry found new employment opportunities in the area after training in networking security systems and configuring new programs for security operation. Former telecommunications personnel enhanced their skills by learning the latest trends in security.
- Marketing and advertising have been hard-hit by the downturn in the economy. Through our intensive Web-Master and desktop publishing courses, the Oyster Bay's One-Stop System provided individuals an edge in the job market. With cutting-edge skills such as HTML, Adobe Photoshop, Java Script, Dreamweaver, Macromedia Flash, and the dynamic scripting tool Active Server Page (ASP), graduates were able to return to the field at competitive salaries. Many are working as consultants, earning as much or more than previous salaries.
- Laid-off workers in the airline industry, such as cargo loaders who drive small cargo trucks, have opted for training to obtain their CDL license, opening up many driving opportunities outside the airlines. Unemployed airline reservation clerks enhanced their computer/office skills by learning software used outside of the airline industry. These individuals are now successful office personnel.
- Unemployed programmers have learned the highly regarded "Oracle Database Administrator" program. The corporate world seeks individuals who possess the industry-coveted Oracle Certified Professional Certification. The One-Stop Center provided the training to experienced programmers.
- The employment rate for dislocated workers has been 93.3%, and the rate for adults has been 94.3% in the Oyster Bay workforce area.
- The Town of Hempstead/City of Long Beach Local Workforce Investment Area (LWIA) was awarded much needed supplemental funding allocations under the WIA Adult and Dislocated Worker funding streams. The local Board applied these funds to additional training opportunities for our customers. As a result of this training: the HempsteadWorks One-Stop System has helped a greater number of adults and dislocated

workers achieve the credentials they need to compete in the workplace. After the system helped 244 dislocated workers, 226 of them secured re-employment and 202 received replacement wages at or above their previous level.

- These supplemental allocations enabled HempsteadWorks to fund career ladder training to address the shortage of Registered Nurses and to increase employee retention in the health care sector. A model program, created by HempsteadWorks with South Nassau Communities Hospital, is being replicated at Winthrop University Hospital. This health care training initiative soon will be expanded to other local health care providers.
- Other training supported by the supplemental funding has qualified our customers to be employed in the following occupations: Auto Repair and Service Technician, Air Conditioning Mechanic, Advanced Web Designer, Network Specialist, Certified Systems Engineer, Local Area Network Specialist, Internal Auditor, General Office Assistant, Accounting Assistant, Medical Assistant, Computer Office Technician, Computer-Aided Designer, Medical Records Specialist, Certified Network Security Professional, Microsoft Certified Systems Administrator, Cable Repairer, Photocopy Repairer, Certified Nurse Aide and Child Care Technician.

Responding to Emerging Workforce Trends

According the region's Labor Market Analyst, the rate of change, the constant state of change and the diversity of the region's economy during the 1990's will characterize the labor market for the foreseeable future. The skill level in manufacturing and many other industries is rising even while total industry employment is falling. Employment in an individual industry may grow or decline as products change to meet new market conditions. In addition, the nature of the industry or company may change. Companies such as Northrop Grumman move from local manufacturing production to design of manufactured products, as well as developing products and services for other manufacturers, or work on systems integration, information tracking and risk assessment of products. As the economy improves, individuals who have transferable skills will move up the career ladder, after, or preferably before, a layoff due to restructuring by their current employer and industry.

The WIBs envision that part of their role is to help incumbent workers, emerging workers, and the unemployed identify their transferable skills and to find the resources to develop and customize those skills for other job opportunities. The collaborative efforts among the WIBs, their partners, economic development agencies, and businesses will continue to respond to these and other emerging needs of job seekers, incumbent workers, and businesses. They will anticipate, identify, and track evolving occupational and skill needs. The WIBs recognize that a highly efficient and transparent labor market is essential for continued successful economic development in the region.

The skill and workforce needs of four industries are key for the region: health care, manufacturing, biosciences and information technology. All three local WIBs have participated in a regional workforce development consortium, other regional initiatives and projects to identify critical skills, training, and recruiting needs of local businesses in these four industry groups. Local WIBs are working with industry groups such as Long Island Life Science Initiative (LILSI), iPark BioPartners, and an aerospace and defense manufacturing group (ADAPT) to identify skill, occupation and career mapping needs for their respective industries. A regional skills committee is focusing on developing prototypes for all industry groups to identify and articulate their skill and training needs, including career ladders and career mapping. Higher Education and Applied Technology (HEAT) is both a consortium of SUNY Stony Brook, Suffolk and Nassau Community Colleges and an initiative actively supported by the local WIBs to ensure curriculum and training programs exist for the technology needs of local businesses.

HempsteadWorks

WIA Annual Report
Program Year 2002

Hempstead/Long Beach	Total Participants	Adults	697
		Dislocated Workers	977
		Older Youth	31
		Younger Youth	222
	Total Exiters	Adults	371
		Dislocated Workers	462
		Older Youth	8
		Younger Youth	32

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	64%	89.7%
	Dislocated Workers	76%	93.0%
	Older Youth	58%	83.3%
Retention Rate	Adults	77%	76.5%
	Dislocated Workers	85%	81.9%
	Older Youth	71%	50.0%
	Younger Youth	42%	54.4%
Earnings Change/Replacement	Adults	$2,857	$1,273
	Dislocated Workers	90%	83.4%
	Older Youth	$1,862	$2,876
Credential/Diploma Rate	Adults	44%	58.3%
	Dislocated Workers	40%	82.0%
	Older Youth	29%	42.9%
	Younger Youth	42%	68.4%
Skill Attainment Rate	Younger Youth	64%	83.6%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WIA Annual Report
Program Year 2002

Oyster Bay/North Hempstead/Glen Cove	Total Participants	Adults	359
		Dislocated Workers	637
		Older Youth	37
		Younger Youth	210
	Total Exiters	Adults	196
		Dislocated Workers	256
		Older Youth	13
		Younger Youth	16

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	78%	93.3%
	Dislocated Workers	83%	93.3%
	Older Youth	61%	83.3%
Retention Rate	Adults	74%	81.8%
	Dislocated Workers	86%	86.4%
	Older Youth	70%	60.0%
	Younger Youth	42%	66.7%
Earnings Change/Replacement	Adults	$4,115	-$476
	Dislocated Workers	93%	76.3%
	Older Youth	$3,961	$4,662
Credential/Diploma Rate	Adults	68%	82.4%
	Dislocated Workers	59%	74.3%
	Older Youth	40%	50.0%
	Younger Youth	54%	100.0%
Skill Attainment Rate	Younger Youth	69%	76.7%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WIA Annual Report
Program Year 2002

Suffolk County	Total Participants	Adults	807
		Dislocated Workers	1,340
		Older Youth	24
		Younger Youth	339
	Total Exiters	Adults	543
		Dislocated Workers	1,063
		Older Youth	6
		Younger Youth	139

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	75%	83.2%
	Dislocated Workers	81%	83.9%
	Older Youth	62%	71.4%
Retention Rate	Adults	74%	81.6%
	Dislocated Workers	84%	84.0%
	Older Youth	74%	80.0%
	Younger Youth	42%	60.5%
Earnings Change/Replacement	Adults	$3,960	-$35
	Dislocated Workers	88%	73.2%
	Older Youth	$3,309	$3,290
Credential/Diploma Rate	Adults	66%	67.7%
	Dislocated Workers	56%	80.4%
	Older Youth	39%	42.9%
	Younger Youth	54%	87.0%
Skill Attainment Rate	Younger Youth	69%	81.5%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

New York City

New York City Region

Workforce New York

Economic Shifts

Following an unprecedented eight-year expansion, the New York City region continued to experience economic challenges that began in 2000 with the national economic recession and were exacerbated by the World Trade Center disaster in 2001. The key factor in the local economy during the program year was rising unemployment, reaching a high of 8.8% in February, 2003. The table below shows the effect on industry sectors, with the largest percentage loss coming in manufacturing.

Industries that were particularly hard hit during the 2000-2003 decline include apparel, telecommunications, computer systems, and air transportation. Several industries showed strength, even during the overall economic downturn, including construction, leisure/hospitality, educational services, and investigation/security services. The region continued to experience major layoffs of 50 or more employees at a large number of companies. These layoffs peaked in April of 2003, with 72 companies each laying off an average of 113 workers.

Change in Total Employment by Industry

Industry	July 2000 – July 2003
All Industries	-5.5%
Construction	+1.0%
Manufacturing	-25%
Wholesale and Retail Trade	-5%
Transportation and Warehousing	-16%
Information	-13%
Finance, Insurance, and Real Estate	-11%
Professional and Business Services	-10%
Education, Health Care, and Social Services	+8%
Hospitality	+3%

Source: New York State Department of Labor

Responding to Economic Shifts

In its third year of full WIA implementation, New York City took several simultaneous steps to better respond to employers and job seekers. After the tragic events of September 11, heightened awareness and local resolve have produced aggressive steps toward the framework for a true workforce system. With a primary focus on program flexibility and responsiveness, a multi-pronged initiative proceeded on several fronts:

- Laying the groundwork for the transition of the Department of Employment to the Departments of Small Business Services and Youth and Community Development;
- Expanding the One-Stop Center network, the number of participating service partners, and the range of employer-focused programs at each center;
- Creating the Customized Training Grant Program in partnership with the New York City Economic Development Corporation;

- Placing greater emphasis on engaging business directly to recruit and hire individuals through new partnerships with major employers;
- Focusing supplemental funding on more Individual Training Accounts (ITAs) for occupational skills during a period of increased demand due to high unemployment; and
- Repositioning the Workforce Investment Board for overall planning and policy guidance for WIA and related programs.

Highlights from two major programs follow: Building the One-Stop System and Engaging the Business Community. They describe key initiatives to target training funds, to link workforce development efforts to economic development, and to position the WIB as the business voice for steering workforce development funds toward employer needs.

Building the One-Stop System

The WIB achieved a primary objective for the program year — expand the One-Stop system beyond its initial Queens site, which opened in July of 2000. The Department of Employment and its One-Stop partners began planning in August 2002 to open two new centers by January 2003, one in Upper Manhattan and the other in the Bronx. The Bronx Center opened on November 18, 2002, six weeks ahead of schedule, and the Upper Manhattan Center opened two weeks later on December 6. The three centers operate in New York City under the name *Workforce1 Career Centers.*

The WIB took steps to strengthen One-Stop operational planning through the joint efforts of the City's Department of Employment and the New York State Department of Labor. The Department of Employment continued to broaden WIA focus beyond public assistance recipients. In addition, the WIB began to collaborate with the City University of New York (CUNY) to promote educational and employment opportunities. They used a series of job fairs, leading to CUNY joining the One-Stop operator consortium at the start of the following program year.

Gary Duncan
Director of Human Resources Toys R Us —

"We are very pleased with the work of your centers in helping us with the recruitment and screening of candidates. Based on this experience, we look forward to expanding our relationship during 2003."

Toys R Us and Home Depot

The One-Stop system participated in the U.S. Department of Labor's National Hiring Partnership working with Toys R Us and Home Depot to meet their customized recruitment and hiring needs during Program Year 2002. Toys R Us recently reported that it found candidates more successfully through NYC's One-Stop system than any other system it had used in the country. Home Depot entered into partnership with the

local One-Stop system and will post its job vacancies through the centers every Friday on a year-round basis. New York City intends to work closely with the U.S. Department of Labor and with the State Department of Labor to build on these successes and attract more national companies to such partnerships.

Micro-Enterprise Training

The One-Stop system cooperated with the Department of Small Business Services to deliver micro-enterprise training and computer instruction to NYC-based entrepreneurs at its Workforce1 Career Centers. Launched in September 2002, the training has reached more than 130 people. It will be expanded to all centers during next program year.

Workplace Communication Training Project

The American Society of Training and Development (ASTD) New York Chapter developed a five-session customer service series for customers of the NYC Workforce1 Career Center system. The idea emerged in response to employer surveys indicating that employers would be more likely to hire graduates of such training. The course focuses on basic workplace competencies in the retail industry with emphasis on customer service. ASTD members, including many of the City's leading training professionals, volunteered over a five-month period to write curriculum and lead sessions. They contributed more than $350,000 of in-kind services in the course of the project. As a result of the program's success, JP Morgan Chase and HSBC Bank are developing a teller-training program to be offered through the One-Stop Centers.

Money Smart Financial Workshops

The Queens Workforce1 Career center, in partnership with the Federal Deposit Insurance Corporation (FDIC), the New York State Department of Labor, and the North Fork Bank, launched the Money Smart financial education curriculum for its customers at the center. Topics cover banking services/products, budgeting, consumer rights, credit usage, and home ownership. North Fork Bank employees conduct the workshops.
The successful relationship with the FDIC also led to the creation of the "Banking on Youth" program for in-school youth. Through this program, 5300 youths participated in electronic wage distribution, and over 3000 youths attended classes in financial management.

Engaging the Business Community

Columbus Centre Project

The Columbus Centre Project, a 2.1 million square-foot, mixed use facility is the key site in the redevelopment of Columbus Circle at Broadway and 59th Street. The building opened in the fall of 2003, and will contain the world headquarters of Time Warner, the Mandarin Hotel, and 55 other commercial sites. Working closely with New York City elected officials, One-Stop staff developed a virtual job fair that allowed applicants to access jobs at Mandarin, which will be the first tenant to move in. The model will be used for future employers at the site as they begin to hire. Both Time Warner and CNN have expressed interest in using the process to recruit employees in early 2004.

Information Technology Career Ladder

The NYC WIB cooperated with the New York Software Industry Association, the CUNY Institute on Software Design and Development, SEEDCO, and the Workforce Strategy Center to obtain a US Department of Labor H1B grant to provide training in IT skills for both unemployed and incumbent workers. Approximately 600 people will receive either upgrade or advanced skill training.

Use of Supplemental Adult and Dislocated Worker Funds

New York City has maintained a strong emphasis on occupational skill training. Over 10,000 individuals received voucher-based training through Individual Training Accounts (ITAs) during Program Year 2002, with total expenditures for the program year of over $44 million.

Supplemental funding from New York State for the completed program year was devoted to expanding the training opportunities through the ITA voucher system. As envisioned by the Workforce Investment Act, system customers received information and counseling. They had a wide choice of training from the wealth of eligible programs available in the City. These customer choices produced an array of occupational training, including administrative clerks/secretaries, drivers, managers, accountants, computer-related occupations, plus many more.

During the program year, the WIB's Individual Training Account (ITA) Committee thoroughly reviewed the goals and usage of the ITA program. They discussed the appropriate balance of interests between employers' requirements for certain skills and the needs of individual customers using ITA through the One-Stop system. The large influx of new funds devoted to ITAs led to the review, leading to the WIB's decision early in the following program year to target ITA funds to the Growth Occupations List.

Responding to Emerging Workforce Trends

- During the preceding program year, New York City took a major step to reposition its workforce development initiatives to be more responsive to the employer community. The Department of Employment's activities transferred to two City departments: Adult and dislocated worker programs went to the Department of Small Business Services; Youth programs moved to the Department of Youth and Community Development.

The realignment of staff will strengthen the relevance of the system to the business community by linking it to the employers who hire the job seekers and trainees. Moving WIA-funded youth programs to the Department of Youth and Community Development also allows better coordination of all youth development activities tied to emerging job opportunities.

Development of the Workforce Investment Board

Over the past year, there has been significant progress defining the role of the WIB and developing its capacity as a key planner for workforce initiatives. Examples include:

- Addition of 18 new members to the WIB in 2003;
- Training sessions and focus groups with new and old members to clarify roles, responsibilities, and opportunities;
- Creation of WIB policy to direct ITAs to demand occupations;
- Approval of a $2.5 million for the Rikers Island Employment Re-entry Program to provide services to transitioning ex-offenders;
- Creation of a partnership with the New York Information Technology Career Ladder Consortium and other partners to obtain a $2.9 million H1B grant for technology training for new and incumbent workers.

The connection of the WIB to the Department of Small Business Services' business outreach efforts provides an opportunity to increase the WIB's visibility in the business community. Through joint planning with key economic development entities, the WIB can help to ensure that workforce strategies relate to economic development actions and priorities of the region.

