

**New York State
The Jobs for Veterans State Grant
(JVSG)
FY 2010-2014 State Plan**

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A. Projected Employment Outlook for Veterans

New York State Department of Labor (NYS DOL) is actively engaged in promoting training and employment opportunities for veterans at our One Stop Career Centers, at our military installations and transition sites, at our Warriors in Transition Units (WTUs), at National Guard Yellow Ribbon Reintegration Events and at other veteran focused Career Fairs. Veterans receive priority of service in all US Department of Labor Employment and Training programs and will be afforded first access to employment opportunities that arise as our economy evolves and strengthens. In addition, many veterans have earned substantial educational benefits as a result of their military service. These benefits will provide our State's veterans with the ability to pursue the educational and training credentials that will allow them to successfully compete for both current and emerging employment opportunities. Our One Stop Career Center Business Service Teams, including DVOP Specialists and LVER staff members, will advocate on behalf of veterans with business and industry and market such programs as the newly expanded Work Opportunity Tax Credit (WOTC) that provides tax credits to employers who hire eligible veterans, including many of our targeted populations. The newly expanded WOTC is just one of the ways that New York State intends to promote the hiring and retention of veterans. Some of the projected employment opportunities for our State's veterans include:

Federal Employment

Veterans interested in federal employment opportunities receive preference based on the conditions of their military service and the presence of a service-connected disability. In addition, many veterans may be eligible for Special Appointing Authorities. DVOP Specialists and LVER staff members, as well as other One Stop Career Center staff, will work with veterans to provide them with information on the federal application process and how to locate and apply for federal job opportunities. Many federal positions are classified as "permanent" and offer veterans promotional opportunities that contribute to career advancement and positive entered employment and employment retention rates.

New York State Civil Service/Local Civil Service Employment

We expect employment opportunities within New York State government over the next five years, including opportunities for veterans who qualify under the Governor's Program to Hire Disabled Veterans (55b/c). In early 2008, NYS DOL began a partnership with other NYS State agencies to promote disabled wartime veterans into entry level competitive class positions in State agencies. NYS DOL matches 55c eligible veterans to appropriate positions and promotes the 55c Program to potentially eligible veterans and transitioning service members at One Stop Career Centers, military installations (including WTUs) and at other veteran related events. The matching process and outreach efforts promote disabled veterans into positions with NYS government, many of which offer promotional opportunities that provide for positive retention.

Local government agencies also provide opportunities for employment. Many localities participate in the 55a program which enables individuals with disabilities, including disabled veterans, to by-pass the civil examination process for entry-level competitive class positions in local government. NYS DOL Staff work with partner agencies to facilitate 55a eligibility determination for disabled veterans.

Opportunities with Federal Contractors

The Jobs for Veterans Act requires that federal contractors with contracts valued at \$100,000 or more, take affirmative action to employ and advance in employment qualified covered veterans. In addition, each federal contractor is required to list employment opportunities with the appropriate employment service delivery system which, in turn, is required to give qualified covered veterans priority in referral to such employment openings.

Federal contractor job opportunities that are listed on the NYS Job Bank and Job Central are downloaded into the One Stop Operating System (OSOS) data base system used by NYS DOL. It is also important to note that all jobs created using American Recovery and Reinvestment Act (ARRA) funds must be listed on the NYS Job Bank and include language identifying it as a job created using ARRA funds.

One Stop Career Center staff, including DVOP Specialists and LVER staff members, are able to monitor and access these jobs and provide priority referral information to veteran customers, thereby promoting the hiring of veterans. One Stop Career Center Business Services Teams and DVOP Specialists/LVER staff members also target federal contractors for job development and employer outreach contacts. The recent G-Five Initiative creates an incentive for federal contractors/subcontractors to increase their employment of and affirmative action for veterans which may encourage more federal contractors to reach out to recruit veteran applicants.

Targeted Demand Sectors

New York State has designated three demand sectors which will provide many job openings and are believed to be important to economic growth in the future. We will provide priority referral for veterans into these employment opportunities and will promote training and educational programs targeted to these sectors so that our veterans will be well qualified for these demand occupations. These efforts will lead to positive hiring and retention of veterans.

- **Green and Renewable Resources:** This sector is comprised of a wide variety of industries and occupations; New York is primarily focused on Solar Power, Wind Power, and Weatherization.
- **Health Care (including the Life Sciences and BioTech/BioScience Industries):** There is a substantial amount of labor market information that identifies health care as a rapidly growing sector, in part due to the aging population. There are a number of entry-level jobs with the potential for career advancement in this industry in fields such as nursing, pharmaceuticals, and home or hospice care.
- **Advanced Manufacturing:** Manufacturing jobs that use high-tech processes, in industries such as Nanotechnology, Bioinformatics, and Medical Device manufacturing, are high growth and vital to the US economy. This sector includes both high-tech jobs and lower-skill jobs that provide career ladders.

B. Targeting Services to Veterans Most in Need

The Secretary of Labor, through the Assistant Secretary for Veterans' Employment and Training, has identified certain categories of veterans most in need of specialized services.

Service-connected disabled veterans remain the highest priority. Within that category, certain populations of veterans must be targeted for service:

- Veterans enrolled in, or who have completed training or education under the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) Program.
- Returning wounded or injured service members; and
- REALifelines participants.

NYS DOL will provide priority services to service-connected disabled veterans.

Workforce Development System Technical Advisory #08-4 "Effective Use of Assessment in the Workforce Investment One-Stop System" requires that all One Stop Career Center customers, including service-connected disabled veterans, be provided with an Initial Assessment. The Initial Assessment process first identifies barriers to employment. If barriers exist, then the customer is identified for Career Development Services. If no barriers exist, the customer's employment goal is evaluated. If the knowledge, skills and abilities are deficient to meet the customer's employment goal, then the customer is identified for Career Development Services.

Veterans with service-connected disabilities who are identified as needing Career Development Services will be referred to DVOP Specialists or LVER staff members (when available) for intensive case management services, including a comprehensive assessment and individual employment plan. The comprehensive assessment can include an in-depth, formal, structured interview with the veteran. Tools such as Job Zone's Interest Inventory, Ability Profiler or Skills Profiler may also be used to help the veteran determine employment goals. Once an employment goal is determined, an individual employment plan will be developed. The plan will include a long-term goal, a short-term goal (if appropriate) and steps to meet the goals. Referral to supportive services (including needs related payments) may be necessary to assist the

veteran in overcoming barriers or to utilize veteran benefits to further their education/careers. If a DVOP Specialist or LVER staff member is not available, other One Stop Career Center staff members will provide priority of service to these service-connected disabled veterans.

Veterans Participating in the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) Program

Veterans participating in the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) Program are amongst NYS DOL's highest priority customers. In accordance with Veterans Program Letter (VPL) 01-09, "National Implementation of the Department of Veterans Affairs Vocational Rehabilitation and Employment and Training Service Partnership Project" and the accompanying Technical Assistance Guide (TAG), NYS DOL has a local (state level) Memorandum of Understanding with the US Department of Labor, Veterans Employment and Training Service (US DOL/VETS) and the VA/VR&E Program that delineates roles and responsibilities for staff in the partner agencies. NYS DOL's primary roles are to provide Workforce Information to veterans who are entering a VR&E Program and to provide priority job search assistance for those veterans who are completing their VR&E Program. All partner agencies are involved in a quarterly review of VR&E customers and their progress in reaching their career goals. Any issues involving services, referrals and processes are also discussed during these statewide conference calls.

NYS DOL also developed new VR&E Standard Operating Procedures. These procedures identify a VR&E Coordinator and two Intensive Services Coordinators (ISCs) who will coordinate with the VA and One Stop Career Center managers, and monitor/report on services and outcomes to veterans participating in the VR&E program. They also serve as a resource for all NYS DOL staff when serving these veterans. One Stop Career Center managers and supervisors are also responsible for meeting with DVOP Specialists and LVER staff members on a monthly basis to provide guidance and oversight of services. DVOP Specialists and LVER staff

members are expected to provide intensive case management services for the VR&E customers which include a comprehensive assessment and individual employment plan based upon the employment plan provided by the VA. In addition, DVOP Specialists and LVER staff members will provide weekly job search services including job developments and job referrals. JVSG funded staff members will focus on providing suitable employment opportunities for this priority group of veterans by conducting employer outreach and marketing the veterans' skills, education, experience and other positive attributes.

DVOP Specialists or LVER staff members provide outreach at a variety of venues to provide services to veterans that might also benefit from VR&E services, including Warrior in Transition Units and Homeless Veteran Reintegration Program (HVRP) grantee locations. These veterans will be referred to the VA so that they are able to access any VR&E services for which they may be eligible.

Returning Wounded or Injured Service Members

New York State is honored to provide specialized services to the soldiers assigned to the Warriors in Transition Units (WTUs) at Fort Drum and West Point. These soldiers have incurred disabilities as a result of their military service and normally spend between six and twelve months assigned to the WTU while they receive medical evaluations and care. Although some of the soldiers may eventually be retained in the military, most will be discharged with a service-connected disability and will need to transition to new careers. As of May 2009, there are 365 soldiers assigned to the WTU at Fort Drum and 115 soldiers assigned to the WTU at West Point.

Fort Drum

The FY 2009 Jobs for Veterans Act State Grant to New York State supports a Special Initiative DVOP Specialist at the Fort Drum WTU. We hope to continue this Special Initiative through the period covered in the State Plan. The DVOP Specialist supported under this initiative will coordinate with US DOL/VETS, the Warriors in Transition military leadership, the Soldier and Family Assistance Center (SFAC) and other partner agencies to ensure that these

transitioning service members receive all the help and support they need to successfully transition to the civilian sector. Intensive services include initial and comprehensive assessments and individual employment plans based upon the service member's interests, skills, aptitudes and medical profiles. The DVOP Specialist will also ensure that the soldiers are referred through REALifelines and are linked with any necessary supportive services (including needs related payments). Other services will include assistance with resume preparation, federal employment applications and interviewing skills.