WIA Annual Report
Program Year 2002

New York City	Total Participants	Adults	49,071
		Dislocated Workers	19,201
		Older Youth	2,323
		Younger Youth	14,783
	Total Exiters	Adults	41,440
		Dislocated Workers	9,179
		Older Youth	1,188
		Younger Youth	4,989

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	67%	0.0%
	Employers	74%	0.0%
Entered Employment Rate	Adults	64%	60.6%
	Dislocated Workers	68%	74.2%
	Older Youth	56%	53.8%
Retention Rate	Adults	73%	68.9%
	Dislocated Workers	81%	80.0%
	Older Youth	73%	70.1%
	Younger Youth	36%	34.9%
Earnings Change/Replacement	Adults	$3,721	$3,054
	Dislocated Workers	97%	79.1%
	Older Youth	$3,566	$2,764
Credential/Diploma Rate	Adults	55%	45.5%
	Dislocated Workers	45%	43.6%
	Older Youth	35%	35.7%
	Younger Youth	20%	35.3%
Skill Attainment Rate	Younger Youth	64%	48.1%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Hudson Valley Region

Dutchess

Dutchess Works

Rockland

TW ...to prepare our workforce for the 21st century

Ulster

Ulster County WORKFORCE SYSTEM ONESTOP Job Center

Yonkers

Workforce New York Yonkers

Orange

ORANGE WORKS

Sullivan

SULLIVAN WORKS

Westchester Putnam

Workforce New York Westchester-Putnam

Workforce New York

Historic Trends and Current Shifts

The Hudson Valley region consists of seven counties made up of five metropolitan statistical areas; Poughkeepsie (Dutchess County); Newburgh, NY-Pike Co., PA (Orange County); Rockland, Putnam and Westchester; and two rural areas, Sullivan and Ulster. Due to close proximity to New York City, the Capital Region, Pennsylvania, Connecticut, Massachusetts and New Jersey, the counties in this region have seen the economy temporarily affected by the national recession in IT. There is no indication that the decline is permanent; particularly with planned projects like the New York Presbyterian Hospital's biomedical research facility, which could create close to 1,000 tech-related jobs. IBM may expand its new chip manufacturing plant by 500 workers once demand in the industry picks up. Smaller IT firms are anticipating a better year in 2004. Manufacturing has felt the biggest impact from the national slowdown, but over the year, job losses in manufacturing have stabilized and have dropped considerably from the peak of 4,600 jobs lost between February 2001 and February 2002.

The region's low unemployment rates and moderate job growth/opportunities attracts unemployed workers from New York City. The region has added jobs year-to-year over the past year. That growth has been particularly strong in trade, transportation and utilities, natural resources, mining and construction, educational and health services, and professional and business services. The recession's impact on the region has been much less pronounced than that of the early 1990's; the diversified economy of the region helped it to fare better than other regions. Its population has continued to grow. Several of the region's counties are among the fastest growing in the state. The labor force participation rate in 2000 for the region ranged from 57.5 percent in Sullivan to 69.2 percent in Putnam.

Employment growth is also evident; labor market analysts report that the Hudson Valley region has shown ten consecutive months of private sector job growth and six consecutive months of falling unemployment. Overall, unemployment in the region declined 0.1 percent from 4.3% to 4.2% during July 2002 to June 2003 with rates below the state and national averages. In addition, the region has experienced an 8.25% decline in persons receiving public assistance. Companies announcing expansion or relocation plans have bolstered the region during the Program Year. These include:

- Home Depot, Staples and others are moving to Sullivan County's Thompson Square Mall, with an estimated 240 new jobs.
- Crystal Run Healthcare's new facility has announced plans to hire 150 to 180 staff.
- Avon Corp.'s plans a $46M research and development center in Suffern.
- There is a planned $700M biotechnology complex in Valhalla.

- Innotech USA, Inc., a company that produces laser devices for the health care industry, recently announced a significant expansion that will create 175 new high-paying jobs in Westchester County.
- Medical Technology Industries has invested $7.9M in a new research facility at Northeast Business Center in Newburgh.
- The announcement in recent months of major expansions of Washington Mutual, Commerce Bank, North Fork Bank, TrustCo Bank and Webster Bank with new branches planned for several Hudson Valley counties.
- The mining and construction sectors have added 2,500 jobs since June 2002, a growth rate of 5.3 percent.
- Associated Aircraft Group, Target, and the Mid-Hudson Medical Group all chose Dutchess County for expansions and relocations. The region also was selected as the site for the Rivers and Estuaries Center on the Hudson and the Dia Arts Center opened in Beacon.

Plans must take into account the region's growing economic and industrial diversity, large numbers of underemployed workers and older workers remaining in the work force. The region's current challenges are to:

- Train new workers for occupations now in demand
- Direct training at:
  - retaining the region's increasingly educated workforce
  - retraining workers displaced from declining industries
  - attracting more workers to meet the region's need for workers at all skill levels

Responding to Economic Shifts

Responding with Increased Collaborations and Partnerships

The seven Workforce Investment Boards (WIBs) of the Hudson Valley region are responding to economic shifts strategically, in partnership with each other and in collaboration with Chambers of Commerce, Economic Development agencies, businesses, industry consortia and government agencies. In addition, WIBs are making strategic policy changes in Individual Training Accounts (ITA's) to offer training to more customers. They are targeting specific industry clusters for customized and on-the-job training. In the past year, the WIBs were involved in the following initiatives affecting the regional economy:

- In collaboration with business partners, the region's WIBs are developing training curricula for specific industry clusters to ensure the supply of skilled workers. For example, the Orange WIB worked with the Orange/Ulster BOCES and business partners from the Balchem Corporation, RIJ Pharmaceutical Company and Turbine Airfoil Coating and Repair to develop a curriculum for an "Introduction to Manufacturing" course. This

training for adults and eventually high school students will prepare them for a manufacturing career. The 100-hour course includes an internship with local employers.

- Sullivan, Ulster and Orange WIBs collaborated to secure a $480,000 Manufacturing grant funded through the WIA State Level Activity funds for customized and on-the-job training to 21 companies and 1,044 incumbent workers. The training included managing specific workflow processes, critical thinking, lean manufacturing and teamwork. It resulted in worker skills upgrades, increased business productivity and the development of transferable skills.

The Combined Energy Services companies in Sullivan County expressed their gratitude for services rendered through the one-stop: "The time [the one-stop employee] spent with my businesses has enabled us to be better poised for future growth and meeting the needs of our clientele in today's economy."

- Twenty-six Hudson Valley businesses received a total of approximately $1 million in training funds through BUSINYS grants funded through the WIA Statewide Level Activity funds. These funds made training programs available to approximately 1,858 incumbent workers from businesses such as Mid Hudson Valley Federal Credit Union, VirTis, Bermac Home Aides, Inc., Architectural Decorating LLC, Emerald Technology, Northern Dutchess Hospital, Cessna Aircraft Company, Brewster Plastics, Inc. and Excelsior/AEP, Inc.
- The WIB used a $600,000 grant from the US Departments of Labor, Health and Human Services, and Justice, to develop the Yonkers Youth Offender Development Program. The program is designed to provide services to prepare young offenders, gang members and at-risk youth ages 14-24 for long-term employability and employment. So far, it has enrolled 100 individuals, and placed 28 of the targeted 30 youth in jobs.
- Through a Local Skills Assessment grant funded with WIA Statewide Level Activity funds, the Dutchess WIB offered training to the healthcare and tourism industries. They helped a regional health care provider network to develop career ladder training programs. These enable home health aides to earn college credits toward nursing degrees simultaneously with a certification that will result in more and better employment opportunities. In partnership with the local Tourist Promotion Agency, the WIB helped develop training curricula and certification for 200 tourism industry workers to help stabilize this somewhat transient workforce.

Use of Supplemental Adult and Dislocated Worker Funds

The region received approximately $2 million in supplemental adult and dislocated worker funds from the NYS Department of Labor. Each WIB used the funding in ways that matched its unique labor market and responded to area economic conditions:

- In the Westchester-Putnam area, supplemental funds were used to develop the New Careers Program. It provides customized training and OJT for business partnerships that produced about 500 jobs in the retail sector. The success of the New Careers program led to establishment of the Career Ladders Program targeting the Health, Administrative/Office Support, Retail, Construction, Security, Commercial Driving, Food Service, Hospitality and Education sectors.
- Business services staff in Yonkers, in conjunction with Pace University, developed a Customer Service training model "Delivering World Class Customer Service" for 40 staff at St. Joseph's Medical Center. The goal of the program was layoff aversion for many employees who lacked the skills necessary to provide friendly, quality customer service. Courses included: Handling Difficult Customers, Telephone Skills for Better Customer Service, Active Listening, Essential Spanish for Customer Service, and Your Voice versus Your Message. All participants retained their jobs and employee morale improved. The remaining supplemental funds provided ITAs and OJT contracts with local employers.
- Dutchess County reported that the supplemental funds produced an increase of 16% in the number of individuals receiving core, intensive and training services. Of all adults, 92.8% entered employment and 86.2% retained their jobs.
- Supplemental funds in Ulster County were used to serve 31 additional dislocated workers. They achieved an 86% placement rate as CNAs, HVAC technicians, licensed commercial drivers, medical records clerk and other computer/clerical positions for companies such as Golden Hill Health Facility, Hutton Nursing Home, Dynabil Industries, Bottini Fuel, Webster Trucking, Boices Dairy, Mid-Hudson Family Health Institute, Crosspoint Communications, Johnson Ford and Managed Physical Network.
- Orange County's supplemental funds were used for 65 adults and 135 dislocated workers who received classroom training through ITAs. They trained in demand occupations in the healthcare, manufacturing, warehouse and distribution sectors, as well as licensed commercial driving.
- Rockland served 17 adults in various training: Medical Coding and Billing, Medical Office Management, pilot training, sonographer and various computer software training. Of the 17 customers trained, 10 have completed the courses and of those,

7 have been placed in training-related employment. The other three customers are in job search-related activities. Seven are still completing their training.

- The Rockland One-Stop Center also worked with Dress Barn in Suffern to provide customized training to 350 associates. Thus far, 65 employees have participated in various computer software training courses. Classes begin shortly for 80 associates in Retail Math, Understanding Merchandising and Understanding the "Open-to-Buy." Three additional classes are planned in Basic Work Principles, Communication Skills and Teamwork.

Responding to Emerging Workforce Trends

The Hudson Valley region WIBs are focusing resources and activities on specific industry clusters to create career ladders that will help to retain workers. The Orange County WIB targeted three industry clusters: Health Care, Distribution and Manufacturing. Staffers meet monthly with the local businesses on a variety of economic initiatives. The Dutchess County WIB is working with the County Economic Development Corp. and regional economic development agencies to develop career ladder "lattices" that will apply to more than one of the developing industry councils. This focus on career ladders for multiple industries will create a flexible workforce that can respond rapidly to sector shifts in the economy.

The health care field is one of the fastest growing industries in the region. In Sullivan County, residential care facilities have expanded; accounting for approximately 1,000 new job openings in the past year. A recent Yonkers WIB initiative responded to the need for trained electronic medical billers at St. John's Riverside Hospital via a $100,000 Local Skills Gap II grant, funded through WIA Statewide Level Activity funds. The WIB collaborated with St. John's Hospital, Westchester Community College, the Yonkers Public Schools Center for Continuing Education, Recruit Right and the One-Stop Center to provide electronic medical billing training to 25 students. The program included basic literacy skills, medical billing software training, job readiness training and hands-on internships. Students interned at St. John's Riverside Hospital, where they received on-the-job training and gained valuable job experience. The program graduated 20 people who qualify for positions in dentists and doctors offices, hospitals and other medical facilities.

> *"St. John's Riverside Hospital is delighted to participate in this training program for medical billers," said Stephen J. Lucas, Vice President of External Affairs. "It will not only provide the health care community with a labor pool for critical job positions, but just as importantly will enable individuals residing in our area to obtain meaningful and well-paid career opportunities," Lucas added.*

The Westchester-Putnam WIB is focusing on the development of the Bio-Medical Research and Development sector. This high tech sector will require specialized recruiting and employment activities. The WIB plans to use its Career Ladder Program to create openings for people by providing customized training for incumbent workers.

The Hudson Valley region has become a northeast hub for expanding national chain-store retailers who are locating warehousing and storage facilities in the area. These include the Gap, Inc. center in East Fishkill, Dutchess County, which serves its Gap, Old Navy and Banana Republic stores, and the new Home Depot and Staples warehouses in Montgomery, Orange County. Many of the 1,500 new jobs these facilities created have been retained despite the national economic slowdown of the past two years. The completion of a new WalMart distribution center in Wallkill, Orange County in 2004 will boost the prominence of the industry locally. Construction began this past summer on the facility, which will employ 600 workers upon completion.

A recent Distribution Cluster initiative led by the Orange County WIB involved a collaborative project with the Shortline Bus Company, Cardinal Health, Wakefern and C&S Grocers. They modified existing bus routes to provide more convenient transportation to workers from their homes to the business parks where they work. A promising practices award of $37,500 from the NYS Department of Labor in 2002 funded a van to transport some workers from the inner city areas of Newburgh to the Neelytown corridor. These projects triggered an additional $100,000 in transportation funding from the office of Congressman Maurice Hinchey that will assist workers in the Manufacturing and Health industry clusters.

Truck transportation is also a growth area spurred by the increase in the warehousing and distribution sector. In Sullivan County, we are recruiting for CDL licensed drivers, based on 24 openings at 18 different businesses.

As a region, the Hudson Valley continues to show strength through expansions in the commercial and residential building sectors, professional and business services sector, warehousing and distribution and trade, transportation and utilities. The workforce investment boards of the Hudson Valley region continue to build partnerships. Their strategies incorporate innovative solutions to preparing the workforce and supplying the region's growing business community with skilled workers.

Use of Supplemental Adult and Dislocated Worker Funds

- Sullivan County used supplemental funds to train 64 customers. Some were trained in Health Care: CNAs, RNs, Pharmacy Technicians and Medical Office staff. In the Transportation Sector, 15 people participated in CDLA training; 12 of them are working at Tetz Construction, Schmidt's Wholesalers, Shortline Bus, Webster Trucking and others. Others trained in Technology fields: computer skills upgrades and software training. Two successful OJTs were established.