The DVOP Specialists and/or LVER staff members assigned to provide services at the Jefferson County One Stop Career Center and Fort Drum will continue to organize and conduct dedicated career fairs for the soldiers assigned to the WTU. These career fairs provide a venue for the soldiers to explore career options and enable them to make more informed decisions as they transition to the civilian sector. The career fairs include a mix of employers, educational institutions and service providers and are organized solely for the benefit of the Warriors in Transition. We will continue to promote the Governor's Program to Hire Disabled Wartime Veterans (55c) at the career fairs and WTU Town Hall meetings.

West Point

Many of the soldiers assigned to the WTU at West Point do not live on post; they travel to West Point on a quarterly basis to participate in "musters." NYS DOL will continue to support these quarterly musters in the manner requested by the West Point WTU military leadership. Services we provide at the musters may include job search workshops, individual resume preparation assistance, mock interviews and employer panels. One Stop Career Center staff, including DVOP Specialists and LVER staff members, participate in the "musters."

A DVOP Specialist is, and will continue to be, assigned to the West Point WTU on a part-time basis to provide intensive case management services to the WTU soldiers who live on post. These services include initial and comprehensive assessments and individual employment plans based upon the service member's interests, skills, aptitudes and medical profiles. The

DVOP Specialist will also originate REALifeline referrals and send the soldier's information to the US DOL/VETS.

REALifelines

The US DOL/VETS REALifelines Program is designed to ensure that transitioning service members and veterans who received wounds or injuries in support of Operation Iraqi Freedom (OIF) or Operation Enduring Freedom (OEF) obtain the services they need to make a successful transition to the civilian workforce.

When a transitioning service member is assigned to one of the Warriors in Transition Units throughout the United States, their information is passed through the state's Director of Veterans Employment and Training (DVET) to the DVET in the state to which the service member plans to return. The DVET in the service member's home state then forwards the information through the state's Veterans Program Office so that a DVOP Specialist or LVER staff member can provide intensive case management services to the veteran. The transitioning service members and veterans referred through the REALifelines Program are amongst our highest priority customers and we anticipate a significant number of referrals during the time frame covered in this State Plan.

There are two Warriors in Transition Units in New York State that generate referrals; DVOP Specialists assigned to the WTUs will forward appropriate REALifeline referrals through established US DOL/VETS channels. REALifeline referrals coming into New York will be referred to DVOP Specialists and LVER staff members throughout the state based upon the service member's hometown.

In New York State, a Veterans Program Coordinator has been assigned to coordinate the REALifelines Program. This individual is responsible for contacting the NYS DOL manager within the applicable geographic location when provided with the name of a REALifelines referral from our DVET. The DOL manager will be asked to assign a DVOP Specialist or LVER

staff member to reach out to the veteran and provide appropriate services. At the very least, most of these veterans require an assessment and an Individual Employment Plan. Most will require Workforce Information, referrals to supportive services (including needs related payments), and other services to assist them in their transition. Case Notes will be provided through the Veterans Program Coordinator to the DVET on a monthly basis.

Other Targeted Veteran Populations

NYS has identified the following veteran populations for special emphasis, particularly those in need of intensive case management services. These special populations are consistent with the federally mandated roles and responsibilities of DVOP Specialists and LVER staff members and the targeted groups selected for Jobs for Veterans Act negotiated performance outcome goals. They are also consistent with the needs of New York State's veterans.

Disabled Veterans

Many veterans have incurred service-connected disabilities that may impact their ability to obtain or retain employment. Vietnam Era veterans are getting older and their disabilities may be worsening. Recently Separated Veterans may have incurred disabilities that necessitate a change in careers or impact their ability to retain employment. Disabled veterans may have both visible and non-visible disabilities and may face many employment challenges.

NYS DOL prioritizes services for disabled veterans. When possible, DVOP Specialists will provide intensive case management services to disabled veterans with barriers to employment or needing Career Development Services. DVOP Specialists will also conduct outreach to employers to promote these veterans into career opportunities and ensure that they are provided assistance in applying for federal employment opportunities where they are accorded preference. DVOPS Specialists will also promote the Governor's Program to Hire Disabled Veterans and assist disabled veterans with the application process. This is consistent with the roles and responsibilities assigned to DVOP Specialists and with the Jobs for Veterans State

Grant (JVSG) negotiated performance outcomes for both DVOP Specialists and the One Stop Service Delivery System.

Homeless Veterans

NYS has assigned a Veterans Program Coordinator to coordinate and monitor NYS DOL services to homeless veterans served by Homeless Veterans Reintegration Program (HVRP) grantees. DVOP Specialists and/or LVER staff members will be assigned to work with the HVRP grantees up to one day per week. Services are tailored to the needs of the veterans and may include both on-site and off-site case management services, job search workshops, access to training opportunities or other services available through our One Stop Career Centers. NYS DOL also participates in Employment Information Nights at some HVRP grantee locations and in Stand Down events.

Recently Separated Veterans

Recently separated veterans may have many challenges as they adjust to the civilian workforce. Some may need assistance in choosing a new career and in navigating the many educational and training resources for which they might qualify including the benefits available through the Post 9/11 GI Bill, the Montgomery GI Bill, the NYS Veterans Tuition Award or the Workforce Investment Act. Others may find that they need supportive services (including need related payments) or assistance with job seeking skills.

Although all One Stop Career Center staff will provide priority service to Recently Separated Veterans, NYS DOL will encourage LVER staff members to provide services to this population, including outreach to employers to promote their transferrable skills and military experience. This is consistent with JVSG negotiated performance goals.

Demobilizing National Guard Members

NYS DOL has developed a partnership with US DOL/VETS and the NYS National Guard to provide a variety of services to National Guard members at their Yellow Ribbon Reintegration Events held in various locations throughout the State. At the thirty day events, we provide information on NYS DOL services including job search assistance, Unemployment Insurance benefits and the Governor's Program to Hire Disabled Wartime Veterans. DVOP Specialists and LVER staff members provide follow-up to those veterans needing individual assistance. At the sixty day events, NYS DOL coordinates and provides Career Fairs, inviting employers and education/training providers and focusing on demand occupations/industries, federal employment opportunities and opportunities with federal contractors. In addition, NYS DOL provides a variety of Job Search Workshops at these events. We plan to support all upcoming Yellow Ribbon Reintegration Events scheduled by the NYS National Guard over the timeframe covered in this plan.

Transitioning Service Members

Services to transitioning service members focus on Transition Assistance Program (TAP) Workshops at five military installations in New York State including Fort Drum, West Point, Saratoga Naval Station, Fort Hamilton and Stewart Air National Guard Base. These services are discussed in detail in the Transition Assistance Program section of the State Plan. Other targeted populations such as soldiers assigned to the Warriors in Transition Units at Fort Drum and West Point would also be accounted for in this population.

NYS DOL will coordinate service delivery efforts for targeted populations with partner agencies such as the NYS Division of Veterans Affairs and the NYS Division of Military and Naval Affairs as well as HVRP grantees and Military Transition Site Managers and the US Department of Veterans Affairs. Frequent communication and joint projects enhance and leverage our ability to reach out to these veterans and transitioning service members. On a

statewide basis, NYS DOL is also a member of the NYS Council on Returning Veterans and their Families which was established in November 2008. We are one of several state and federal agencies participating on the council which was initiated by Governor Paterson and has developed a plan to better coordinate and promote services to veterans on a statewide basis.

The results of our efforts will be monitored and assessed in numerous ways including analysis of information reported on the VETS 200 and ETA 9002 reports, management reports, desk audits, self-assessments, on-site validation visits and discussions/feedback from partner agencies.

C. Planned Deployment of Grant Funded Staff

NYS DOL will assign Jobs for Veterans State Grant (JVSG) funded staff members to locations where they can best serve our veteran customers, particularly the veteran populations that have been targeted for specialized services. If current JVSG funding trends continue over the time period covered in the State Plan, we expect to support fewer JVSG funded staff members in each progressive year. Therefore, it will be important to continually analyze veteran population and service delivery requirements to ensure the most effective use of limited resources. As attrition occurs, DVOP Specialists and LVER staff members will be hired in those areas most in need of the specialized services they provide; staffing decisions will be made in conjunction with the DVET for New York State. During FY 2009, fifty-three percent of the JVSG grant supported DVOP Specialists with the other forty-seven percent supporting LVER staff members. As time progresses, we plan to allot a higher percentage of the JVSG grant to support DVOP Specialists and a lesser percentage to support LVER staff members. For FY 2010, we plan to allot fifty-six percent of the JVSG grant to support DVOP Specialists and forty-four percent of the grant to support LVER staff members for a total of 73 JVSG funded staff members plus a DVOP Specialist supported under a Special Initiative. The attached FY 2010 Staffing Directory indicates 43 DVOP Specialists (including Special Initiative) and 37 LVER staff members. The

additional staff which are portrayed on the Staffing Directory have been included due to expected attrition. We will monitor attrition, hiring and funding levels carefully, filling those positions that are in priority locations first and charging the JVSG grant only up to the level of our FY 2010 JVSG allocation. Any additional funding will come from other sources.

This staffing strategy will allow us to focus on providing intensive services to disabled veterans and other veterans with barriers to employment, which is a role assigned primarily to DVOP Specialists. LVER staff members can advocate on behalf of veterans with business and industry and engage in employer outreach activities while covering a larger geographic area than they are currently covering.

JVSG funded staff members will be assigned to One Stop Career Centers based upon the number of veterans with “Active Common Measure Veteran Enrollments” and “Active Common Measure Veteran Enrollments for Targeted Populations.” The latter includes disabled veterans and recently separated veterans. DVOP Specialists and LVER staff members will also be assigned to facilitate the provision of services at the following locations:

- VA VR&E Offices –Two Intensive Service Coordinators (ISCs) will be assigned to the two regional Department of Veterans Affairs, VR&E offices in New York State. The current ISCs have been serving in a similar capacity for several years; one is assigned on-site in the New York City Regional Office, the other is assigned off-site in the Elmira office but communicates regularly with the Buffalo Regional Office.
- Warriors in Transition Units: DVOP Specialists will be assigned to the two Warriors in Transition Units at Fort Drum and West Point. The DVOP Specialist supported under a Special Initiative will be assigned to Fort Drum. A DVOP Specialist from the Hudson Valley Region will be assigned to West Point on a part-time basis.
- VA and other Treatment Facilities: DVOP Specialists or LVER staff members will be assigned to provide out-station services at a variety of VA and other treatment facilities

including VA Medical Facilities and Vet Centers. Assignments will be made based upon staffing availability and the needs of the veteran customers.