Dutchess Works

WIA Annual Report
Program Year 2002

Dutchess County	Total Participants	Adults	266
		Dislocated Workers	108
		Older Youth	49
		Younger Youth	263
	Total Exiters	Adults	230
		Dislocated Workers	67
		Older Youth	27
		Younger Youth	188

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	76%	92.8%
	Dislocated Workers	75%	87.3%
	Older Youth	42%	54.5%
Retention Rate	Adults	77%	86.2%
	Dislocated Workers	86%	83.3%
	Older Youth	55%	50.0%
	Younger Youth	37%	65.9%
Earnings Change/Replacement	Adults	$3,422	$2,985
	Dislocated Workers	83%	91.6%
	Older Youth	$1,356	-$661
Credential/Diploma Rate	Adults	47%	66.4%
	Dislocated Workers	39%	61.7%
	Older Youth	27%	30.8%
	Younger Youth	41%	19.8%
Skill Attainment Rate	Younger Youth	69%	1.6%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WIA Annual Report
Program Year 2002

Orange County	Total Participants	Adults	724
		Dislocated Workers	284
		Older Youth	50
		Younger Youth	228
	Total Exiters	Adults	616
		Dislocated Workers	211
		Older Youth	21
		Younger Youth	108

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	75%	95.5%
	Dislocated Workers	78%	93.7%
	Older Youth	69%	85.7%
Retention Rate	Adults	74%	92.5%
	Dislocated Workers	84%	89.6%
	Older Youth	72%	83.3%
	Younger Youth	42%	83.3%
Earnings Change/Replacement	Adults	$3,124	$1,509
	Dislocated Workers	97%	87.2%
	Older Youth	$1,419	$1,492
Credential/Diploma Rate	Adults	44%	89.3%
	Dislocated Workers	45%	83.8%
	Older Youth	34%	57.1%
	Younger Youth	29%	62.2%
Skill Attainment Rate	Younger Youth	69%	80.9%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

...to prepare our workforce for the 21st century

WIA Annual Report
Program Year 2002

Rockland County	Total Participants	Adults	328
		Dislocated Workers	203
		Older Youth	15
		Younger Youth	35
	Total Exiters	Adults	57
		Dislocated Workers	35
		Older Youth	3
		Younger Youth	6

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	67%	0.0%
	Employers	64%	0.0%
Entered Employment Rate	Adults	73%	75.0%
	Dislocated Workers	70%	89.7%
	Older Youth	61%	100.0%
Retention Rate	Adults	74%	73.9%
	Dislocated Workers	84%	91.4%
	Older Youth	71%	100.0%
	Younger Youth	39%	75.0%
Earnings Change/Replacement	Adults	$3,341	$3,401
	Dislocated Workers	97%	104.7%
	Older Youth	$3,272	$4,348
Credential/Diploma Rate	Adults	55%	100.0%
	Dislocated Workers	46%	94.1%
	Older Youth	45%	66.7%
	Younger Youth	40%	100.0%
Skill Attainment Rate	Younger Youth	66%	58.3%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

SULLIVAN WORKS

WIA Annual Report
Program Year 2002

Sullivan County	Total Participants	Adults	140
		Dislocated Workers	79
		Older Youth	8
		Younger Youth	35
	Total Exiters	Adults	57
		Dislocated Workers	34
		Older Youth	2
		Younger Youth	12

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	80%	100.0%
	Dislocated Workers	73%	83.3%
	Older Youth	75%	100.0%
Retention Rate	Adults	70%	87.8%
	Dislocated Workers	75%	80.0%
	Older Youth	63%	100.0%
	Younger Youth	42%	100.0%
Earnings Change/Replacement	Adults	$2,771	$2,418
	Dislocated Workers	97%	92.9%
	Older Youth	$3,696	-$1,101
Credential/Diploma Rate	Adults	70%	85.7%
	Dislocated Workers	49%	75.0%
	Older Youth	49%	100.0%
	Younger Youth	54%	66.7%
Skill Attainment Rate	Younger Youth	69%	93.5%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Ulster County WORKFORCE SYSTEM ONESTOP Job Center

WIA Annual Report
Program Year 2002

Ulster County	Total Participants	Adults	282
		Dislocated Workers	154
		Older Youth	17
		Younger Youth	205
	Total Exiters	Adults	175
		Dislocated Workers	80
		Older Youth	13
		Younger Youth	135

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	78%	90.9%
	Dislocated Workers	81%	85.7%
	Older Youth	54%	71.4%
Retention Rate	Adults	73%	88.5%
	Dislocated Workers	84%	86.7%
	Older Youth	66%	0.0%
	Younger Youth	42%	33.3%
Earnings Change/Replacement	Adults	$2,266	$2,977
	Dislocated Workers	97%	90.5%
	Older Youth	$3,109	-$1,044
Credential/Diploma Rate	Adults	67%	86.0%
	Dislocated Workers	55%	80.0%
	Older Youth	38%	57.1%
	Younger Youth	30%	27.3%
Skill Attainment Rate	Younger Youth	69%	74.3%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York
Westchester-Putnam

WIA Annual Report
Program Year 2002

Westchester County Balance/Putnam	Total Participants	Adults	1,425
		Dislocated Workers	959
		Older Youth	25
		Younger Youth	319
	Total Exiters	Adults	187
		Dislocated Workers	262
		Older Youth	1
		Younger Youth	2

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	67%	0.0%
	Employers	64%	0.0%
Entered Employment Rate	Adults	61%	91.1%
	Dislocated Workers	73%	95.8%
	Older Youth	61%	0.0%
Retention Rate	Adults	76%	86.8%
	Dislocated Workers	83%	90.7%
	Older Youth	70%	100.0%
	Younger Youth	35%	50.0%
Earnings Change/Replacement	Adults	$3,096	$2,498
	Dislocated Workers	95%	96.2%
	Older Youth	$1,783	$4,951
Credential/Diploma Rate	Adults	22%	83.2%
	Dislocated Workers	23%	72.3%
	Older Youth	20%	100.0%
	Younger Youth	32%	100.0%
Skill Attainment Rate	Younger Youth	64%	60.1%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York Yonkers

WIA Annual Report
Program Year 2002

Yonkers	Total Participants	Adults	957
		Dislocated Workers	526
		Older Youth	15
		Younger Youth	235
	Total Exiters	Adults	350
		Dislocated Workers	185
		Older Youth	0
		Younger Youth	5

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	69%	86.1%
	Dislocated Workers	85%	94.3%
	Older Youth	64%	16.7%
Retention Rate	Adults	67%	81.6%
	Dislocated Workers	88%	87.2%
	Older Youth	50%	100.0%
	Younger Youth	42%	52.0%
Earnings Change/Replacement	Adults	$3,019	$2,841
	Dislocated Workers	97%	87.5%
	Older Youth	$2,773	$10,931
Credential/Diploma Rate	Adults	42%	84.8%
	Dislocated Workers	39%	84.6%
	Older Youth	34%	0.0%
	Younger Youth	38%	0.0%
Skill Attainment Rate	Younger Youth	66%	72.4%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Greater Capital Region

Capital Region

Capital Region Workforce New York
Albany
Rensselaer
Schenectady

Columbia-Greene

Workforce New York
Columbia-Greene

Fulton-Montgomery-Schoharie

Workforce Solutions System
Economic Development
Business
Jobseekers
Fulton Montgomery Schoharie Counties

Saratoga-Warren-Washington

The Job Link
Saratoga • Warren • Washington

Workforce New York

Economic Shifts

The Greater Capital Region includes the Workforce Investment Areas of Albany/ Rensselaer/Schenectady (the Capital Region); Columbia/ Greene; Fulton/Montgomery/Schoharie (FMS); and Saratoga/Warren/ Washington (SWW). Overall, the region gained 231 jobs between the first quarter of 2002 and the first quarter of 2003. This gain is significant in relation to the loss of jobs throughout the State, and reflects continuing trends from prior years. While Manufacturing continued a multi-year decline (–2,292 jobs), strong gains were seen in Health Care (+1,389 jobs), Wholesale Trade (+533), Distribution (+266 jobs), Finance and Insurance (+530 jobs), and Other Services (+884 jobs).

Location of Tech Valley Initiative –

The Capital Region continues to be strong in health care, education, construction, and government, with anticipated growth in high technology and information sectors. The Columbia-Greene area has developed its first industrial park and is targeting the food distribution industry to anchor it. The Distribution sector is particularly strong in the FMS area due to its close proximity to major transportation venues. This centrally located region between three major metropolitan areas is fast becoming a major distribution hub. The SWW area experienced growth in medical instruments, another longer-term trend.

All of the region's eleven counties are part of a larger 18-county regional Tech Valley Initiative (**http://www.techvalley.org/**). The Initiative includes the Albany Center of Excellence in Nanoelectronics at the University at Albany (also known as Albany NanoTech). The Center is a state of the art nano-technology research facility that is a cooperative effort of the State of New York, local colleges, private venture capital companies and other private and public sector entities. The Albany facility, one of five around the state, has impressed International SEMATECH, a 12-member global consortium of major computer chip manufacturers. The Consortium is establishing a $400M microchip wafer R&D center there

called International SEMATECH North. Likewise, Tokyo Electronic Ltd., the second largest manufacturer of computer chip-making tools in the world, will establish a $300M research and development center at Albany NanoTech, as well. Together, these two centers will employ nearly 1,000 workers and will likely entice other high-tech companies to the area, creating even more job opportunities.

The Greater Capital Region WIBs anticipate major growth in this area and demand for skilled workers. To WIBs are working cooperatively to develop the necessary training and career ladder information to help area workers prepare for the opportunities that will grow out of this initiative.

Demographics –

174 people per square mile in the Greater Capital Region (compared to 402 in the state and 80 in the nation).

The median household income for the Greater Capital Region in the 2000 U.S. Census was $42,027. This compared to $43,393 for the State and $41,994 for the nation.

(Source: U.S. Census 2000)

All of the region's workforce areas have policies and programs aimed at specific industry sectors: health care and manufacturing sectors, professional and scientific sectors. In addition, the areas are focusing on tourism, information and high technology, building trades, warehousing, and finance.

- **Proactive business services are also a priority.** The Capital Region WIB gains many of the new business contacts from the State's **Building Skills In NYS** (**BUSINYS)** grant program funded through WIA State Level Activities funds. **BUSINYS** allows businesses to apply for training dollars to upgrade the skills of their existing workforce. The WIB awarded 21 BUSINYS grants totaling $1.3 million to train 919 workers from companies such as Prime Care Physicians, Ordway Research Institute, Intelligent System Solutions, Albany International – Press, ProTech Manufacturing and MTI MicroFuel Cells, Inc.

The Capital Region WIB offered on-line learning to workers of approximately 100 local businesses. The E-learning effort promoted by the WIB allowed workers access to a library of over 3,000 on-line courses, including management, software, and soft skills. Thirty local employers took advantage of E-learning training for 954 incumbent workers through a State funded E-learning pilot project. Another 582 incumbent workers from 69 local companies received soft skills training through E-learning licenses obtained through the One-Stop Centers.

- In Columbia-Greene, 55 companies obtained training funds through the BUSINYS grant, Skills Gap II grant and local formula funds to upgrade the skills of their newly hired and existing workers. Funds reached a total of $278,940 for 726 different training slots and OJT for area businesses. Training

included lean manufacturing, computer software packages, supervisory training, industry specific certifications, business/social skills training and E-learning training packages. Companies benefiting from the training include Dynabil Industries, Purofirst Certified Restoration, Hudson River Bank & Trust, P.G. Construction, Schweitzer-Mauduit International, Taconic Farms and Columbia Memorial Hospital.

Purofirst Certified Restoration employees received training in various programs that offered credentials required by the insurance industry. The training enhanced employees' skills, enabling them to take on more customers and work more efficiently. They also received training for the first time in Applied Microbial Remediation, which allowed the company to expand their service mix and thus serve new customers.

Training provided to employees of Taconic Farms earned them industry-specific laboratory animal care certification, offering workers a nationally recognized and portable credential. This grant allowed Taconic Farms to offer training on a semi-annual basis; improving the skills of workers, increasing career ladder opportunities, and enhancing Taconic Farms' reputation throughout the industry.

- The WIB added Business Services Specialist positions in the Columbia-Greene and FMS areas to coordinate workforce activities with local businesses. They also convened local Business Services Consortiums of area organizations providing job development services to local businesses. This coordination will effectively market services, increase penetration rates and avoid duplication.

  In the FMS area, the two Business Services staffers each make 50 calls every month, many to businesses they have not contacted in the past year. The FMS consortium also developed an on-line toolbox to share information on companies in the area (**http://www.fmswork forcesolutions.org/Tool.htm**, password required).

- Saratoga-Warren-Washington sponsored and coordinated a business conference (along with local chambers); topics included lean manufacturing, management training, business services, and others. A business services partnership and plan with the local community college contacts employers and offers information about services (with emphasis on small to medium-size businesses, and the paper industry).

  Five businesses in Saratoga-Warren-Washington received $396,600 in BUSINYS grants through WIA State Level Activities funds. The grants provided 464 training slots to workers at Hudson Headwaters Health Network, Flow Management Technologies, Thomson Learning, Cascades Tissue Group New York, and Manchester Wood, Inc.

SWW has applied their Skills Gap II grant, supported with WIA State Level Activity funds, to a training model of essential skills for the workplace that offers credentials. It includes an in-school youth component.

Improving education and work-readiness is a primary focus across the region. The Capital Region, FMS, and SWW WIBs nominated employers to participate in research and development of a national work-readiness credential. Each of the four WIBs also held job fairs and on-site recruiting actions during the program year.

Career Planning Goes To School –

The Columbia-Greene area provided a suite of services for both in-school and out-of-school youth. It offered 76 middle school and high school students career planning, academic support, and employment related services. The programs include a graphic design school-based business known as Hometown Graphics. Through contracts with local agencies, over 90 out-of-school youth also received services.

For example, 37 high school dropouts received a GED through the Catskill Central School District Alternative High School Equivalency Preparation Program that helps youth obtain work-readiness skills. The program incorporates computer, individual, and group GED instruction.

The Capital Region, FMS and Columbia-Greene areas instituted the use of swipe card systems for tracking purposes. These systems will monitor traffic in One-Stop resource rooms, types of services received, and referrals between programs. The information collected by the swipe card system will enable the local areas focus service offerings and strengthen partner relationships.

All the areas believe that the Tech Valley Initiative and other efforts have brought them closer partnerships with economic development ranging from information sharing to coordination of efforts. In SWW, this has particularly helped the school-to-career, medical device, and nanotech training efforts.

Use of Supplemental Adult and Dislocated Worker Funds

During a time of federal budgetary cuts, all of the regions believe the supplemental adult and dislocated worker funds help them provide better services to their customers and more training opportunities to enhance the work options for customers in need.

- The FMS WIB used supplemental funds to give more customers access to Individual Training Accounts and on-the-job training opportunities. One job seeker completed Certified Nursing

Assistance training at the Fulton-Montgomery Community College and was hired immediately at a local medical firm. Another customer completed Patient Care Technician training and found a job at the Amsterdam Memorial Health Care Center that offers career advancement. A laid-off leather industry worker who took a multimedia course then entered an on-the-job training program at Amsterdam Print and Litho where he was hired permanently.

- In the Saratoga/Warren/Washington area, over 130 additional customers were served via the supplemental funds. These funds allowed the area to employ additional funding for support services that helped individuals stay in training. Over 70% of the trainees who used the adult supplemental training were in occupations directly related to health care. Close to 60 dislocated workers took training in higher paying occupations with the goal of regaining their previous incomes. This produced in a 94% wage replacement level, exceeding their performance target of 82%.
- The Capital Region area WIB served 120 additional customers through the supplemental dislocated worker funds and over 750 customers through the supplemental adult allocation.
- In the Columbia-Greene area, the supplemental funds supported training in demand occupations for 20 additional participants; 42% of all ITA training provided to dislocated workers. As of June 30, 2003, 90% of the participants who completed their program received a credential and 100% found employment. All of the jobs were training-related, with the average wage replacement at $14.43 per hour. The participants trained for jobs in trucking, business and health care fields.

Responding to Emerging Workforce Trends

Emerging workforce trends and demographic shifts have spurred the four WIBs to work together on programs that will benefit the labor market as a whole. They took steps under WIA Title 1 during the Program Year to coordinate target sectors and industries, skill sets and training policies.

Economic development initiatives put immediate and long-term pressure on workforce systems to create a skilled and educated workforce. To reach those goals, regional planning must cross boundaries. At the close of the Program Year, the four WIBs initiated several projects that will address broader issues and also select goals for their boards to champion and advance.

In response to a strategic planning summit sponsored by the State Workforce Investment Board, each of the four boards applied for and received strategic planning grants. They will use the funds to continue the momentum and process started at the June, 2003 summit. Instead of working along, the four WIBs are coordinating their strategic plan activities and will complete the process by the end of Program Year 2003. The

four WIBs will apply the private sector talent of their membership to solve crucial workforce problems facing their communities and design regional approaches and solutions.

The anticipated spin-off from research and development investments in nanotechnology gives the four WIBs an opportunity to map and implement career ladders for this field. Working together, the four WIBs have undertaken a career-mapping project that involves industry, education, CBOs, publicly funded workforce agencies and other policy makers.

The Fulton-Montgomery Community College's Spatial Information and Technology Program through NASA is developing spatial information training for health care workers, and recently hosted a breakfast meeting with health care employers. Also in FMS, SUNY-Cobleskill is developing two- and four-year programs in Bio Technology.

Columbia-Greene Community College developed a teacher education transfer program.

Capital Region Workforce New York
Albany Rensselaer Schenectady

WIA Annual Report
Program Year 2002

Capital Region	Total Participants	Adults	1,103
		Dislocated Workers	1,340
		Older Youth	78
		Younger Youth	529
	Total Exiters	Adults	176
		Dislocated Workers	200
		Older Youth	6
		Younger Youth	62

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	81%	93.8%
	Dislocated Workers	79%	93.5%
	Older Youth	54%	83.3%
Retention Rate	Adults	79%	72.0%
	Dislocated Workers	86%	94.9%
	Older Youth	57%	72.7%
	Younger Youth	42%	36.0%
Earnings Change/Replacement	Adults	$3,192	$4,811
	Dislocated Workers	93%	106.4%
	Older Youth	$1,775	$735
Credential/Diploma Rate	Adults	54%	90.3%
	Dislocated Workers	45%	49.6%
	Older Youth	30%	21.4%
	Younger Youth	38%	33.3%
Skill Attainment Rate	Younger Youth	69%	42.9%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York
Columbia-Greene

WIA Annual Report
Program Year 2002

Columbia/Greene	Total Participants	Adults	160
		Dislocated Workers	185
		Older Youth	31
		Younger Youth	160
	Total Exiters	Adults	75
		Dislocated Workers	78
		Older Youth	10
		Younger Youth	52

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	73%	77.1%
	Dislocated Workers	75%	83.7%
	Older Youth	77%	88.2%
Retention Rate	Adults	83%	90.5%
	Dislocated Workers	86%	89.6%
	Older Youth	74%	56.3%
	Younger Youth	42%	55.4%
Earnings Change/Replacement	Adults	$3,055	$3,468
	Dislocated Workers	97%	100.0%
	Older Youth	$2,971	-$103
Credential/Diploma Rate	Adults	65%	72.0%
	Dislocated Workers	51%	75.9%
	Older Youth	59%	66.7%
	Younger Youth	54%	81.0%
Skill Attainment Rate	Younger Youth	69%	84.4%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WIA Annual Report
Program Year 2002

Fulton/Montgomery/Schoharie	Total Participants	Adults	322
		Dislocated Workers	225
		Older Youth	50
		Younger Youth	159
	Total Exiters	Adults	61
		Dislocated Workers	71
		Older Youth	11
		Younger Youth	20

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	81%	92.6%
	Dislocated Workers	77%	89.7%
	Older Youth	85%	100.0%
Retention Rate	Adults	72%	87.5%
	Dislocated Workers	87%	88.5%
	Older Youth	73%	87.5%
	Younger Youth	42%	94.7%
Earnings Change/Replacement	Adults	$2,361	$4,104
	Dislocated Workers	92%	101.2%
	Older Youth	$3,687	$2,069
Credential/Diploma Rate	Adults	70%	56.5%
	Dislocated Workers	52%	64.1%
	Older Youth	55%	75.0%
	Younger Youth	54%	78.6%
Skill Attainment Rate	Younger Youth	69%	90.2%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

The Job Link
Saratoga • Warren • Washington

WIA Annual Report
Program Year 2002

Saratoga/Warren/Washington	Total Participants	Adults	463
		Dislocated Workers	313
		Older Youth	44
		Younger Youth	267
	Total Exiters	Adults	238
		Dislocated Workers	147
		Older Youth	24
		Younger Youth	119

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	75%	78.5%
	Dislocated Workers	82%	88.4%
	Older Youth	71%	80.0%
Retention Rate	Adults	72%	83.4%
	Dislocated Workers	86%	91.2%
	Older Youth	71%	84.6%
	Younger Youth	42%	52.9%
Earnings Change/Replacement	Adults	$2,226	$2,207
	Dislocated Workers	82%	94.2%
	Older Youth	$2,300	$2,785
Credential/Diploma Rate	Adults	64%	63.6%
	Dislocated Workers	55%	75.0%
	Older Youth	45%	33.3%
	Younger Youth	38%	40.7%
Skill Attainment Rate	Younger Youth	61%	67.1%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

Clinton/Essex/Franklin/Hamilton

OneWorkSource
BUSINESS & EMPLOYMENT CENTER

Jefferson/Lewis

The WorkPlace

St. Lawrence

Serving the needs of Job Seekers & Employers in St. Lawrence County
STOP
Career Center

North Country Region

Workforce New York

Economic Shifts

The North Country Region borders Canada, the St. Lawrence River, and Lake Ontario. The region consists of 11,420 square miles of rural area in northern New York State. The region is comprised of three local workforce areas representing seven counties. During this past year, the region's economy was influenced by the following elements:

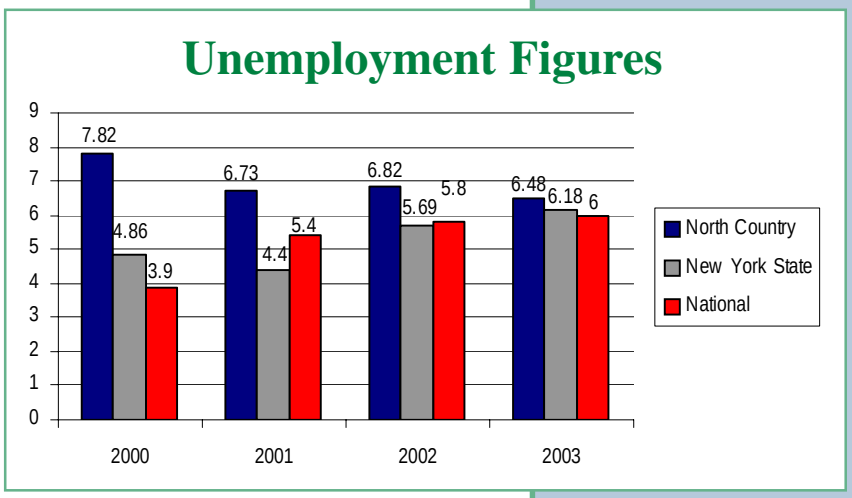
- Private sector employment increased by 2,400 to a level of 117,000 for the year ending in June 2003. Educational and Health Services recorded the largest increase (+800), followed by leisure and hospitality (+500), and other services (+500).
- In the goods-producing industries, the natural resources, mining and construction sector added 500 jobs since February of 2000. Construction has been spurred on by the North Country's flourishing first and second home market, which has taken off over the last few years.
- Governor Pataki's announcement of the opening of Stream International, a multinational call center in Watertown (Jefferson County), provided a sizable boost to professional and business services employment in service-providing industries. Stream, which began hiring in November 2002, currently employs about 400 people and expects to hire 700 more over the next three years.
- The largest single contributor to employment growth in the North Country, however, was the health care and social assistance industry. This sector, which accounts for 15 percent of the region's employment, has added 2,200 jobs (+11.4%) since February 2000.
- The area's major hospitals have undertaken capital projects to increase the scope of treatments they can provide, as well as the volume of patients they can accommodate, bolstering health care-related employment in the region.

Another area of high growth — nursing and residential care facilities — is likely to climb even faster as the region's population ages. According to U.S. Census data, the nation's population forty years of age or older increased by 4.1 percent from 1990 to 2000. While New York State's gain (3.1 percent) was below the national level, the North Country's gain (6.9 percent) outpaced the nation.

- Manufacturing continued to suffer the sharpest drop of any industrial sector. However, manufacturing appears to be rebounding, thanks to the availability of Empire Zone grants and the region's labor surplus, which has made it an attractive place for companies to relocate or establish manufacturing operations. During the latter half of the program year, employment in the manufacturing sector rose slightly (+700) as some areas in the region saw smaller, niche manufacturing operations sprout up and expand. Employers like Ogdensburg Cheese, which

reopened as a Kosher cheese plant, and Otis Technology, which manufactures gun-cleaning systems for military and civilian customers, contributed to this rising employment trend.

- Government continues to be a major source of employment in the North Country. This sector represents overall employment in the region at almost twice the national average (26.3 percent).
- A military base closure in one county and an expansion of a military base in another county significantly affected local economies within the region.
- Unemployment rates have continued to decline, but remain higher than national and state averages as shown on the chart.



Demographics –

37.2 persons per square mile in the North Country Region versus 401.9 in the state and 79.6 in the nation (total population is 424,271 which is 1,504 less than in 2001)

55,568 residents or 13.00 percent of the population is below poverty level versus approximately 12.6 percent in the state and 11.84 percent in the nation (based on 2000 Census data)

$34,008 median household income versus $43,393 in the state and $41,994 in the nation

For effective use of WIA funding, "…workforce development must be economic development. They are not separate initiatives," according to the WIB Directors in the region. This practice of using WIA funding to help stabilize and enhance the economy of the rural North Country is the foundation of their efforts to respond to the economic shifts in the region, invest Adult and Dislocated Worker supplemental distributions, and respond to emerging workforce trends.

Responding to Ecominic Shifts

The three WIBs in this region have responded to economic shifts in a variety of ways. Examples of their efforts include:

- In St. Lawrence County, a Layoff Aversion Grant administered by the local WIB was coupled with other incentives as part of an economic stimulus package to divert ACCO Brands, Inc. from closing their North Country operations in Ogdensburg and

combining with their Midwest operation. This move initially saved 180 jobs and ultimately led the company to expand the workforce at their Ogdensburg facility to over 330 people.

- The Jefferson/Lewis WIB worked with local and state economic development agencies to accomplish the opening of the Stream International (Solectron) facility in Watertown. They pre-screened over 2,200 applicants, and documented eligibility for STRAP and CDBG funding. They served as fiscal agent for a $1,500,000 training grant from New York State and coordinated the employment of over 400 employees (to date) at the company.

William Chapman, Human Resources Manager –

"ACCO Brands, Inc. was able to expand their manufacturing and distribution operations in Ogdensburg, New York. This required a major initiative to hire employees to meet increased production demands. The One-Stop Career Center provided a significant service to ACCO Brands, Inc., in this endeavor by supplying candidate referrals that met the job qualifications. We are appreciative of the opportunity to enhance the quality of our workforce with the assistance of the One-Stop Career Center and look forward to a continuation of the excellent working relationship we have."

- The Jefferson/Lewis WIB also created a Career Ladder Program, a business initiative that offers partial wage reimbursement to local businesses that develop advancement opportunities for existing workers and provide increased skills and employee salary upgrades.
- The St. Lawrence County WIB, working in partnership with the St. Lawrence County IDA and the Empire State Development Corporation, provided resources to help Kinney Drugs, Inc. expand its operations in Gouverneur, N.Y. The WIB provided a $50,000 training grant to help the company with its expansion plans. The project will help secure the existing 267 jobs in Gouverneur and will create 33 new jobs within 3 years.
- The three WIBs are jointly supporting the "North Country Highway Corridor Initiative" (a four-lane uninterrupted direct route, which would allow more efficient movement of people and goods in and out of the region). This regional initiative addresses truncated transportation issues east to west from Jefferson/Lewis Counties through St. Lawrence County through Franklin and on to Clinton. Regionally, all of the local areas in this region have difficulty moving people and goods into, out of

and through the region. Congressman John McHugh acquired a $2 million grant for an environmental review to determine the effect that the proposed corridor would have on the North Country economy.

- The North Country WIB, representing the counties of Clinton, Franklin, Essex and Hamilton, established a Healthcare Sub-Committee and formed an alliance with the Northern Area Health Educators Consortium to address the growing number of openings in this field across the region.

Craig Painter, President, Kinney Drugs, Inc. –

"As our strategic plan for continued growth of our corporation has evolved over the last several years, the need to expand our current distribution network has been a top priority for us. We are very pleased with the support and direction that our local partners have offered us. As a locally owned company, we are looking forward to continued success and growth in the Gouverneur area for many years to come."

- The North Country WIB also held five industry/geography-specific focus groups of businesses that have traditionally used the services of the One-Stop system. The focus groups discussed how their workforce needs have changed and how the system can continue to serve them. The WIB also partnered with local economic development to study the feasibility of creating a Wood Products Incubator at Paul Smith's College.
- In Jefferson and Lewis Counties, the WIB partnered with the North Country Library System to establish business and job seeker information centers in community libraries, and assisted in the electronic connection of workforce development services and information to remote library facilities.
- The WIBs in this region worked with qualified business consultants to identify industry sectors critical to the local economies that could be targeted with funding to update, modify or create business plans and training plans under the State's *Accelerate New York* Program. Four consulting organizations were issued awards to study the needs of 13 businesses in the Durable Goods Manufacturing (Wood Products) Sector.
- During the year, three additional One-Stop Career Centers opened and provided services to 16,683 more customers (a 97.6% increase) due to increased visibility, marketing, accessibility and the need for additional services.

- Local WIBs have expanded their presence through web-site development and expansion, giving customers access to job information, job listings, educational information, community resources information, and related links. The Jefferson/Lewis web-site alone received 18,520 hits during the past year. The web-site operated by the North Country WIB increase usage by 62% over the previous year.
- Each of the WIBs in this region continues to emphasize business outreach services as a primary facet of their mission. Over 1,250 businesses received services including: posting of job openings, pre-screening of job applicants, labor market information, development of on-the-job training (OJT) programs, customized training programs and e-learning opportunities.

Use of Supplemental Adult and Dislocated Worker Funds

"Over the last three and half years, the three WIBs in this region served over 30 percent more dislocated workers because of the labor market conditions … The use of supplemental funds has helped to reduce further erosion of the economy," according to one WIB director. These funds have been combined with other WIA funding, local county funding and resources from other providers to offer coordinated services to job seekers and their families and to businesses. "We may have some funding from one pot to pay for training, another pot to reimburse transportation, and another to help businesses. The point is for the system to keep the family as financially solvent as possible so that Mom or Dad can attend full-time training and transition to a new job," according to one staff member of the WIB.

When a local paper company closed, affecting 408 workers, the local WIB was there to do individualized assessments and to offer reemployment services that would allow each employee to transition to another job. During one of the three rounds of layoffs, the WIB evaluated 54 workers for full time training. Out of these workers:

21 entered full-time training (e.g., electrical and manufacturing technology, radiology technician, construction maintenance;

- 19 completed training with two- year degrees and/or certificates;
- 19 secured training-related jobs at the same or better wages;
- 14 had to leave the area to secure employment, 5 found employment locally; and
- 33 participated in job searches.

During this past year, the three local areas within this region used supplemental Adult and Dislocated Worker resources from the NYS Department of Labor to meet additional training needs in the local areas. The three local areas were able to provide additional services as follows:

- In St. Lawrence County, $320,832 in supplemental funds provided 21 additional dislocated workers and 53 additional adults with needed core, intensive and training services. Fifty-three individuals received classroom training through ITAs in such areas as licensed practical nursing, registered nursing, various technologies, welding, and commercial drivers licensing. Thirty-five of those participating in training found jobs, with 28 achieving the same or higher wages. Eighteen remain in training and 12 are currently receiving job search assistance services. Funding also supported an OJT program with ACCO Brands, Inc. Twenty-one individuals were trained and placed into employment with the company, helping it expand operations.

Job Seeker Customer –

"… You didn't just do it for me. You gave me the tools I considered necessary to do what I needed to do for myself. I didn't know I could do all that on my own. Well, I guess I really didn't. It was a team effort … I felt better knowing I had the strength of character to get myself to my level of success."

- In the Jefferson/Lewis local area, $151,814 in supplemental dislocated worker funds provided additional ITA training services to 38 individuals in the following areas; certified nursing assistant, licensed practical nursing, registered nursing, computer networking, carpentry, masonry, commercial drivers licensing and office skills training. Of the 38 individuals who received training, 26 have completed training with 25 started work.
- In the North Country local area, $210,210 in supplemental adult funds provided training services for several specific projects including; customized training for Mountain Valley Teleservices, AgriMark, and Franklin County Nursing Home. The WIB earmarked funds to support On the Job Training programs at Cleyn & Tinker and AgriMark and offer farm worker training in Malone County. Fifty-eight individuals will receive training services under this allocation.

Across the region and as individual agencies within their counties, the WIBs share economic strategic planning with other county offices and initiatives; co-location also helps integrate resources and expertise. These efforts allow the WIBs to identify and respond to issues from a broader perspective. They also poolexpertise and fiscal resources for better efficiency and effectiveness across a county and the region. Partnerships are stronger and more responsive to workforce trends in a way that melds workforce development with economic development in the North Country Region.

The response to an economy that is not currently undergoing extreme change is to "…maintain the businesses we have and look for expansion for the businesses that are here. That is our first priority. Focus on the greatest need and greatest promise," according to the WIB Directors. The design of the WIBs and the flexibility of the WIA legislation allows individual counties and states to work as a system to maintain and increase economic health. By working with the incumbent workforce, businesses in the North Country will become more productive.