- Homeless Veteran Reintegration Program (HVRP) Grantee Locations: A DVOP Specialist or LVER staff member will be assigned to provide services at HVRP locations up to one day per week based upon the needs of the grantee and the veteran customers they serve.
- Transition Assistance Program (TAP) sites: JVSG funded staff will be assigned to facilitate all TAP workshops in New York State with the exception of Fort Drum's WTU/MEB workshop where a Special Initiative DVOP Specialist will be assigned to assist the US DOL/VETS facilitator.

As attrition occurs, staffing decisions will be made based upon the criteria indicated above and changes will be made in conjunction with the DVET. Staffing levels and locations will be continually monitored and assessed and vacancies will be filled based upon funding levels and priority of need. Efforts will be made to expeditiously fill vacancies and all DVOP Specialists and LVER staff members will attend mandated training provided through the National Veterans Training Institute. During times of hiring freezes, NYS DOL will proactively seek waivers to fill JVSG funded positions so that vacancies can be filled as soon as possible.

D. DVOP Specialists

DVOP Specialists will focus on providing and facilitating intensive services to veterans with service-connected disabilities, particularly those with barriers to employment. They will utilize the case management approach taught through the National Veterans Training Institute which includes (at a minimum) an assessment and an individual employment plan. Subsequent services will be provided based upon the needs of the individual veteran customer. DVOP Specialists will provide on-going services to these veterans to ensure that they are able to meet

their career goals. All case management information will be documented in OSOS. Special attention will be provided to the following populations:

- Veterans enrolled in, or who have completed training or education under the Department of Veterans Affairs (VA) Vocational Rehabilitation and Employment (VR&E) Program.
DVOP Specialists will provide intensive case management services for VR&E customers including a comprehensive assessment and individual employment plan based upon the employment plan provided by the VA. In addition, DVOP Specialists will provide weekly job search services including job developments and job referrals. They will focus on providing suitable employment opportunities for this priority group of veterans by conducting employer outreach and marketing the veterans' skills, education, experience and other positive attributes.
- Returning Wounded or Injured Service Members
The DVOP Specialists assigned to Warriors in Transition Units will coordinate with US DOL/VETS, the Warriors in Transition military leadership, the Soldier and Family Assistance Center (SFAC) and other partner agencies to ensure that these transitioning service members receive all the help and support they need to successfully transition to the civilian sector. Intensive services include initial and comprehensive assessments and individual employment plans based upon the service member's interests, skills, aptitudes and medical profiles. The DVOP Specialist will also ensure that the soldiers are referred through REALifelines and are linked with any necessary supportive services (including needs related payments). Other services will include assistance with resume preparation, federal employment applications and interviewing skills. DVOP Specialists will also assist with coordinating the WTU Career Fair on Fort Drum and the employment workshops conducted at the WTU on West Point.

- REALifelines Participants

DVOP Specialists will provide intensive case management services to veterans referred through the REALifelines Program. Most of the veterans will require Workforce Information, referrals to supportive services (including needs related payments), and other services to assist them in their transition. Case Notes will be provided through the Veterans Program Coordinator to the DVET on a monthly basis.

- Homeless Veterans

DVOP Specialists will be assigned to work with the HVRP grantees up to one day per week. Services are tailored to the needs of the veterans and may include both on-site and off-site case management services, job search workshops, access to training opportunities or other services available through our One Stop Career Centers.

- Economically or educationally disadvantaged veterans

DVOP Specialists may assist veterans with economic or educational barriers to employment. Services may include referral to supportive services (including needs related payments), Workforce Information, referral to training and educational opportunities and job search assistance.

To maximize services to these veterans, DVOP Specialists will conduct outreach activities as required at locations such as Warrior in Transition Units, US Department of Veterans Affairs facilities, and Homeless Veteran Reintegration Program (HVRP) grantee locations. They will also conduct outreach to employers, including individual job development efforts, to promote employment opportunities on behalf of the veterans they serve.

DVOP Specialists will also provide a full range of employment and training services to veterans, with the primary focus on meeting the needs of veterans and other eligible persons who are unable to obtain employment through core services.

DVOP Specialists may also facilitate TAP workshops, coordinate with other service providers, and conduct employer outreach for the benefit of veterans and transitioning service members. These activities may include recruitment of employers for Veteran Career Fairs and employer panels for Warriors in Transition Unit programs and TAP workshops.