Attorney, Business Owner –

"Each time I have an opening in my office for secretarial help, I immediately contact OneWorkSource (One-Stop Career Center). Personnel of OneWorkSource are always most cooperative and also most solicitous of my needs and the needs of prospective employees. The assistance of OneWorkSource has proved to be invaluable to me in keeping my office capably staffed."

The North Country shares many of the demographic and geographic challenges common to rural health systems. The greatest challenge likely to come from the intersection of an aging population with projected staffing shortages in key occupations, particularly health care and social assistance.

To address this emerging workforce trend, the WIBs in this region are focusing on the needs of the health care industry. They are developing partnerships with health care system providers and educators improve interest in and access to careers in health care fields. Partnerships with the Northern Area Health Education Center (NAHEC) and health care providers/agencies in the region are exploring ways to train local workers to meet the high demand for health care workers in the North Country Region. Partners work with school systems to help students learn about and explore careers in health care. They offer links to local health care career opportunities at local hospitals and facilities. They also examine how adults and dislocated workers can transition into these careers using existing workplace skills. Another goal is to make workers aware of skills they must acquire to move into specific occupations within a given career ladder, how to acquire those skills and where to seek financial assistance.

ONEWORKSOURCE
BUSINESS & EMPLOYMENT CENTER

WIA Annual Report
Program Year 2002

North Country	Total Participants	Adults	487
		Dislocated Workers	158
		Older Youth	49
		Younger Youth	185
	Total Exiters	Adults	176
		Dislocated Workers	70
		Older Youth	26
		Younger Youth	80

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	66%	90.8%
	Dislocated Workers	82%	93.6%
	Older Youth	65%	61.1%
Retention Rate	Adults	76%	88.8%
	Dislocated Workers	87%	89.0%
	Older Youth	73%	85.7%
	Younger Youth	42%	70.8%
Earnings Change/Replacement	Adults	$3,084	$3,450
	Dislocated Workers	97%	99.8%
	Older Youth	$2,816	$2,139
Credential/Diploma Rate	Adults	57%	38.1%
	Dislocated Workers	55%	66.7%
	Older Youth	42%	14.3%
	Younger Youth	54%	40.7%
Skill Attainment Rate	Younger Youth	69%	68.0%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

WIA Annual Report
Program Year 2002

Jefferson/Lewis	Total Participants	Adults	329
		Dislocated Workers	157
		Older Youth	85
		Younger Youth	289
	Total Exiters	Adults	159
		Dislocated Workers	78
		Older Youth	11
		Younger Youth	80

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	71%	94.7%
	Dislocated Workers	82%	92.3%
	Older Youth	85%	88.9%
Retention Rate	Adults	77%	91.6%
	Dislocated Workers	85%	95.8%
	Older Youth	83%	87.5%
	Younger Youth	42%	94.3%
Earnings Change/Replacement	Adults	$3,096	$5,300
	Dislocated Workers	86%	67.2%
	Older Youth	$3,961	$3,363
Credential/Diploma Rate	Adults	62%	73.4%
	Dislocated Workers	57%	83.4%
	Older Youth	56%	72.7%
	Younger Youth	54%	85.7%
Skill Attainment Rate	Younger Youth	69%	95.5%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WIA Annual Report
Program Year 2002

St. Lawrence County	Total Participants	Adults	319
		Dislocated Workers	226
		Older Youth	124
		Younger Youth	234
	Total Exiters	Adults	152
		Dislocated Workers	94
		Older Youth	68
		Younger Youth	52

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	64%	92.1%
	Dislocated Workers	80%	93.8%
	Older Youth	57%	81.6%
Retention Rate	Adults	75%	85.1%
	Dislocated Workers	83%	92.0%
	Older Youth	72%	87.0%
	Younger Youth	42%	50.0%
Earnings Change/Replacement	Adults	$2,943	$2,854
	Dislocated Workers	83%	68.0%
	Older Youth	$1,277	$2,893
Credential/Diploma Rate	Adults	56%	72.8%
	Dislocated Workers	55%	74.6%
	Older Youth	35%	77.6%
	Younger Youth	54%	60.0%
Skill Attainment Rate	Younger Youth	69%	86.6%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Herkimer-Madison-Oneida

Working Solutions
Herkimer•Madison•Oneida

Mohawk Valley Region

Workforce New York

Economic Shifts

Shifts in the economies of Herkimer-Madison-Oneida mirror trends in the state and the nation. While the area lost manufacturing jobs during the Program Year, the largest private sector gains were in education and professional and business services. Leisure and hospitality have shown gains, which are largely attributable to the success of the Oneida Indian Nation's casino enterprises.

The Air Force Research Lab at Rome's Griffiss Park and the creation of the Griffiss Institute for Information Assurance have increased the high-tech and information technology presence in the region. There are between 70 and 100 high-tech employers, but few employ more than 10 employees. In addition, defense-related employers such as PAR Systems appear to be showing an increase in government contracts, which could lead to new employment.

Griffiss Park attracted Empire Aero Center, a major aircraft maintenance and repair company. This added 100 jobs during the program year (40 came with the company from Miami, 60 were new hires). Another 300-400 jobs may be created within the next five years. The continued growth of Griffiss Park and expansion of the Empire Air Center should increase the presence of related firms, such as suppliers, transportation, and distribution.

The area continues to experience a shortage of skilled and technical health-care workers. This triggers the need to upgrade the technology knowledge of teachers and to train new workers for careers in construction trades and machining.

Demographics –

113 people per square mile in the Mohawk Valley Region (compared to 402 in the state and 80 in the nation)

The average household income for the Mohawk Valley Region in the 2000 U.S. Census was $36,217. This compared to $47,426 for the state and $41,994 for the nation

(Source: U.S. Census 2000)

Responding to Economic Shifts

Working Solutions, which operates four One-Stop Centers in Herkimer, Madison and Oneida counties, has many strong partners in the area. They range from One-Stop operators to economic development officials to training providers. One of the lessons learned during the recruitment for the biotech lab was the importance of having a properly skilled workforce.

The area made the most of its Skills Gap II training grant, which was funded through WIA State Level Activities funds. The grant led to a large E-learning initiative that provided 400 employees with on-line training to upgrade core, essential (soft) skills. This followed on the heels of another project that identified a low comfort level among employers with E-learning. The program was a huge success because it developed new relationships with employers. It also helped incumbent workers acquire skills that employers had said they needed.

- The WIB sought and secured federal grant funding to improve services for people with disabilities. The area also received $490,000 for a National Guard-sponsored program called About Face that helps in-school youth. Also, the New York State Department of Labor is supplying over $2.45 million for three youth employment and education programs.

Michael Schafer, President, Mohawk Valley Community College –

> *"A regional economy is huge and complex. Like an aircraft carrier, it takes a long time to turn it around."*

- The efforts of the region don't stop with the workforce board. Mohawk Valley Community College, a critical One-Stop system partner, worked with an informal consortium of railroad operators (led by Erie-Susquehanna Short Line) to begin an innovative railroad worker training program. The Community College also instituted a machining program that will graduate about 30 students this year, at a time when all of the BOCES in the area have dropped machine tool training.
- The WIB also helped the Community College market a respiratory care allied health-training program. Furthermore, the Board helped the Mohawk Valley Construction Industry Development Committee sponsor a "construction career day" in Rome this past spring.
- The Mohawk Region also received over $240,000 in Accelerate New York grants through WIA State Level Activities funds. Seventy businesses benefited from the Manufacturing sector; five from the Health Care and Social Assistance sectors; five from the Leisure and Hospitality; and three from the Durable Goods Manufacturing sector (wood products).
- Five Building Skills in New York (BUSINYS) grants funded with WIA State Level Activities funds were awarded $439,636 to train 958 workers from the Oneida Financial Corporation, FleetBoston Financial Corp., Presbyterian Home for Central NY, Inc., Marquardt Switches and Utica National Insurance Co.

Working Solutions Receives over $3 Million Dollars in Federal Grants to Improve Services for People with Disabilities

The U.S. Department of Labor (USDOL) awarded $289,720 to the Workforce Investment Board of Herkimer, Madison, and Oneida Counties to enhance services for individuals with disabilities at the Working Solutions One-Stop Career Centers. The area was one of only 23 recipients nationwide and was chosen, in part, because of its extensive collaborative approach. Partners in the initiative include the Resource Center for Independent Living, Learning Disabilities Association of the Mohawk Valley, VESID, and Herkimer County ARC, among many others. In addition to the initial award, USDOL gave the Board another five-year $2.72 million dollar grant. Census statistics estimate that unemployment for individuals with disabilities in the tri-county area is around 58%.

The grants will create disability navigators, people who can help customers connect with funding sources for which they are eligible, to help them learn the skills they need. The Boston-based Institute for Community Inclusion will provide training for local Working Solutions staff. Local partners will work with employers to help them realize the benefits of hiring individuals with disabilities.

In announcing the WIB's additional five-year grant, Congressman Sherwood Boehlert stated, "Individuals with disabilities are a tremendously powerful part of our potential workforce. Increasing job opportunities for every individual is critical to economic development. The tremendous community partnership represented by this project will help the tri-county region's economy by extending the opportunity to everyone."

Use of Supplemental Adult and Dislocated Worker Funds

During a time of federal budget cuts, the Workforce Investment Board of Herkimer-Madison-Oneida believes the WIA supplemental adult and dislocated worker funds provided by the New York State Department of Labor are helping to maintain core services. Any additional money has been focused on reaching more people and training them for new jobs on the horizon.

- Herkimer-Madison -Oneida Counties received $213,105 in supplemental **Adult Money** in PY0 2002.
  - 77 people received training
  - 76.6% (59) have been placed/employed

- 18.1% (14) are still enrolled in training programs

Training was provided in the following demand fields:

- Healthcare (RN, LPN, Medical Lab Technician)
- Network Engineer, Programmer/Analyst, Computer & Information Science
- Adolescent Education
- HVAC, Construction
- Truck Driver
- Administrative Assistant
- Sales & Account Manager

Herkimer-Madison -Oneida Counties received $273,845 in supplemental **Dislocated Worker** money in PY-2002

- 92 people received training
- 67.4% (62) have been placed/employed
- 19.5% (18) are still enrolled in training programs

Training was provided in the following demand fields:

- Healthcare (LPN, Medical Office Technology, Dental Hygiene)
- Graphic Communications
- Mechanical Engineering
- Commercial Driving
- Microcomputer Technology
- Cytotechnology
- Welding
- MCSE Network Engineer
- Oracle Database Administrator

Responding to Emerging Workforce Trends

New and emerging growth industries, including Biotechnology, High Technology, Health Care, and Tourism, will require specific skills training, expanded partnerships and even closer collaboration with businesses to respond quickly to their changing workforce needs.

A significant partnership for the staff of the Herkimer-Madison-Oneida Workforce Investment Board (WIB) is active participation in the area's business outreach group. This group consists of about 15 economic development staff from eight economic development organizations across the three-county area. Members of the group exchange information about employers, which helps the workforce development staff learn company requirements, even if the company is not a direct customer. The group meets monthly and this critical information-sharing process leads to much better coordination of efforts for all of the part-

ners involved. This group helps the local workforce leaders make approximately 100 additional business contacts per year.

- The WIB has also devoted an extensive amount of time to forming partnerships and beginning dialogue with local colleges to develop pilot projects. These projects may cultivate a science/technology workforce of the future in the region from among its own citizens. A summer program called "Brownfields to Greenspaces" took junior high students, largely from the inner city, to the Institute of Technology campus, where they learned about brownfield cleanups. Some of the participants presented their findings to NASA Astronaut Robert Curbeam, who attended the summer's closing ceremonies along with Congressman Boehlert.
- The area received a U.S. Department of Labor H-1B grant that allows it to offer training to unemployed, underemployed, and emerging workers in education, health care, and high technology. The training can be delivered in customized sessions, by on-the-job experience, or through a scholarship. The focus of the training is on increasing local skill levels in technology, math, and science. To qualify for the training, participants must have completed their training by December 2004, and receive a degree or certification recognized within their field. Another round of H-1B funding is being used to help develop the higher-end workforce needed at Griffiss Park and elsewhere.

The WIB has found that although specific educational programs and workforce initiatives change, the continuing community and business partnerships built through these programs are critical to the success of the Herkimer-Madison-Oneida area economy. In addition, the WIB leads the development of a regional workforce strategy plan that will help meet the future workforce needs of the region. Finally the WIB will continue to aggressively pursue grant funds to focus on the Health Care and Technology industry sectors, as well as the needs of youth and individuals with disabilities.

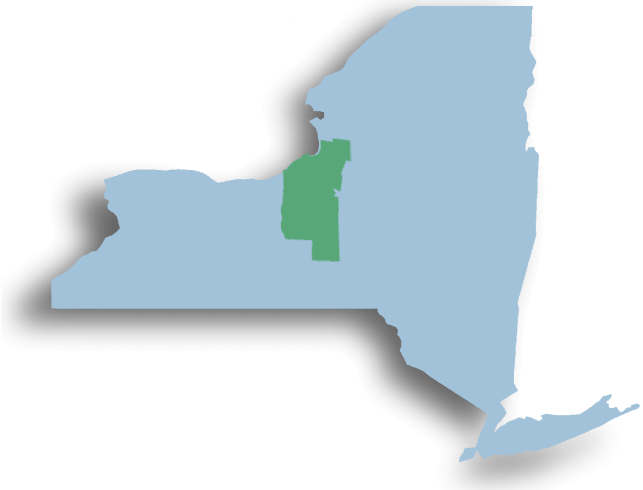
WIA Annual Report
Program Year 2002

Oneida/Herkimer/Madison	Total Participants	Adults	673
		Dislocated Workers	377
		Older Youth	90
		Younger Youth	735
	Total Exiters	Adults	372
		Dislocated Workers	137
		Older Youth	13
		Younger Youth	40

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	79%	98.4%
	Dislocated Workers	85%	98.4%
	Older Youth	58%	64.3%
Retention Rate	Adults	78%	87.6%
	Dislocated Workers	88%	90.2%
	Older Youth	71%	70.0%
	Younger Youth	39%	43.9%
Earnings Change/Replacement	Adults	$3,056	$4,731
	Dislocated Workers	97%	95.5%
	Older Youth	$2,575	$2,836
Credential/Diploma Rate	Adults	71%	90.6%
	Dislocated Workers	59%	98.1%
	Older Youth	39%	40.0%
	Younger Youth	45%	78.9%
Skill Attainment Rate	Younger Youth	64%	80.2%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Central Region



Cayuga/Cortland

Cayuga-Cortland

Onondaga

CNY WORKS

Oswego

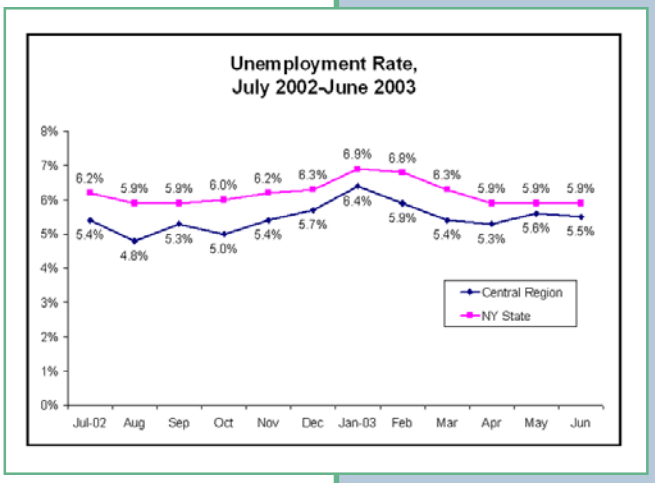
Career Connection

Workforce New York

Economic Shifts

The Central Region is made up of three workforce investment areas: Onondaga, Oswego and Cayuga/Cortland. Total employment in the Central Region increased by 3,100 jobs or .9% during the period June 2002 to July 2003. The Central Region has seen a decline in manufacturing, with 2,700 jobs lost during the Program Year. This continues a longstanding trend that mirrors the rest of the nation, but is exacerbated in areas that have a heavy reliance on durable goods production. There should be increased employment in highly skilled manufacturing positions; bolstering the need for incumbent worker training in the region to retain these positions.