The One Stop Service Delivery System will provide priority of service to all veterans and eligible spouses. Disabled veterans and other veterans with barriers to employment will be referred to DVOP Specialists for initial and/or on-going services when identified during the One Stop Career Center Initial Assessment Process as needing Career Development Services. Working in the capacity of a case manager, the DVOP Specialist will either provide or facilitate the provision of intensive services to the veteran customer including a comprehensive assessment and individual employment plan. The comprehensive assessment can include an in-depth, formal, structured interview with the veteran. Tools such as Job Zone's Interest Inventory, Ability Profiler or Skills Profiler may also be used to help the veteran determine employment goals. Once an employment goal is determined, an individual employment plan will be developed. The plan will include a long-term goal, a short-term goal (if appropriate) and steps to meet the goals. Referral to supportive services (including needs related payments) may be necessary to assist the veteran in overcoming barriers or to utilize veteran benefits to further their education/careers. If a DVOP Specialist or LVER staff member is not available, other One Stop Career Center staff members will provide priority of service to these service-connected disabled veterans.

E. LVER Staff

LVER staff members will provide and facilitate a full range of employment and training services to meet the needs of veteran customers, focusing their efforts on providing intensive services to Recently Separated Veterans. They may provide job search workshops for veterans and coordinate with other federal, state, and local agencies to deliver information and services to

veterans. LVER staff members will also contact employers for the purpose of conducting individual job development opportunities for the veterans they serve.

LVER staff members will advocate on behalf of veterans for employment and training opportunities with business, industry and community organizations. They may present informational programs to various groups, promoting veterans as job seekers who have highly marketable skills and experience. They may also provide information on employer incentives such as the newly expanded Work Opportunity Tax Credit (WOTC) that provides tax credits to employers who hire eligible veterans, including many of our targeted populations.

In conjunction with the One Stop Career Center Business Services Teams, LVER staff members will establish, facilitate and/or maintain regular contact with employers to include federal contractors. They may organize or participate in Career Fairs and other employer orientated functions such as those targeted to Veteran Business Owners.

LVER staff members may facilitate Transition Assistance Program (TAP) workshops and recruit employers for employer panels. They also coordinate with the Service Delivery Point manager in the preparation of the Quarterly Manager's Report on Services to Veterans.

F. Program Integration and Leveraging Resources

JVSG funded staff are fully integrated into New York State's functionally aligned One Stop Service Delivery System. All veterans are co-enrolled into the VETS, Wagner-Peyser and Workforce Investment Act Programs and transitioning service members who participate in a TAP workshop at a federal military installation are co-enrolled in the Wagner-Peyser and VETS programs. These transitioning service members are also co-enrolled in the Workforce Investment Act program if they receive additional service at a One Stop Career Center or affiliate site.

Local Workforce Investment Boards are required to develop local functional alignment and customer flow plans that incorporate One Stop Career Center staff, including JVSG funded

staff. DVOP Specialists and LVER staff members are assigned to service delivery teams in a manner that is consistent with their federally mandated roles and responsibilities while being tailored to meet the needs of the local areas. Veterans and eligible spouses receive priority of service by all One Stop Career Center staff, ensuring that veterans have access to the full range of resources available within the One Stop System; eligible veterans and eligible spouses who can benefit from the specialized services of DVOP Specialists and LVER staff members, particularly the target populations specified in this plan, are referred to JVSG funded staff for service. JVSG funded staff members are supervised by Wagner-Peyser funded staff and may be functionally supervised by other One Stop Career Center staff based upon the Local Workforce Investment Act plan.

On a state level, the Veterans Program Unit is functionally aligned within the Bureau of Workforce Opportunities, Division of Employment and Workforce Solutions. This organizational structure eliminates silos and promotes a coordinated operational structure to better serve our veteran customers.

JVSG funded staff that serve veterans in locations other than One Stop Career Centers work with the staff members of the hosting agency or program to integrate the services available to our joint veteran customers. For services provided in support of the VA/VR&E Program, a formal MOU is in place that delineates partner responsibilities and service delivery processes/expectations. In other instances, such as at WTU and HVRP grantee locations, verbal agreements are in place. In all cases, frequent communication, coordination of resources and joint issue resolution are paramount to ensuring that NYS DOL provides the best possible service to these priority groups of veterans as conveyed throughout the State Plan.

NYS DOL will conduct activities that promote job training and employment opportunities for veterans, working with partner agencies to leverage resources. These activities include Career Fairs, Veterans Information Fairs, Veteran Owned Business Seminars and Interagency Roundtable Events as well as services that are delivered through partner agencies at

One Stop Career Centers. NYS DOL also works closely with other agencies such as the NYS Division of Veterans Affairs to ensure that all staff serving veterans are aware of the myriad of resources available to veterans. Strategies include providing partner links on web sites and joint participation in informational programs targeted to veterans and veteran service providers. One Stop Career Center signage communicating Priority of Service will also link to the NYS Division of Veterans Affairs web site and the NYS DOL website provides links to a variety of employment and training opportunities available to veterans including federal, state and local jobs, Hire Vets First and Helmets to Hardhats. The Veterans Program is a primary point of contact for employers, non-profit agencies, educational and training institutions and other service providers who are interested in recruiting or serving veterans. These contacts are shared with other NYS DOL staff members to promote linkage at the local level.

JVSG funded staff work with the military leadership and transition site managers to serve Warriors in Transition, coordinate with HVRP grantees, and with the VA to serve VR&E customers and other veterans, particularly disabled veterans. The NYS Veterans Program coordinates with US DOL/VETS, transition site managers, NYS DOL managers and JVSG funded staff members to ensure that TAP workshops are provided in a quality manner. Programs and workshops at partner locations promote the services available through DVOP Specialists and LVER staff members.

NYS DOL staff seek out opportunities to partner with other organizations that provide employment services to veterans such as HVRP grantees, transition offices on military installations and other specialized programs targeting the veteran population. NYS DOL staff also promote the development of education and training opportunities for veterans within the education community through One Stop Career Center partnerships with training and educational providers. Particular emphasis is placed on training for demand occupations and on educational programs offered at NYS Community Colleges.

In all cases, services are delivered to meet the individual needs of the veteran customer. Those without barriers to employment or who do not require Career Development Services, may chose to use a wide variety of web based resources to meet their individual employment needs. Others will require much more assistance in making employment and educational/training decisions. NYS DOL staff will provide services tailored to the veteran's needs including intensive case management services, comprehensive assessments, individual employment plans, Workforce Information, referral to training opportunities, referral to supportive services (including needs related payments), resume preparation assistance and job referral/job development services.

G. Priority of Service

The New York State Department of Labor has been a strong advocate of veterans' priority of service ever since the US DOL Employment and Training Administration released Training and Employment Guidance Letter (TEGL) 5-03, "Implementing the Veterans Priority Provisions of the Jobs for Veterans Act" back on September 16, 2003. In early 2009, NYS DOL increased its focus on veterans' priority of service as a direct result of federal regulations that went into effect on January 19, 2009. This increased focus includes the implementation of strategies and policies designed to ensure veterans and eligible spouses of veterans receive the highest level of quality service within the framework of priority of service.

The requirements of veterans' priority of service as promulgated in Federal regulations were communicated via a statewide Technical Advisory (TA) released on April 29, 2009. This New York State TA, entitled "Implementation of Veterans' Priority of Service for Covered Persons in Qualified USDOL Job Training Programs," provides guidance to Local Workforce Investment Boards and One-Stop Career Centers for successfully implementing priority of service at the local level.

NYS DOL requires that all One Stop Career Center staff members provide priority of service to veterans and eligible spouses while DVOP Specialists and LVER staff members focus their efforts on serving veterans most in need of their services including disabled veterans and the targeted veteran populations identified in this State Plan, including veterans enrolled in the VA/VR&E Program, Wounded Warriors, homeless veterans, REALifeline participants, recently separated veterans and transitioning service members. Local areas must ensure that veterans and eligible spouses are served first and that this protocol is addressed in functional alignment plans and customer flow processes. Targeted veteran populations will be referred to DVOP Specialists and/or LVER staff members (when available) for the provision of intensive and case management services and other services the veterans may require to meet their career goals.

The following priority of service strategies have been communicated to the Local Workforce Investment Boards and One-Stop Career Centers.

1. Signage – NYS DOL recognizes that appropriate signage will play a pivotal role if priority of service is to be implemented successfully. As such, NYS DOL will design, publish, and distribute high quality signage to be used at all local One-Stop Career Centers and affiliate service sites throughout the state.
2. Improvement of Self-Service Resources and Electronic Strategies – In an effort to improve access by and information for veterans, NYS DOL is requesting that local areas redesign their websites to include language that clearly identifies priority of service. Strategies for web design may include the addition of veterans’ priority of service informational language on the homepage; highlighting links to programs that provide priority of service to veterans; and the inclusion of online e-mail links to dedicated veteran’s representatives and services staff. NYS DOL modified its website to include information on priority of service for specific program services offered through the state’s One-Stop Career system.

3. Outreach – NYS DOL suggests that One-Stop Career Center providers consider the development of outreach efforts in conjunction with other program and services (e.g., publicity, advertising, and brochures) in an effort to spotlight veterans’ priority of service to One-Stop Career Center customers. Such outreach may include: fact sheets targeted to veterans or veterans groups, and the marketing of One-Stop Career Center services and resources at orientation sessions.
4. Application of Priority of Service by All Sub-Recipients – Federal regulations specifically state that all program activities (including those obtained through Requests for Proposals, solicitation for grant awards, sub-grants, contracts, sub-contracts, and Memoranda of Understanding) issued or executed by qualified job training program operations, must be administered in compliance with priority of service. As a result of this regulation, NYS DOL will add language to its own contract boilerplate and RFP boilerplate documents to ensure awareness of priority of service requirements with state level grantees. Similarly, all local workforce investment areas must revise their contract template, RFP and sub-agreement language to include the priority of service provision.
5. Functional Alignment and Customer Flow – All One-Stop Career Center staff is required to provide priority of service to veterans and eligible spouses and to serve these customers first. NYS DOL is requiring that local areas ensure this protocol is addressed in functional alignment and customer flow processes.