Syracuse, in Onondaga County, is the third largest transportation hub in New York State. This industry segment currently provides access to one-third of all U.S. and Canadian locations and continues to grow. In addition, warehousing opportunities abound, although there has been a shift from manufactured goods to staple items.



In spite of the manufacturing sector declines, the region as a whole remains in better economic condition than the nation, with average lower unemployment rates and better pay scales. The education levels also are predominantly higher than the national averages, largely because the region is home to several institutions of higher learning. The commercial and residential construction industry continues to be strong. Growth in the health care industry is expected to result in increased demand for trained health and home care workers.

Responding To Economic Shifts

All three WIBs emphasized the importance of retaining their current manufacturing employers as they responded to the changes in the economy. Considerable energy is being expended to identify training and resource needs of these employers, and to utilize funds to help fill the gaps. While the decline in manufacturing may not be stopped, it can be slowed, and the region can remain an attractive destination for new manufacturing. The local WIBs helped businesses access several grants funded through WIA Statewide Level Activity funds:

- Twenty businesses in the region received over $1 million in BUSINYS grant funds to train 1,831 workers from companies such as Armstrong Mold Corporation, Raymours Furniture Company, Inc., Nixon Gear, Pall Corporation and Interface Solutions, Inc.
- Nearly $250,000 was awarded as a result of the Accelerate New York grant, offering 20 businesses in the Leisure and Hospitality sector and 30 in the Durable Goods Manufacturing sector the opportunity to update or develop business strategic plans.

Use of Supplemental Adult and Dislocated Worker Funds

The supplemental funds awarded by the State were extremely beneficial to fill gaps in training needs. Each of the three workforce areas focused their spending in slightly different ways:

- Cayuga/Cortland targeted individual needs rather than a specific industry or business sector. In this manner, approximately 111 individuals were served, benefiting several business and industry sectors including Banking and Business Services, Food and Beverage, Health Care and Transportation. A portion of the funds was used for on-the-job training at area businesses, including Onesil Corporation; New Hope Mills; and Mier Tool Company.

Demographics –

243 people per square mile in the Central Region, compared to 402 in the state and 80 in the nation.

The median household income for the Central Region in the 2000 U.S. Census was $39,345, compared to $43,393 for the state and $41,994 for the nation.

- Oswego developed highly effective customized training initiatives that served 52 workers at three companies: leadership and lean manufacturing training at Alcan; lean manufacturing at SONOCO; and ISO 9000 training for certification at Fulton Tool Company. Training needs assessments were completed at SONOCO and skills assessments were scheduled with Birds Eye, Pathfinder Bank, Oswego County National Bank, International Wire, Hutamaki, Northern Oswego County Health Services and Fulton Savings Bank. Customized training programs will be developed based on those results. Funds provided training in the health care and services industries, and intensive services helped upgrade job seekers with a variety of computer skills. Every effort was made to assist businesses sharpen their competitive edge in the declining economy.
- Onondaga provided customized training to approximately 120 workers at Sutherland, Sulzle and Syracuse China. There was significant competition from Canada for Sutherland's business; Monroe County collaborated with Onondaga on the project to assure that the jobs were retained in the area. Both Sulzle and Syracuse China were provided training assistance to increase the skills of their current workforce to remain competitive.

Responding to Emerging Workforce Trends

The three WIBs have identified several long-term trends. One is an insufficient number of people entering vocational education to meet the demand for these occupations. Another is the out-migration of young, talented, skilled workers because they do not see career opportunities in the region. Work in the area of vocational education is just beginning. Initiatives underway to address the second trend include a summer opportunity program in Onondaga and a youth professionals program in Cayuga/Cortland.

The Oswego WIB will be using the upcoming workforce development strategic planning process, funded with WIA State Level Activity funds, to integrate workforce policies into economic development activities. Their activities will recruit businesses and occupations attractive to those talented, skilled young workers.

Industry Growth/ Decline – June 2002-June 2003

Government	*4.4%*
Financial Activities	*3.3%*
Leisure and Hospitality	*2.8%*
Professional and Business Services	*2.2%*
Educational and Health Services	*1.7%*
Natural Resources, Mining & Construction	*1.4%*
Information	*-1.4%*
Other Services	*-1.4%*
Manufacturing	*-6.4%*

Onondaga identified the growing high school dropout rate in Syracuse as an area of significant concern. The dropout rate exceeds 50% and demand for General Equivalency Diploma (GED) programs exceeds availability. The WIB is very concerned about the long-term consequences if this trend continues. The WIB is developing strategies that apply its talent and expertise to help reduce the dropout rate in their education system.

Finally, the WIBs identified the low wages offered by the growing industry sectors as a cause for future concern. A community audit conducted by CNY Works suggested, "Efforts need to be undertaken to enhance the wage base and attractiveness of the anticipated growth positions to both genders." Suggestions for accomplishing this included highlighting the value of these positions and emphasizing the potential career ladders they offer.

Cayuga-Cortland

WIA Annual Report
Program Year 2002

Cayuga/Cortland	Total Participants	Adults	432
		Dislocated Workers	373
		Older Youth	52
		Younger Youth	218
	Total Exiters	Adults	116
		Dislocated Workers	121
		Older Youth	7
		Younger Youth	24

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	72%	95.8%
	Dislocated Workers	82%	98.6%
	Older Youth	77%	100.0%
Retention Rate	Adults	75%	91.5%
	Dislocated Workers	82%	94.4%
	Older Youth	73%	50.0%
	Younger Youth	42%	40.0%
Earnings Change/Replacement	Adults	$2,942	$2,729
	Dislocated Workers	84%	103.2%
	Older Youth	$3,272	-$1,211
Credential/Diploma Rate	Adults	65%	87.7%
	Dislocated Workers	56%	89.7%
	Older Youth	50%	66.7%
	Younger Youth	54%	27.3%
Skill Attainment Rate	Younger Youth	69%	74.7%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

CNY WORKS

WIA Annual Report
Program Year 2002

Onondaga County	Total Participants	Adults	474
		Dislocated Workers	567
		Older Youth	115
		Younger Youth	851
	Total Exiters	Adults	249
		Dislocated Workers	146
		Older Youth	50
		Younger Youth	146

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	69%	70.2%
	Dislocated Workers	86%	86.4%
	Older Youth	64%	76.9%
Retention Rate	Adults	75%	69.6%
	Dislocated Workers	87%	86.5%
	Older Youth	71%	72.7%
	Younger Youth	42%	44.4%
Earnings Change/Replacement	Adults	$3,351	$1,982
	Dislocated Workers	88%	89.4%
	Older Youth	$3,418	$1,389
Credential/Diploma Rate	Adults	60%	31.3%
	Dislocated Workers	59%	36.9%
	Older Youth	45%	11.8%
	Younger Youth	32%	14.0%
Skill Attainment Rate	Younger Youth	69%	77.0%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Career Connection

WIA Annual Report
Program Year 2002

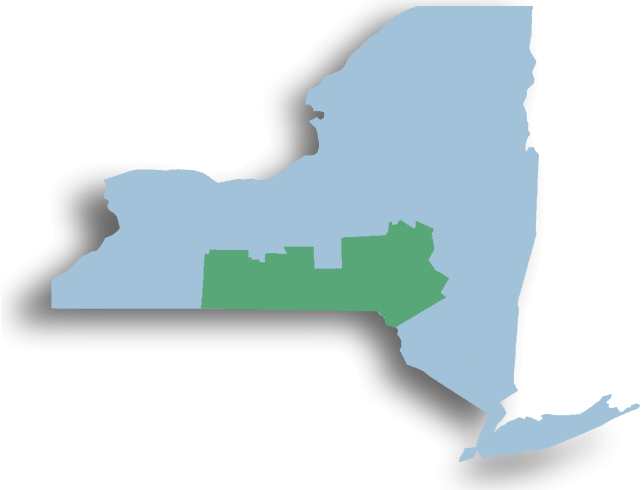
Oswego County	Total Participants	Adults	289
		Dislocated Workers	246
		Older Youth	58
		Younger Youth	209
	Total Exiters	Adults	143
		Dislocated Workers	140
		Older Youth	16
		Younger Youth	11

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	83%	89.5%
	Dislocated Workers	85%	94.1%
	Older Youth	82%	72.0%
Retention Rate	Adults	70%	90.3%
	Dislocated Workers	77%	95.5%
	Older Youth	74%	95.5%
	Younger Youth	42%	61.9%
Earnings Change/Replacement	Adults	$3,428	$5,138
	Dislocated Workers	93%	96.7%
	Older Youth	$2,815	$5,815
Credential/Diploma Rate	Adults	74%	81.3%
	Dislocated Workers	59%	87.2%
	Older Youth	59%	43.3%
	Younger Youth	54%	54.5%
Skill Attainment Rate	Younger Youth	69%	84.2%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

Southern Tier Region



Broome/Tioga

broometiogaworks

Chemung/ Schuyler/Steuben

Workforce New York
Chemung- Schuyler-Steuben

Chenango/ Delaware/Otsego

CDO WORKFORCE
Innovative Employment & Training Solutions

Tompkins

Tompkins Workforce New York

Workforce New York

Economic Shifts

"The Region is focused and viewed as a business resource"

The Southern Tier Region comprises nine counties in the south central area of New York. It includes metropolitan centers in Elmira, Corning, Binghamton and Ithaca. More than 320,000 people are employed in the region, representing 3.8% of the state's total employment. The impact of the global slowdown in telecommunications and a national recession has been mixed across the region:

- The region lost 3,800 manufacturing jobs during the period covered by this report. Corning and Binghamton suffered a disproportionate hit because of their high concentration of manufacturing employment.
- Gains were posted in educational and health services, which added 300 jobs; leisure and hospitality increased by 300 jobs.
- Despite the recession, near the end of the report period, more businesses reported improved business activity and anticipated adding new employees in the coming months.
- The region has top-notch colleges and universities, which produce some of the best talent in the country. At the same time, communities in the region have struggled to retain their graduates.

Unemployment –

Broome	*5.4%*	*Schuyler*	*6.1%*
Chemung	*6.4%*	*Steuben*	*7.6%*
Chenango	*5.8%*	*Tioga*	*5.3%*
Delaware	*4.4%*	*Tompkins*	*2.1%*
Otsego	*3.1%*		

Responding to Economic Shifts

"The region is viewed as a provider of talent to businesses, and is working to keep this talent in New York."

In this large geographic region, the local WIBs have stepped up their ability to aid businesses through Business Service Capacity programs. They are knowledgeable about trends in the region and ready to assist businesses and customers by the following:

- Sponsored Job Fairs that have served more than 6,000 people and featuring more than 150 employers.
- Established Skills Standards and a National Credential in Customer Service.
- Intensified the focus on entrepreneurship training, including securing enterprise business grants.
- Sponsored E-learning programs through NY Wired that have trained more than 400 people on their own computers in their workplaces.

- Obtained a grant for $150,000 through the Alliance of Manufacturing and Technology to help small and medium-sized niche manufacturers in the region respond creatively to changes in the global market
- Received a $300,000 Workforce Incentive Grant from the U.S. Department of Labor to improve career-related services for persons with disabilities
- Secured more than $68,500 in Layoff Aversion grant funding to help Sear Brown, a leading facilities design company, retain115 employees in the region

Special Projects

In the fall of 2001, the Broome-Tioga WIB and the Press & Sun Bulletin introduced a weekly pullout section featuring career advice and employment opportunities in Greater Binghamton. This initiative has raised awareness of the local workforce system, promoted various partner programs, helped to increase usage of the One-Stop Centers, provoked thought and dialogue on career-related issues, and made people aware of the global and national economic trends that affect the Southern Tier. Each week the section reaches more than 200,000 readers.

The Broome-Tioga WIB, in conjunction with the Press & Sun Bulletin and the Binghamton Mets, sponsored its second annual "Work Tryout Camp" in the summer of 2002 to expose people to careers in the less formal setting of a ballpark. More than 600 people participated.

In addition, the WIBs of the Southern Tier are:

- Working with colleges, Chambers of Commerce, and the New York State Department of Labor to develop localized Work Credentials. They place 90% of the people trained, and show 97% retention of people placed after receiving the training.
- Working with Chambers, they have developed a web site to link students and businesses through internships, mentorships, job shadowing, and summer employment opportunities.
- Providing business education sessions with Job Service Employer Committees, co-sponsored by the Workforce Investment Board, with 383 business representatives attending eight separate sessions.
- Conducting a regional labor market analysis, yielding valuable information that will assist them in their planning process to respond to workforce needs.
- Initiating Rapid Response for 196 employees, demonstrating that the WIB Directors are ready to help.

Use of Supplemental Adult and Dislocated Worker Funds

The Southern Tier Region has put the WIA Adult and Dislocated Worker supplemental funds provided by the New York State Department of Labor into direct training dollars to boost Individual Training Accounts,

On-the-Job Training, and Customized Training. There is a continuing need for these services.

- Broome-Tioga used more than $450,000 in supplemental funding to provide Individual Training Accounts (ITAs) to 137 people and OJTs for 34 more people. This funding was timely as the region was trying to help many workers make the transition to new careers. Training was provided in health care, computer/technology, business management, office support and distribution. More than 92% of this group secured or maintained employment through this initiative. The average wage is $11 per hour, offering a significant return on investment for the community.

- Tompkins County Workforce Investment Board invested the supplemental adult and dislocated worker funds in new hires and employed worker upgrades in the skilled trades occupations. The adult funds supported 15 new hire OJT's at Emerson Power Transmission. Workers trained in basic machine operation positions, including: heat treatment; bearing assembler; and two levels of machinists. These hires were the result of a recent expansion at Emerson Power Transmission where all recruitment, screening, and worker training were coordinated through the Workforce New York Center and System.

  In addition to the new hire OJTs, WIA adult supplemental funds were utilized for a single customized training contract (50% matched by the employer) to provide hydraulics training to 16 incumbent maintenance workers. Most of the placements started between $9.76 and $10.99/hour, depending on existing skill levels. Training allowed the workers to progress much more quickly through the standard upgrades. It also put many of the employees in an excellent position for promotions, as jobs have continued to expand at Emerson. The relationship the Tompkins County WIB and Workforce New York System established with Emerson Power Transmission progressed to the point that workforce staff were able to counsel corporate leaders to re-open discussions with the union to raise wages in a department where turnover had been a problem for some time. The resulting wage increases have now aligned pay scales with the rest of the labor market area.

  Dislocated Worker supplemental dollars also focused on the skilled trades and produced 32 additional OJT contracts in similar positions. These jobs ranged from $8.75 to $14.00 per hour.

- Chemung-Schuyler-Steuben used their supplemental funds to serve an additional 56 adults. These 56 participants participated in OJT and classroom training. OJT contracts were written for positions such as nurse's aides, paralegal, radiological technicians, and electrical positions. These positions are in-demand in our local economy and provide career ladder opportunities for

our workforce as well. The average wage at placement for these participants was $10.60 per hour and 48 are still employed.

The supplemental Dislocated funds served 53 participants. Forty-nine of these participants attended training in areas such as nursing, welding, and machinists. The other four participated in OJT written for machinists and other manufacturing positions. Forty-seven of the 49 who attended formal training completed it, and 46 are employed. The average wage for those in formal training and OJT is $10.60.

Chenango-Delaware-Otsego (CDO) used their Adult supplemental funds, totaling $88,500, to provide customized and On-the-Job training to 18 businesses and 104 employees. The type of training provided included basic and advanced computer, supervisory, computer system/production training, diesel mechanics, and computerized printing processes. The four OJTs were in occupations requiring a welder, machinist, and an administrative assistant. Average wages for the four OJTs was $10.00/hr.

CDO's supplemental Dislocated Worker funds of $134,459 were used to assist and train a total of 64 individuals. Skill training was provided in occupations such as LPN, Certified Nurses Aide, RN, Office Technology, Physical Therapy Assistant, Information Management, CDL, CNC Machinist, Accounting, Teacher Assistant, Graphic Design, Dental Assistant, Human Services, Plumbing & Heating and Medical Office. Out of these 64 customers:

- 41 are working at an average wage of $12.75 per hour,
- 16 people have completed training and are in job search, and
- 5 people are still in school.