The above strategies should help guarantee the following:

- a. Veterans and eligible spouses of veterans will be made aware of their entitlement to priority of service and will be identified at the point of entry.
- b. Veterans and eligible spouses of veterans will be given an opportunity to take full advantage of priority of service by discovering the full array of employment, training, and placement services available to them.

- c. Veterans and eligible spouses of veterans will be made aware of any applicable eligibility requirements specific to USDOL funded programs.

NYS DOL continues the strategy of building strong and robust relationships with the various statewide One-Stop Career Centers in an effort to communicate the importance of priority of service. It is recognized that Local Workforce Investment Boards are required to develop and include policies in their Local Plan to implement priority of service. To this end, NYS DOL released statewide Technical Advisory # 09-16 entitled “Planning Guidelines for the Workforce Investment Act (WIA) Local Plan Planning Guidelines for the Plan Year 2009-2010” that includes guidance to the local areas mandating the development of a local policy within the context of veterans’ priority of service. Monitoring and reporting will be consistent with requirements indicated in the “Priority of Service for Covered Persons; Final Rule” published in the federal register on December 19, 2008.

H. Performance Incentive Awards

NYS DOL plans to participate in the JVSG Performance Incentive Award Program on an annual basis during Program Years 2010-2014. Incentive Award plans will be submitted to US DOL/VETS after the approval of appropriate union and New York State officials.

I. Transition Assistance Program

NYS DOL coordinates with US DOL/VETS and the Transition Site Managers of five military installations throughout the state to project the number of Transition Assistance Program (TAP) workshops that will be conducted during each fiscal year. The workshops projected for FY 2010 are included on the attached TAP Employment Workshop Forecast (VETS 601). JVSG funded staff facilitate the workshops after completing the mandated TAP training offered through the National Veterans Training Institute (NVTI). In some instances, assistants who have not

completed the required training will be assigned to help at TAP workshops where a primary trained facilitator is assigned.

The five military installations at which TAP workshops will be conducted are:

- Fort Drum
- West Point
- Fort Hamilton
- Naval Support Unit (NSU), Saratoga Springs
- Stewart Air National Guard Base

At a minimum, NYS DOL will assign one TAP trained LVER staff member or DVOP Specialist to facilitate each workshop. In most instances, two trained JVSG funded facilitators will be assigned for each workshop. NYS DOL will coordinate with US DOL/VETS to ensure the appropriate number of JVSG funded staff members are trained as TAP facilitators through NVTI.

The following trained TAP facilitators are actively engaged in facilitating TAP workshops in New York State:

Michael Casselman, LVER

Kimberly O'Neill, LVER

Declan Callan, LVER

William Burns, DVOP Specialist

Kevin Wells, LVER

Frank Julian, LVER

Barbara Ryan, DVOP Specialist

Frank McGreevy, DVOP Specialist

John O'Shaughnessy, LVER

Greg Jones, DVOP Specialist

Elizabeth Hendricks, DVOP Specialist (To Be Trained in July 2009)

Gary Mc Lain, Special Initiative DVOP Specialist (To Be Trained)

In addition, NYS DOL has two trained TAP facilitators that were formerly supported under the JVSG grant. We are requesting that they may be used to facilitate TAP workshops during "surges" or during other emergencies and that they JVSG grant fund the corresponding TAP facilitation hours. The two staff members are:

Cindy Picunas, Veterans Program Coordinator

Roy Jewell, Labor Services Representative.

Of the many TAP workshops conducted in New York State, the vast majority are conducted at Fort Drum where all soldiers are mandated to attend the workshops before they are discharged. We normally conduct TAP at Fort Drum on a weekly basis with additional workshops scheduled for "surges" to accommodate large numbers of soldiers who are redeploying from overseas and need to attend the workshops before they separate or retire.

NYS DOL will coordinate with US DOL/VETS to ensure that there are an adequate number of trained facilitators to support all TAP workshop sites. All TAP facilitators will ensure that they utilize the required US DOL/VETS curriculum/slides and NYS DOL will work with US DOL/VETS and the transition site managers to ensure the highest quality TAP Workshops. This will be accomplished via workshop critiques, visits and frequent communication amongst the partner staff. Each workshop will be conducted for a minimum of 2.5 days and TAP reporting will be provided to US DOL/VETS on a monthly basis.

J. Narrative Budget Information

NYS DOL uses separate project codes to account for the DVOP, LVER, TAP and Special Initiative funding and those activities that are supported with that funding. Incentive Award funding is included in the LVER project code. The majority of the activities charged to the appropriate project codes are direct personal salaries and personal benefits. Non-personal costs are direct charged when appropriate or the charges are allocated to the projects according to an approved cost allocation plan.

In addition to direct personal charges, the JVSG supports indirect costs that are allocated to the projects based on NYS DOL's federally approved methodology for indirect overhead costs based on A-87 principles.

NYS DOL's staffing plan includes 4 half-time LVER staff. These individuals' time distribution profiles are set-up to charge the JSVG for 50% of their costs and another funding source for 50% of their costs. However, these staff members are available to serve veteran customers 100% of the time. Priority of service allotted to veterans assures that overall the amount of time that these staff members spend with veterans exceeds 50%.