Responding to Emerging Workforce Trends

Tompkins County, in its *State of the Workforce* report, recognized that it couldn't respond to all the trends independent of community stakeholders. It has begun to raise key issues and involve stakeholders addressing these local issue, leading to collaborative planning in the area. This reflects the work of the Workforce Investment Boards in the region; they are focused on their communities and well aware of programs to assist.

The WIB Directors are conducting focus groups and organizing strategic planning sessions. Their work is similar, but different, when considering the urban and rural diversity of the region. They have "…expanded our partnerships to engage the broader community in workforce trends." Yet, they are still evaluating and questioning, as they work toward solutions.

Broome-Tioga Works is playing a lead role in the new Greater Binghamton Coalition. It is a public-private partnership involving

Binghamton University, the Greater Binghamton Chamber, the Broome County Industrial Development Agency, Broome County, and two private sector organizations, working to improve the economy and the quality of life in the area.

The Coalition has been charged with implementing the B.C. Plan, a comprehensive economic development strategy that includes more than 115 specific action steps. This is the first region wide comprehensive plan in more than thirty years. A grant from Governor' Pataki's Quality Communities program helped to launch this effort. The action steps are divided into three main categories: workforce development, land use, and marketing.

The Chemung-Schuyler-Steuben WIB has begun a strategic planning initiative involving Board members, local elected officials, community leaders and agencies and partner agencies of all three counties. Recently a kick-off session was held featuring futurist Ed Barlow that attracted 180 participants. Over 30 of them volunteered to begin drafting an action plan for implementation.

"Our programs have gained market share as we cooperate with economic development entities."

broometiogaworks

WIA Annual Report
Program Year 2002

Broome/Tioga	Total Participants	Adults	395
		Dislocated Workers	347
		Older Youth	40
		Younger Youth	122
	Total Exiters	Adults	118
		Dislocated Workers	158
		Older Youth	22
		Younger Youth	72

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	72%	92.8%
	Dislocated Workers	78%	95.5%
	Older Youth	69%	100.0%
Retention Rate	Adults	64%	85.2%
	Dislocated Workers	85%	89.8%
	Older Youth	71%	100.0%
	Younger Youth	42%	46.3%
Earnings Change/Replacement	Adults	$1,427	$2,989
	Dislocated Workers	82%	98.3%
	Older Youth	$4,018	$1,643
Credential/Diploma Rate	Adults	62%	65.3%
	Dislocated Workers	54%	75.4%
	Older Youth	55%	0.0%
	Younger Youth	54%	9.1%
Skill Attainment Rate	Younger Youth	69%	73.1%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York
Chemung- Schuyler-Steuben

WIA Annual Report
Program Year 2002

Chemung/Schuyler/Steuben	Total Participants	Adults	4,125
		Dislocated Workers	586
		Older Youth	70
		Younger Youth	289
	Total Exiters	Adults	1,015
		Dislocated Workers	220
		Older Youth	13
		Younger Youth	41

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	70%	76.3%
	Dislocated Workers	80%	88.8%
	Older Youth	66%	63.0%
Retention Rate	Adults	75%	83.5%
	Dislocated Workers	86%	79.9%
	Older Youth	77%	83.3%
	Younger Youth	42%	48.0%
Earnings Change/Replacement	Adults	$3,099	$2,248
	Dislocated Workers	97%	106.2%
	Older Youth	$2,647	$2,009
Credential/Diploma Rate	Adults	61%	78.6%
	Dislocated Workers	55%	74.8%
	Older Youth	41%	31.3%
	Younger Youth	54%	65.4%
Skill Attainment Rate	Younger Youth	69%	41.5%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

CDO WORKFORCE
Innovative Employment & Training Solutions

WIA Annual Report
Program Year 2002

Chenango/Delaware/Otsego	Total Participants	Adults	277
		Dislocated Workers	288
		Older Youth	68
		Younger Youth	205
	Total Exiters	Adults	88
		Dislocated Workers	131
		Older Youth	31
		Younger Youth	53

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	82%	95.3%
	Dislocated Workers	84%	95.3%
	Older Youth	67%	77.3%
Retention Rate	Adults	72%	92.9%
	Dislocated Workers	89%	95.1%
	Older Youth	70%	86.4%
	Younger Youth	42%	80.0%
Earnings Change/Replacement	Adults	$2,607	$4,532
	Dislocated Workers	85%	108.2%
	Older Youth	$2,195	$2,422
Credential/Diploma Rate	Adults	37%	57.1%
	Dislocated Workers	29%	63.5%
	Older Youth	46%	17.9%
	Younger Youth	54%	67.7%
Skill Attainment Rate	Younger Youth	69%	61.2%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

Tompkins Workforce New York

WIA Annual Report
Program Year 2002

Tompkins County	Total Participants	Adults	184
		Dislocated Workers	223
		Older Youth	39
		Younger Youth	89
	Total Exiters	Adults	93
		Dislocated Workers	138
		Older Youth	22
		Younger Youth	54

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	58%	90.5%
	Dislocated Workers	78%	90.0%
	Older Youth	72%	100.0%
Retention Rate	Adults	73%	73.6%
	Dislocated Workers	86%	90.3%
	Older Youth	59%	62.5%
	Younger Youth	42%	72.7%
Earnings Change/Replacement	Adults	$2,554	$1,018
	Dislocated Workers	97%	99.6%
	Older Youth	$1,981	-$1,198
Credential/Diploma Rate	Adults	50%	90.4%
	Dislocated Workers	57%	83.3%
	Older Youth	45%	37.5%
	Younger Youth	54%	75.0%
Skill Attainment Rate	Younger Youth	69%	80.0%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Finger Lakes Region

Monroe

Rochester Works!

Genesee / Livingston / Orleans / Wyoming

GLOW Workforce New York
Genesee
Livingston
Orleans
Wyoming

Ontario / Wayne / Seneca / Yates

Workforce New York
FINGER LAKES WORKS

Workforce New York

Economic Shifts

"We are maturing in our work, and are organized to help businesses. Now businesses know to come to us."

The Finger Lakes Region is located in the north central portion of New York State. It is bordered to the north by Lake Ontario, with metropolitan areas including Rochester and Canandaigua, and small cities including Batavia and Geneva. The region includes rural communities, as well. It is composed of three Workforce Investment Boards (Finger Lakes, GLOW and Monroe), representing nine counties. The trends over the past Program Year in the Finger Lakes Region include:

- A growing Service sector, with gains noted in Educational and Health Services of 2300 jobs
- Gains in automotive repair and personal care services pushed jobs higher by 400 in other services
- Declines primarily in Manufacturing, Trade, Transportation, Warehousing and Utilities, Natural Resources, Mining and Construction and Information Technology.

Private sector employment in the Finger Lakes region declined 5,600 with job losses centered in manufacturing, trade, transportation and utilities, and information. Job losses were greatest in manufacturing, with major layoffs or closings at Eastman Kodak (Monroe County), IEC Corp. (Wayne County) and Foster Wheeler Corp. (Livingston County). Corporate mergers at electric and gas and communication utilities caused most of the decline in trade, transportation and utilities, while the "dot.com" bust resulted in cutbacks at broadband and internet service providers. Unemployment in the region averaged 5.8 percent, the highest in over ten years. Monroe County fared worse than the other eight counties in the region because of the relatively large number of people employed in the manufacturing sector. As a result, their recovery will most likely be slower than the other counties.

Despite this decline, there are some positive signs in the region. Financial institutions and health and educational services realized modest employment gains over the year.

Hours worked by production workers have remained above year-ago levels.

The services industry, by far the region's largest single employment category, accounts for nearly 40% of total private employment in the region. Health services, the region's largest services industry, has over 51,000 workers, or nearly 10% of the region's workforce, and expanded by 1,000 jobs. The industry injects over $1.7 million in wages annually into the local economy. Changing demographics and cost-containment efforts will continue to shape the health care industry. A greater emphasis on ambulatory treatment and in-home health care has already resulted in a significant shift from the traditional hospital setting to less costly alternative care options.

Health care workers remain in short supply.

Educational services, which include area colleges and technical institutions, added more workers than any other industry during the year. Adults seeking to continue their education, along with the increasing number of 18-25 year-olds, contributed to the industry's impressive six percent growth rate.

The region remains a powerhouse of innovation and productivity, and has earned its reputation as a world center for advanced optics and imaging.

A $300 million Infotonics Technology Center is being developed in Ontario County. This endeavor was made possible by forging a partnership among government agencies, the private sector, and 20 academic institutions. The Center is expected to employ 120 workers initially and up to 5,000 over the next 10 years. In addition to these thousands of high paying jobs, the Center should attract other high-tech companies to the area, generating millions of dollars in new investments.

A report by the Rochester International Business Council estimated that firms in the nine-county Rochester area exported $12.3 billion in goods during 2002.

Responding to Economic Shifts

"The region is partnering with businesses and economic development agencies. This collaboration is working."

In response to job losses in the region, the three WIBs have mobilized to secure funding, organize business services, and assist individuals. Their activities follow:

- Secured $5.2 million in Building Skills in New York (BUSINYS) grants (funded with WIA State Level Activity funds) for 101 companies (Monroe 62; Finger Lakes 24; and GLOW 15) to train 5,560 incumbent workers. To help local businesses develop their applications, the WIBs mobilized business services teams to assist the following companies.

  - Advanced Language Translation reported that having ISO 9000 training allowed them to move toward certification and has been valuable. The training helped them streamline their processes, helping their daily operations.

  - Magnum Shielding Corporation noted that their largest customer, Harley-Davidson, was so impressed with their performance improvements, that they were asked to supply two additional platforms of products.

  - Ontario Telephone stated that without these funds they would have had to delay any training for at least a year. They thought the entire grant experience and training was very positive.

  - Premier Packaging Corp. wrote, "The BUSINYS program is a great tool for small businesses that otherwise might choose to delay, or even cancel, plans to take steps toward strengthening their business operations and/or support systems. With

BUSINYS in place, everyone wins! Small business owners, employees, communities and New York State."

- Under the Accelerate New York initiative, the Finger Lakes Region received $225,000 from the WIA State Level Activities Funds to fund Dehm Associates; High Tech Rochester; and the Center for Integrated Manufacturing Studies at RIT on strategic planning. They will work with the region's local boards to identify small and medium-sized businesses in the agricultural and manufacturing (durable/non-durable goods) industries. These funds will be used to update, modify or create a business and training plan within 27 businesses in the Region. The development of strategic plans for these businesses will increase their long-term viability within the industry.

Employment sector gains are noted in:

Service, Retail, Professional & Business Services and Education & Health Services

- All the WIBs participated in the Rapid Response for Eastman Kodak. By working together, they were able to bring on–site services to the employees. Additional Rapid Response programs were initiated for four other companies.
- All the WIBs have conducted Job Fairs, with some targeted to specific sectors, such as the Service Sector Fair for GLOW, which 300 people attended; and the Retail sector for the Finger Lakes, which 400 people attended.

Finger Lakes Region –

Over 10,000 more visits to the Career Centers in GLOW from the previous year

45,000 visits to Career Centers for Finger Lakes area

$100,000 Skills Gap II in Monroe

$100,000 Skills Gap II in GLOW

- With the shortage in health care, the WIBs are working throughout the region to increase the pool of health care professionals. Examples:

- Monroe County increased ITAs for nurse training to $10,000 per person.

- Finger Lakes and GLOW are working with Rural Adult Health Care Education Center.

- Marketing Health Career Fairs to young people.

Use of Supplemental Adult and Dislocated Worker Funds

The Finger Lakes WIBs applied the Supplemental Funds to On-the-Job Training, ITAs, and Customized Training in demand occupations in the Region.

- Monroe County used supplemental funds to increase WIA Title I enrollments and provide training to 182 adult and 149 dislocated workers. Health care industry was a primary target; the WIB helped 43 individuals train as CNAs; LPNs; RNs; massage therapists; dental assistants and medical support. Other industries supported with these resources include: transportation (35); high tech (18); office workers (20); professional (12); and service (12) industry. The Dislocated Worker Supplemental funds supported training in the following industries: health care (74); high tech (27) ; office support (12); skilled trades (10); and transportation (8). The WIB emphasized using additional funds to help individuals advance in industries with skill shortages, especially the health care industry. For example, a Certified Nursing Assistant moving to an LPN, thus gaining additional certification and increasing salary.
- The Finger Lakes WIB used the supplemental funding for 30 additional ITAs. As a result, 20 people found jobs and several of the remaining are still seeking employment. The training area targeted were: healthcare; tractor-trailer driving; skilled trades; office technology and service. In addition, the WIB developed On-the-Job Training for 10 people: 80% remained employed at completion. They targeted manufacturing and service industries for these on-the-job experiences.
- The GLOW WIB used their Adult Supplemental funds to provide customized training services to seven employers in two demand industries: manufacturing and commercial. This allowed 132 people to be trained in the manufacturing (77); commercial (19); health care (28); and information technology (8) industries. Dislocated Worker Supplemental funds provided ITAs, OJT or customized training to 98 people, targeting the manufacturing (28); commercial (41); health care (21); information technology (10) industries.

Responding to Emerging Workforce Trends

"There is a focused team working well together to build on the successes of the Workforce Development System in the Region."

In a region containing a large metropolitan area, small cities, and rural areas, the Finger Lakes Region has created a regional strength to offer services for employers and job seekers. The WIBs realize they need to have an effective workforce development system to keep the area's economy strong. In view of this, they are collaborating with economic development professionals including strategic planning. The following activities show the region's awareness of emerging workforce trends:

- Efforts to reduce the out-migration of young people by bringing high-end jobs into the region.

  Collaboration with the Department of Labor, Chambers of Commerce, JSEC, Empire State Development Corporation to keep aware of trends and community needs.

- The Region remains committed to addressing the skill gaps that were identified by their local businesses in the following ways:

  - GLOW used Local Skill Shortage II funds to provide technology training. Giving workers the technical skills they need to become more efficient on the job will make businesses more profitable, creating a positive economic impact for the local economy.

  - GLOW area Health Care Focus Groups (representing area health care workers, local training providers and health care-related employment agencies) contributed a wealth of information about regional skill gaps in the health care industry.

  - The Finger Lakes WIB supported the use of their local funds to situate training organized by the WIB for the convenience of multiple businesses and to offer employer-initiated training on site. In addition, they supported the development of strategies for new industries (Infotonics, Ag and Food Tech Park); targeted demand occupations; and, worked with businesses to identify concerns and discuss the best way to fund training.

  - The Finger Lakes WIB will fund a coordinator to map career ladders in the photonics and biotechnology industries. This step responds to initiatives in the Finger Lake Regions, including the Infotonics Center for Excellence and the Cornell Ag and Food Tech Park. One of the original goals of the WIB was to look at the impact on the local educational system. The knowledge and skills needed for future employment in these emerging sectors will require revisions throughout the school system. The project will study changes to the science, math and technology curricula of the schools that choose to participate. It also will review ways to raise awareness in high schools and middle schools of career opportunities and pathways in these sectors

  - The Finger Lakes WIB continued to support pre-employment training for Work Values 101, which focuses on the top 13 skills employers seek from workers. The WIB will help schools design curricula for demand occupations. The WIB offers Work Values 101, employer speak-outs and business tour opportunities to each of the 26 school districts.

  - Monroe WIB developed policies to support the following industry sectors that local economic development experts project will grow: medical research, biomedical/pharmaceutical,

telecommunications, precision manufacturing, optics/imaging, information technology/management information systems.

- Monroe WIB responded to the critical need of businesses to improve the skills of front-line supervisors. They developed an effective, locally recognized certificate program for supervision/management training for approximately 192 employees from about 50 businesses.

Rochester Works!

WIA Annual Report
Program Year 2002

Monroe County	Total Participants	Adults	1,940
		Dislocated Workers	971
		Older Youth	102
		Younger Youth	791
	Total Exiters	Adults	1,132
		Dislocated Workers	322
		Older Youth	26
		Younger Youth	195

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	75%	80.0%
	Dislocated Workers	85%	83.1%
	Older Youth	73%	57.1%
Retention Rate	Adults	77%	90.1%
	Dislocated Workers	87%	88.3%
	Older Youth	76%	70.4%
	Younger Youth	42%	38.8%
Earnings Change/Replacement	Adults	$3,469	$2,466
	Dislocated Workers	92%	79.2%
	Older Youth	$2,513	$2,798
Credential/Diploma Rate	Adults	66%	84.4%
	Dislocated Workers	59%	40.0%
	Older Youth	45%	0.0%
	Younger Youth	54%	34.0%
Skill Attainment Rate	Younger Youth	69%	67.3%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

GLOW Workforce New York
Genesee
Livingston
Orleans
Wyoming

WIA Annual Report
Program Year 2002

GLOW	Total Participants	Adults	2,353
		Dislocated Workers	664
		Older Youth	61
		Younger Youth	409
	Total Exiters	Adults	542
		Dislocated Workers	287
		Older Youth	34
		Younger Youth	148

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	74%	85.5%
	Dislocated Workers	85%	81.0%
	Older Youth	81%	75.0%
Retention Rate	Adults	71%	93.4%
	Dislocated Workers	86%	86.3%
	Older Youth	75%	66.7%
	Younger Youth	42%	47.4%
Earnings Change/Replacement	Adults	$2,413	$1,765
	Dislocated Workers	92%	85.2%
	Older Youth	$2,872	$1,240
Credential/Diploma Rate	Adults	65%	90.2%
	Dislocated Workers	60%	75.4%
	Older Youth	55%	58.8%
	Younger Youth	54%	56.9%
Skill Attainment Rate	Younger Youth	69%	87.2%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

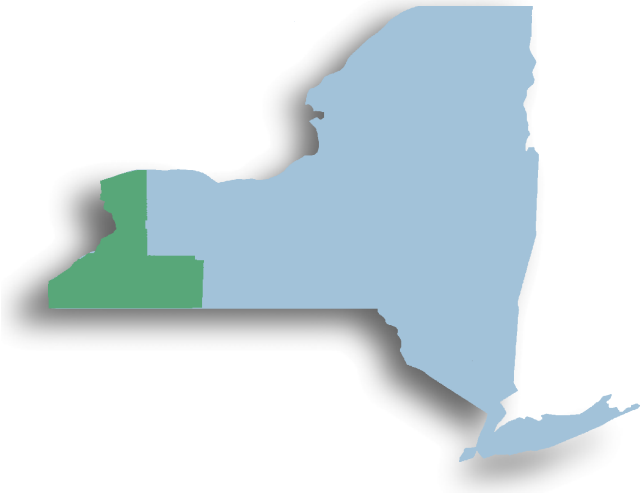
FINGER LAKES WORKS

WIA Annual Report
Program Year 2002

Finger Lakes	Total Participants	Adults	776
		Dislocated Workers	895
		Older Youth	66
		Younger Youth	348
	Total Exiters	Adults	446
		Dislocated Workers	508
		Older Youth	38
		Younger Youth	98

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	78%	92.6%
	Dislocated Workers	87%	92.5%
	Older Youth	68%	91.3%
Retention Rate	Adults	76%	85.7%
	Dislocated Workers	90%	87.6%
	Older Youth	64%	77.3%
	Younger Youth	42%	64.7%
Earnings Change/Replacement	Adults	$3,669	$1,587
	Dislocated Workers	94%	88.0%
	Older Youth	$3,222	$2,450
Credential/Diploma Rate	Adults	72%	85.1%
	Dislocated Workers	60%	90.5%
	Older Youth	43%	54.2%
	Younger Youth	54%	53.6%
Skill Attainment Rate	Younger Youth	69%	88.8%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.



Western Region

Allegany/Cattaraugus

CAWTB

Chautauqua

ChautauquaWorks

Buffalo/Erie

WORKSOURCEONE

Niagara

WORKSOURCEONE

Workforce New York

Economic Shifts

"The region shows a diverse workforce and diverse economy, with a mix of industry that now reflects the national trends."

The Western Region consists of the Local Workforce Investment Areas of Allegany/Cattaraugus, Chautauqua, Buffalo/Erie and Niagara. The region borders Lake Erie, Lake Ontario, Canada, and Pennsylvania. Its major metropolitan areas include Buffalo, Jamestown, and Niagara Falls. The Region's manufacturing-based labor market has transitioned into a services-centered one. The percent of nonagricultural jobs that belong to service-providing industries has soared from 55% in 1958 to 85% today, a trend reflected at both the state and national levels. Manufacturing was far more affected by the national recession. Since April 2002, manufacturing employment dropped by 3,800. Small manufacturing firms suffered the most, and many have folded. On the positive side, many companies continue to invest heavily in the region, a strong sign of their intention to stay in Western New York for the long run. Cummins, a noted engine maker, added 250 workers to its Chautauqua County plant and plans to hire as many as 500 more over the next three years. Praxair is investing over $9 million in its research and development campus in Erie County, and General Motors is spending hundreds of millions of dollars to upgrade its Tonawanda Engine plant so that it can produce a new engine line.

The median household income for the Western Region in the 2000 U.S. Census was $37,502, compared to $43,393 for the state and $41,994 for the nation.

The events of the past year have sketched a mixed picture for service-providing sectors. Leisure and hospitality added 1,700 jobs over the year, suggesting a comeback is in store for a set of industries that has struggled from the start of the recession. The impetus of this growth was the opening of the Seneca Niagara Casino in Niagara Falls. A genuine success story for the region, the Casino employed 2,225 workers by early May and planned another 300 hirings by Memorial Day.

Financial activities, normally a stable sector, has grown by a substantial 4.3 percent (+1,500) since April 2002, due largely to a flurry of mergers and acquisitions by some of the major banks in the area.

Educational and health services remained fairly stable over the period. On the health-related side, nursing and residential care facilities held to its pattern of long-term growth, while employment in hospitals waned. Overall, competition for qualified health care professionals is expected to climb as the Center for Bioinformatics expands its regional presence.

The retail trade sector attracted many promising investments during the Program Year: Harbor Freight Tools, Walmart and Home Depot expanded. The wholesale trade sector stabilized and is regaining some of the jobs lost after the start of the recession.

Responding to Economic Shifts

… Through Partnerships

The Local WIBs have been working cooperatively to bring additional funds into the region to benefit the manufacturing and service industries. In addition, individual WIB initiatives are assisting area businesses through dedicated business services teams and specialized services.

- Sixty manufacturing companies benefited from a $200,000 Accelerate New York grant, coordinated through the Region's WIBs and funded through WIA State Level Activities funds. This project will help companies update existing, or create new business plans so that local boards can follow hiring and skill trends, while also aiding these businesses to position their businesses for future growth.

Accelerate New York –

Served 60 companies, working with the Department of Labor, the WNY Technology Development Center, and the SUNY Small Business Development Centers throughout the Western Region.

- Approximately $3.7 million dollars in Building Skills in New York (BUSINYS) awards, made available through WIA State Level Activities funds, went to 69 companies to train 3,224 workers. Companies that received awards included Niagara Lutheran Health System, PCB Piezotronics, Computer Task Group, Cognigen Corporation, Ronco Communications and Electronics, Winfield Industries, Cooper Turbocompressor, Monarch Plastics, Johnson Machine & Fibre Products, Enviro-Pac, and Oxygen Generating Systems.
- The Outokumpu American Brass company was awarded $190,000 in Layoff Aversion grant monies, from WIA Statewide Level Activities funds, to provide welding certification training to 55 welders at the company's Buffalo manufacturing unit. Completion of this training and certification should preserve the jobs of these 55 employees.
- Chautauqua's Business Services Team helped Cummins Engine recruit, pre-screen and hire 250 employees for their new engine plant.

"The region is well organized and prepared to help businesses and individuals meet their workforce, business, and training needs."

- Rich Products received $750,000 from the Buffalo/Erie WIB and Empire State Development Corporation to train incumbent workers on new systems, to retain Research and Development jobs in Buffalo. The grant award was the second largest assistance given to any company by the WIB.

- Employer services fairs brought together numerous agencies to familiarize businesses with services available to them, to coordinate agency activities, and to offer resources in a user-friendly fashion. An example is the Business Services Expo sponsored by the Allegany/Cattaraugus WIB in conjunction with several state agencies and partners such as the Western Southern Tier Center for Excellence and Alfred University. In addition the Allegany/Cattaraugus JSEC sponsored seminars in Wellsville and Olean on Workers Compensation and Disability, attended by approximately 87 employers.
- The Niagara WIB sponsors business focus group breakfasts to exchange information with employers from the Health Care, Manufacturing and Service industries in Niagara County. A Job Developer's group meets to follow-up on the information gathered from the focus groups and plan for the future needs of these industry sectors.
- Chautauqua County has launched a long-term strategy to work with youth. The strategy informs young people about local jobs and highlights employment in the Manufacturing and Health Care sectors as viable career choices. The WIB has sponsored multiple job and career fairs and hosted a Youth Summit.

Use of Supplemental Adult and Dislocated Worker Funds

Throughout the region, Adult and Dislocated Worker supplemental distributions were used to serve more customers and help them find jobs. In total, the region received additional funding of $1,227,712 and served over 600 individuals.

- Erie County spent Supplemental Funds of $747,211 to train 362 adults, including: Individual Training Accounts (ITAs), On-the-Job Training (OJT), and/or Customized Training.
- Niagara County received $245,648 in Dislocated Worker funds that served 85 customers through Individual Training Accounts (ITAs). Most of the ITAs that had more than one enrollment were computer-related: Computer Systems, Programming and Office Technology. In addition, many customers signed up for Truck Driving, Medical Records and Billing, Health Care related, HVAC and Machinist.
- In Cattaraugus and Allegany counties, 84 dislocated workers were retrained through the use of these funds. The primary areas of retraining centered on the Health Care sector, specifically CNAs and LPNs, computer skill upgrades and heavy truck driving.
- Chautauqua County directed $180,973 into ITAs and OJT programs. Their focus has been on retaining workers, assisting companies with training, and training dislocated workers in demand occupations such as computer, heavy truck driving, healthcare, clerical, and advanced manufacturing skills.

Responding to Emerging Workforce Trends

"We are seeing structural change more than a cyclical change. Many lost production jobs are not coming back. The future of the workforce is in the higher value added occupations and in the Service sector."

Western New York is a diverse economy and region. However, similar programs are responding to the needs of the businesses and people in the region. After the loss of manufacturing jobs, the region finds itself in transition.

- To address the growing needs of the Health Care sector, the Chautauqua WIB sponsored a Western New York Health Care Career and Job Campaign. It brought together professionals from hospitals, long-term care, home health care and colleges to create a joint marketing campaign for health care career awareness. Participants erased organizational boundaries as they pursued the goal of ending the shortage of health care workers. County Executive Mark Thomas was quoted as saying "This initiative is truly unique in its collaborative nature to meet the growing demand for workers in health care. It also demonstrates the continued coordinated efforts of the public and private sectors to stimulate economic growth and create job opportunities for county residents."
- Chautauqua has organized a Professional Networking Group serving 90 participants. Its Customized Training Grants total $61,462.00, serving 94 trainees in areas such as Maintenance Skills, Welding, CNC, CAD/CAM and ISO Lean Manufacturing.
- Cattaraugus/Allegany WIB initiated some new initiatives directed at specific local needs. The local One-Stop system created its own version of a Rapid Response Team to assist the employees of companies too small to trigger the State Rapid Response Team. This allows us to work with more local companies. We also contacted Seneca Nation about the pending development of the Seneca Allegany Casino. This project may lead to more than 3,000 new jobs in and around Salamanca. The One-Stop system also continued its support of the Business Education Community Coalition (BECC). The focus of this group is to create a greater awareness among local youth of the many career options available in our region. BECC holds a yearly career day that draws over 300 people.

WIA Annual Report
Program Year 2002

Allegany/Cattaraugus	Total Participants	Adults	442
		Dislocated Workers	203
		Older Youth	31
		Younger Youth	213
	Total Exiters	Adults	199
		Dislocated Workers	82
		Older Youth	18
		Younger Youth	68

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	68%	0.0%
	Employers	65%	0.0%
Entered Employment Rate	Adults	71%	96.7%
	Dislocated Workers	81%	97.0%
	Older Youth	72%	75.0%
Retention Rate	Adults	73%	86.7%
	Dislocated Workers	76%	92.2%
	Older Youth	74%	75.0%
	Younger Youth	41%	65.8%
Earnings Change/Replacement	Adults	$1,961	$3,735
	Dislocated Workers	97%	99.3%
	Older Youth	$2,068	$2,566
Credential/Diploma Rate	Adults	61%	89.4%
	Dislocated Workers	55%	90.7%
	Older Youth	45%	52.9%
	Younger Youth	38%	61.5%
Skill Attainment Rate	Younger Youth	66%	87.4%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

ChautauquaWorks

WIA Annual Report
Program Year 2002

Chautauqua County	Total Participants	Adults	312
		Dislocated Workers	565
		Older Youth	69
		Younger Youth	330
	Total Exiters	Adults	215
		Dislocated Workers	320
		Older Youth	43
		Younger Youth	90

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	69%	0.0%
	Employers	67%	0.0%
Entered Employment Rate	Adults	72%	89.8%
	Dislocated Workers	79%	97.1%
	Older Youth	73%	81.8%
Retention Rate	Adults	76%	90.5%
	Dislocated Workers	86%	93.5%
	Older Youth	72%	80.0%
	Younger Youth	40%	51.7%
Earnings Change/Replacement	Adults	$3,971	$1,516
	Dislocated Workers	97%	99.2%
	Older Youth	$2,645	$3,404
Credential/Diploma Rate	Adults	62%	83.0%
	Dislocated Workers	54%	62.6%
	Older Youth	46%	7.7%
	Younger Youth	51%	29.7%
Skill Attainment Rate	Younger Youth	66%	64.4%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

Workforce New York

WORKSOURCEONE

WIA Annual Report
Program Year 2002

Erie County	Total Participants	Adults	2,660
		Dislocated Workers	973
		Older Youth	162
		Younger Youth	1,646
	Total Exiters	Adults	1,141
		Dislocated Workers	524
		Older Youth	78
		Younger Youth	508

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	67%	0.0%
	Employers	64%	0.0%
Entered Employment Rate	Adults	76%	92.1%
	Dislocated Workers	84%	90.2%
	Older Youth	74%	65.1%
Retention Rate	Adults	74%	90.9%
	Dislocated Workers	85%	92.1%
	Older Youth	71%	73.7%
	Younger Youth	42%	69.7%
Earnings Change/Replacement	Adults	$2,444	$1,860
	Dislocated Workers	87%	95.0%
	Older Youth	$3,169	$1,739
Credential/Diploma Rate	Adults	65%	77.2%
	Dislocated Workers	56%	79.1%
	Older Youth	47%	31.8%
	Younger Youth	49%	68.6%
Skill Attainment Rate	Younger Youth	64%	82.1%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

WORKSOURCEONE

WIA Annual Report
Program Year 2002

Niagara County	Total Participants	Adults	528
		Dislocated Workers	275
		Older Youth	68
		Younger Youth	339
	Total Exiters	Adults	350
		Dislocated Workers	152
		Older Youth	34
		Younger Youth	119

Performance Item	Program Group	Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	72%	0.0%
	Employers	70%	0.0%
Entered Employment Rate	Adults	75%	81.6%
	Dislocated Workers	84%	87.3%
	Older Youth	77%	64.3%
Retention Rate	Adults	75%	84.5%
	Dislocated Workers	86%	91.7%
	Older Youth	68%	69.2%
	Younger Youth	42%	45.3%
Earnings Change/Replacement	Adults	$3,056	$1,363
	Dislocated Workers	94%	75.2%
	Older Youth	$1,732	$1,155
Credential/Diploma Rate	Adults	69%	66.8%
	Dislocated Workers	61%	73.5%
	Older Youth	55%	22.2%
	Younger Youth	54%	31.4%
Skill Attainment Rate	Younger Youth	69%	40.3%

Meeting 80% of the negotiated performance level is considered a passing grade on the performance measure.
A value of zero is being reported for customer satisfaction because the New York State Department of Labor Department was unable to obtain customer satisfaction results for PY 2002. It was determined that a value of zero best represents the unavailability of customer satisfaction data.

New York State Workforce Development System Annual Report

Workforce New York

Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities.