

Fredda Peritz, Director
Division of Employment Services

Jean C. Stevens, Assistant Commissioner
Office of Workforce Preparation & Continuing Education

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Dear Colleague:

On August 7, 1998, the Workforce Investment Act (WIA) was signed into law, reforming federal job training programs and creating a more customer-focused system. The Act supports New York State's vision, whose development was sponsored by the NYS Departments of Labor and Education and was released by Governor Pataki in a report issued in May of 1998 entitled, "New York's Workforce Development System."

One of the key principles of the Workforce Investment Act is improved youth programs linked more closely to local area labor market needs and to community youth programs. The intent of the legislation is to move from short-term interventions to a systematic approach that offers youth a broad range of services. The legislation created local Youth Councils to recommend and coordinate youth policies and programs and to stimulate broad-based changes to the present delivery of services.

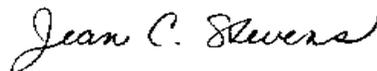
To assist with the development of Youth Councils, we are pleased to provide the ***Youth Council Toolkit: Information and Options for Forming Youth Councils under the Workforce Investment Act***. This *Toolkit* is intended to assist local chief elected officials, policymakers, administrators and others who will be coordinating, organizing and serving on local Workforce Investment Boards and Youth Councils. The development of this valuable resource included representatives from the NYS Departments of Labor and Education, the New York State AFL-CIO, the State Office of Children and Family Services and other interested local representatives, in conjunction with the New York Association of Training and Employment Professionals (NYATEP).

We are hopeful that the *Toolkit* will be of assistance in the development of local Youth Councils, which play a key role in establishing a wide range of services to better prepare our youth in the workforce. For additional information, please visit our workforce development website at: www.wdsny.org.

Sincerely,



Fredda Peritz



Jean C. Stevens

YOUTH COUNCIL TOOLKIT

**INFORMATION AND OPTIONS
FOR FORMING YOUTH COUNCILS
UNDER THE
WORKFORCE INVESTMENT ACT**

SEPTEMBER 1999

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I. INTRODUCTION

The passage of the Workforce Investment Act (WIA) of 1998 offers the opportunity for states and localities to develop a systematic approach to workforce development that includes a broad range of coordinated services for youth. New to this system is a mandate that each local Workforce Investment Board (WIB) create a Youth Council.

Under the WIA, communities throughout New York State have the opportunity to develop a strong youth workforce development system that connects with their local economic development system. The vast array of services and funding sources must be coordinated and integrated into a seamless system to better meet needs of the primary customers of the State's Workforce Development System: businesses and job seekers. This system must be dedicated to achieving results and hold itself accountable for those results. Under the WIA, Youth Councils can be the vehicle for developing a system for youth.

Three recent reports offer evidence of the need for more effective workforce development for youth.

Between 1996 and the year 2005, the number of 18-24 year-olds is projected to rise from 24.7 million to 29.1 million [an 18 percent increase], a reversal that can be expected to create painful transitions in the labor market. Adding weight to the demographics is the increasing job instability of the 1980s and 1990s, i.e., youth working with more employers for shorter job tenures, punctuated by periods of unemployment, and taking longer to find permanent employment.

In terms of jobs for out-of-school youth, recently declining national unemployment rates [about 4.5 percent at publication] have not helped much. Some 11 percent of males and 9 percent of females ages 16-24 were out of work in May, 1998. Predictably, as in 1989, members of minority groups today experience substantially higher unemployment rates than whites - over 30 percent. Thus, despite a strongly growing economy, and with the support of rising levels of educational attainment, young people in the job market were actually worse off in 1997 than in 1989.

The Forgotten Half Revisited: American Youth and Young Families, 1988-2008
[American Youth Policy Forum, 1998]

What is the current status of vulnerable youth in our community? In most communities, we hear complaints of kids hanging out on street corners. We hear schools complain that they are losing 50% of entering 9th graders before graduation. Employers complain about low skills and a lack of work ethic among new, would-be workers. Court dockets are crowded as a result of risky behaviors exhibited by vulnerable youth. Prisons are overflowing...they are becoming a growth industry. Substance abuse programs have long waiting lists. And even though the recent strong economy has improved the lot of some young people, too many are still disconnected from the mainstream.

WIA Youth Policy Councils: Key to the Future for a Generation of Challenge [Sar Levitan Center for Social Policy Studies, 1999]

To date, policy and programming has focused on the supply side of workforce preparation, improving the skills of current and future workers. Almost no attention has been paid to the demand side -- what it takes for businesses to thrive, grow, and create jobs. Linkages with economic development have been sporadic or nonexistent. Yet, the fact is that when business is productive and successful, workers are the beneficiaries in terms of greater opportunity, increased wages, and a higher standard of living.

New York State has set exemplary high academic standards. However, there is as yet no system in place to connect these higher academic standards to higher industry skill standards. These factors and others have made it difficult to plan and manage a truly integrated workforce development system at the local level.

New York's Workforce Development System: A Report to Governor George E. Pataki
[New York State Department of Labor and New York State Education Department, 1997]

In order to implement the WIA and establish an effective Youth Council, rapid decisions will need to be made about the scope of work, membership, formation, and initial implementation activities. This Toolkit is designed to provide options and information to consider when making these decisions, as well as additional resources to consult.

The Toolkit is directed to the following audiences:

- < Policy makers, program developers, and implementers at the state level who will be involved in the formation and operation of the State Workforce Investment Board;
- < Chief Elected Officials who will be making decisions about the formation of local Workforce Investment Boards and Youth Councils;
- < Individuals and partnerships at the local, county and regional levels who will be involved with the design and formation of local Workforce Investment Boards and Youth Councils;
- < Members of the local Workforce Investment Boards, once they are formed;
- < Chairs and other members of the Youth Councils, once they are formed; and
- < Individuals and partnerships at the local, county or regional levels who are interested in being involved in the Youth Council.

Development of the Youth Council Toolkit

The Youth Council Toolkit was developed through collaborative, joint efforts of the New York State Department of Labor, the State Education Department, the Business Council of New York State, the New York State AFL-CIO, NYS Office of Children and Family Services, NY Association of Training and Employment Professionals and local practitioners. A workgroup to develop the Toolkit was designated by these agencies and organizations. (See appendix for the names of the workgroup members.)

Development of a Toolkit was recommended by the New York States School-to-Work (STW) Advisory Council's Sustainability Committee to help Local Workforce Investment Boards and local chief elected officials launch their Youth Councils. The Sar Levitan Center for Social Policy Studies' publication "*WIA Youth Policy Councils: Key to the Future for a Generation of Challenge*" provided an excellent resource in the creation of this product. Youth Councils can serve as a vehicle for developing more comprehensive and integrated strategies for helping in-school and out-of-school youth, and especially at-risk youth, prepare for successful entry into the workforce, and for helping employers take a more active role in shaping and training the emerging workforce to meet their own, the region's and the State's economic development needs

How the Toolkit is Organized

The Toolkit is organized into the following sections:

II. Legal and Regulatory Requirements for a Youth Council

What do the Workforce Investment Act and federal regulations say about the formation and operation of Youth Councils?

III. Scope of Work of the Youth Council

What are options for the scope of work of a Youth Council? What kinds of agencies, programs and initiatives could the Councils relate to? How could the Council relate to those agencies, programs and initiatives?

IV. Youth Council Membership

What kinds of agencies, organizations and individuals are required members of the Youth Council? What additional members could be considered given the scope of the Council? What criteria could be considered in designating the Youth Council chairperson?

V. Options for Forming a Youth Council

What are strategies for selecting appropriate members and efficiently forming the Youth Council?

VI. Implementation of a Youth Council

What kinds of orientation and training might members of Youth Councils need to begin their work? What are possible early agenda and action items for the first three to six months of the operation of a Youth Council?

VII. Conclusion

How can additional information about Youth Council formation and operation be obtained?

Appendices

What are sources of information about agencies, programs, initiatives, funding sources and sample formats that would be helpful to the formation and work of Youth Councils?

II. LEGAL AND REGULATORY REQUIREMENTS FOR A YOUTH COUNCIL

THE WORKFORCE INVESTMENT ACT of 1998

(Section 117(h))

- ❖ The Workforce Investment Act (WIA) requires that each local Workforce Investment Board (WIB) establish a Youth Council as a subgroup of the Board. The Youth Councils are to be appointed by the WIB in cooperation with the Chief Elected Official(s) in the region covered by the WIB.
 - Members of the Youth Council who are not also members of the WIB are voting members of the Youth Council but non-voting members of the WIB.

- ❖ The purpose of the Youth Council is to provide expertise in youth workforce development policy and assist the local WIB to:
 - Develop and recommend local youth employment and training policy and practice;
 - Broaden employment and training policy to incorporate youth development;
 - Establish linkages with other organizations serving youth;
 - Evaluate a range of issues that impact young people's success in the labor market.

- ❖ The members of the Youth Council include (Section 117(h)(2)):
 - WIB Members with special interest or expertise in youth policy;
 - Representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
 - Representatives of public housing authorities;
 - Parents of eligible youth;
 - Individuals including former participants, representatives of organizations with experience relating to youth activities;
 - Job Corps representatives;
 - Other individuals agreed to by the WIB chair and the chief elected official.

- ❖ The charge for the Youth Council (*Section 117(h)(4)*) is to:
 - Develop the portions of the local workforce investment plan pertaining to eligible youth under WIA, as determined by the chair of the local WIB;
 - Recommend eligible youth service providers to be awarded grants or contracts on a competitive basis to carry out youth activities under WIA, subject to approval of the local WIB;

- Conduct oversight with respect to eligible providers of youth services in the local area;
- Coordinate youth activities that include:
 - Provide eligible youth seeking assistance in achieving academic and employment success, effective and comprehensive activities, which shall include options for improving educational and skill competencies and provide effective connections to employers;
 - Ensure ongoing mentoring opportunities for eligible youth with adults; provide opportunities for training to eligible youth;
 - Provide incentives for recognition and achievement to eligible youth;
 - Provide opportunities for eligible youth in activities related to leadership, development, decisionmaking, citizenship, and community service.
- Carry out other duties as determined appropriate by WIB Chair.
- ❖ In carrying out these functions, the Youth Council can help to facilitate that programs serving eligible youth have the following components (*Section 129 (c)(1)*):
 - Comprehensive objective assessment of the academic levels, skill levels and service needs of each participant;
 - Development of individualized service strategies for participants that identify an employment goal, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted;
 - Preparation for unsubsidized employment opportunities, in appropriate cases;
 - Strong linkages between academic and occupational learning;
 - Preparation for post-secondary education, when appropriate; and
 - Effective connections to intermediaries with strong links to (1) the job market and (2) local and regional employers.
- ❖ Responsibility for oversight of youth workforce development programs rests with:
 - Local WIB working with the Youth Council;
 - Conducted in consultation with Chief Local Elected Official(s); and

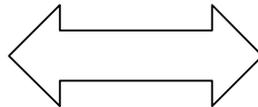
- Local WIB can delegate its responsibility for oversight of providers and other responsibilities to the Youth Council.

Although there is a ten percent limit on expenditures for administration, the structure of the Youth Council allows for opportunities to bring together different funding sources from the variety of partners to support the operation of the Council.

III. SCOPE OF WORK OF THE YOUTH COUNCIL

A first step in the formation of a Youth Council is to determine the scope and roles of the Council. How these are defined will shape the role the Council will play in the region, and how it could potentially relate to a broad range of workforce development programs for youth. The Youth Council together with the WIB will define the Council's scope and roles. Presented below are some continuums of options to consider in defining the scope of the Youth Council. The minimum roles are presented in the left-hand column; broader roles are listed in the right-hand column.

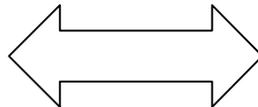
Advisory to the WIB



Decision-Making

Will the Youth Council serve in an advisory capacity to the WIB, making recommendations that are then acted on by the WIB, or will the WIB delegate certain decision-making authority to the Council, e.g., making decisions on youth funding under WIA?

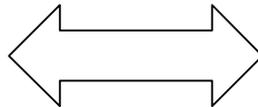
Targeted Programs



Comprehensive System-Building

Will the Youth Council deal with those targeted programs that will be directly supported under WIA, or will it work to develop a more comprehensive and integrated system of workforce development programs and services for youth?

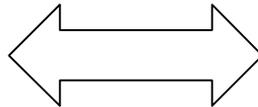
“Eligible” Youth



All Youth

Will the Youth Council deal only with eligible youth under WIA, or will it help to develop a stronger “emerging workforce” including students enrolled in the high schools in the region?

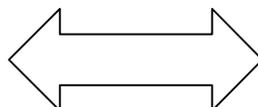
Deficit Reduction



Asset-Building

Will the Youth Council focus its efforts on the deficiencies and problems of at-risk youth and strategies to alleviate those deficiencies and problems, or will it focus on the strengths or assets of youth and seek strategies to develop and capitalize on those assets?

WIA Youth Funds



WIA Youth and Leveraged Funds

Will the Youth Council deal with programs that are directly supported with WIA funds or will it deal with a broader array of workforce development programs for youth that are supported with a wider range of funds from various sources?

There are a variety of roles a Youth Council may assume. The following chart presents the roles described in the WIA as well as other specific roles that a Youth Council might assume.

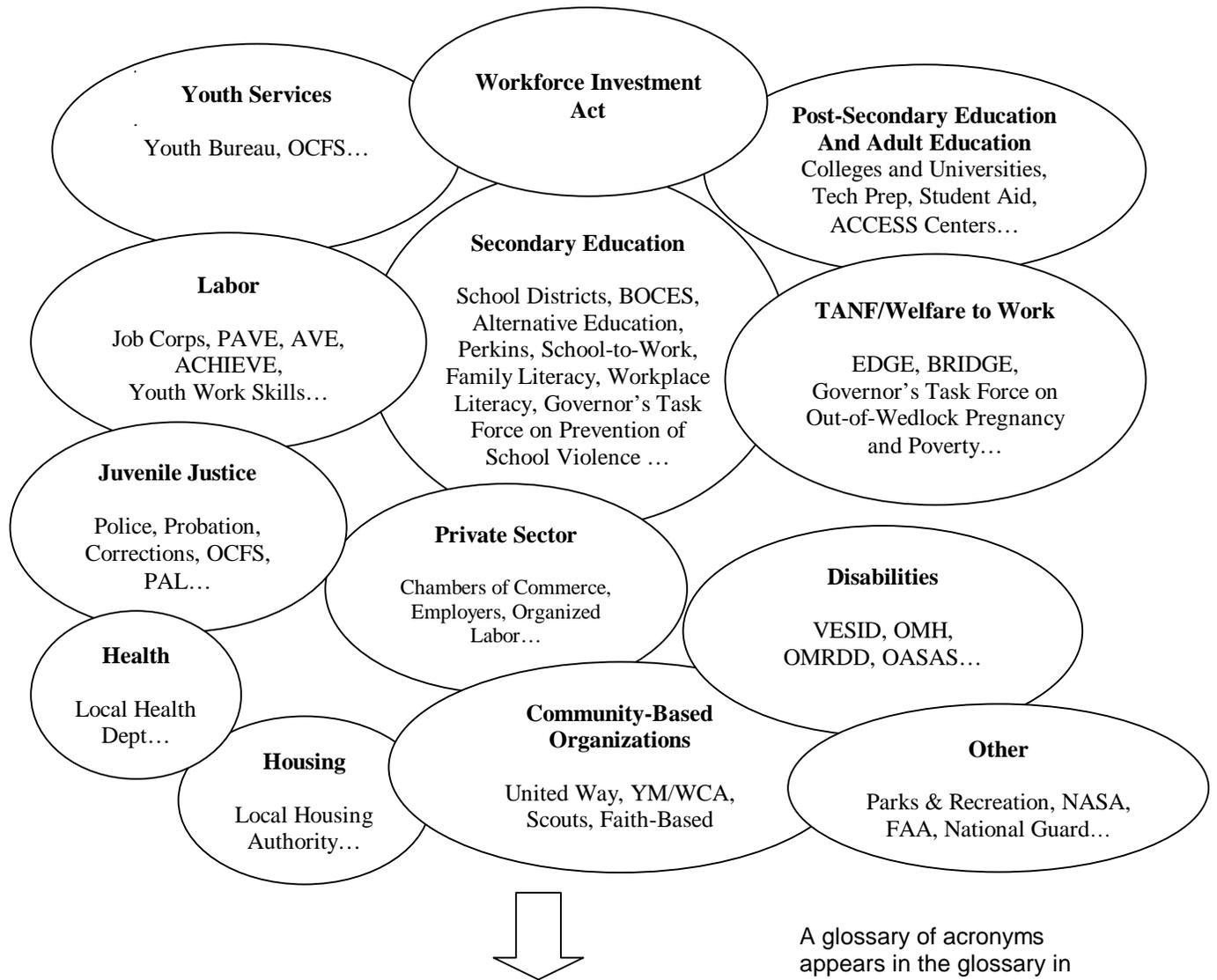
Roles Described in the WIA

- Develop portions of the Local Plan pertaining to eligible youth as determined by the chairperson of the local board
- Recommend eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities
- Conduct oversight with respect to eligible providers of youth activities
- Coordinate youth workforce development activities
- Other duties as determined appropriate by the WIB chair

Other Roles that Youth Council Might Assume

- Oversee youth service planning process
- Determine youth and employer service needs, gaps, and duplications
- Design and develop a system of youth workforce development services
- Undertake collaborative planning for local youth workforce development activities
- Explore and leverage public and private resources
- Make funding decisions
- Develop collaborative RFPs for local youth workforce development services/service delivery
- Set standards and performance measures for services, quantifying and tracking responsiveness to the needs of both youth and employers
- Oversee, assess and recommend providers
- Monitor and evaluate youth workforce development services
- Develop and sponsor interagency training
- Advocate on behalf of youth workforce development services

What should be the relationship of the Youth Council to other agencies, programs, and initiatives? Below are examples of some of the many programs to which the Youth Council might relate, and the outcomes that may result from establishing such a relationship. **These examples are not meant to be all-inclusive; many others can be identified.** The worksheet on the following page may be used by Youth Councils to create an inventory of agencies, programs, and initiatives in their geographic area.

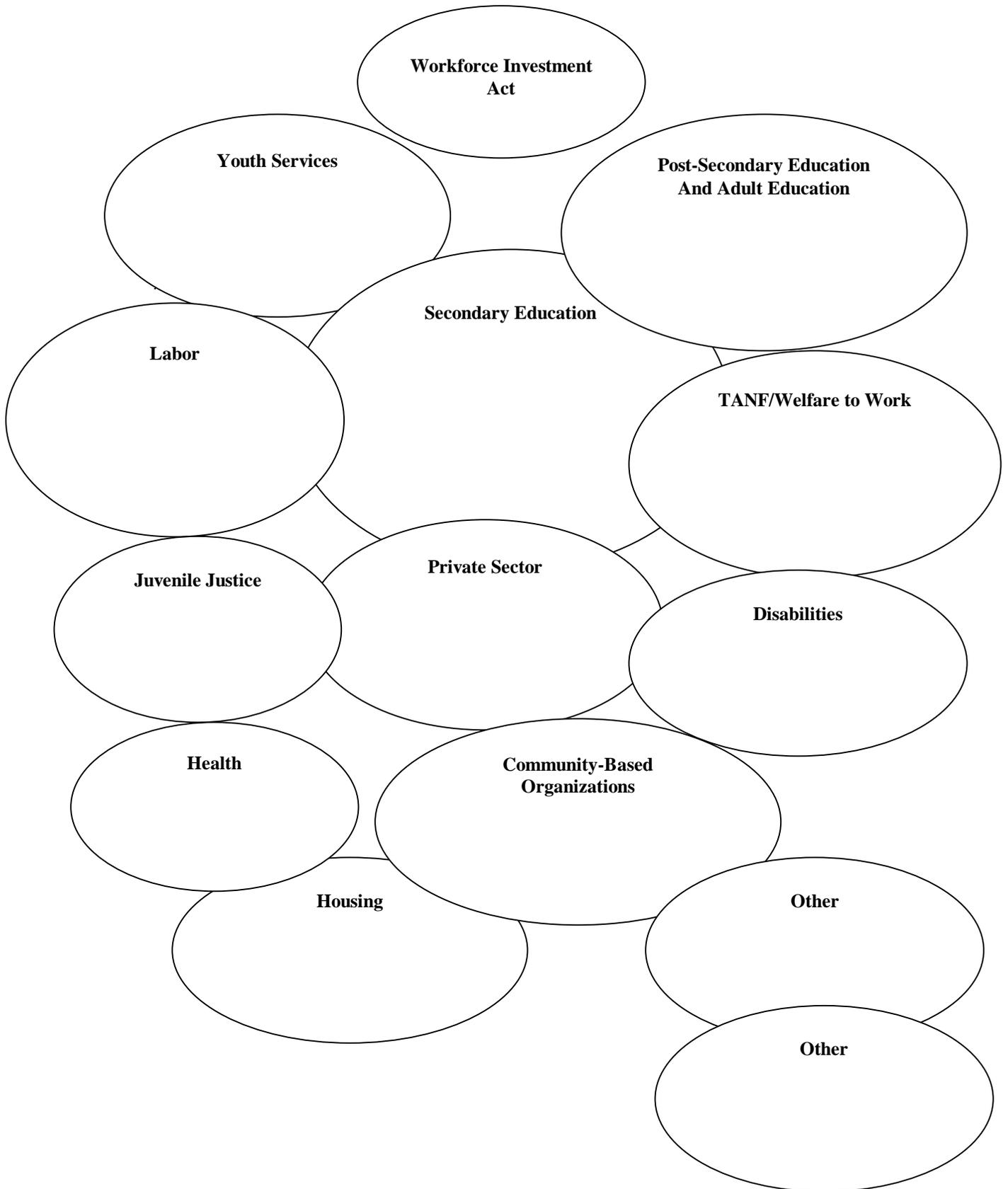


A glossary of acronyms appears in the glossary in the Appendix.

OUTCOMES

- Development of comprehensive workforce development system for youth that is responsive to employer needs
- Opportunity for better articulation among/between organizations and programs
- Collaborative planning
- Collaborative RFPs
- Interagency training
- Advocacy/empowerment of youth services

Worksheet to Identify Agencies, Programs, and Initiatives



IV. YOUTH COUNCIL MEMBERSHIP

The WIA specifies the categories of members who must be represented on the Youth Council. These are presented in the column on the left. In addition to the required Council members named in WIA, examples of organizations and individuals for your consideration for Youth Council membership are presented in the middle column. Criteria that could be considered when identifying members are listed in the column on the right

<p>The Act states that membership: (A) shall include:</p>	<p>Examples of organizations and individuals to consider:</p>	<p>Criteria that could be considered when identifying members:</p>
<p>(i) <i>members of the local board...with special interest or expertise in youth policy;</i></p> <p>(ii) <i>representatives of youth service agencies, including juvenile justice and local law enforcement agencies;</i></p> <p>(iii) <i>representatives of local public housing authorities;</i></p> <p>(iv) <i>parents of eligible youth seeking assistance under this subtitle;</i></p> <p>(v) <i>individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; and</i></p> <p>(vi) <i>representatives of the Job Corps, as appropriate; and</i></p> <p>(B) <i>may include such other individuals as the chairperson of the local board, in cooperation with the chief elected official, determines to be appropriate</i></p>	<ul style="list-style-type: none"> • Businesses (chief executive officer or human resources director) • Organized labor leader • BOCES or school district superintendent • School district director of guidance or pupil personnel services • College or University president • County or municipal Youth Bureau director • WIA youth services director • STW partnership coordinator • Executive director of community-based organization that serves youth • Department of Labor regional director • Executive of agency that serves individuals with disabilities • One-Stop Career Center manager • Adult education director • Alternative education program director • County social services commissioner • Regional or local providers of substance abuse services • Health department director or commissioner • Faith-based youth leader • Local or County Youth Services Depts. 	<ul style="list-style-type: none"> • Meets membership requirements under WIA • Includes several WIB members who meet Youth Council membership requirements • Represents a significant customer group, e.g., employers • Represents a significant provider of youth workforce development services, e.g., secondary education • Represents a significant target population or special need, e.g. disabilities • Represents geographic diversity • Represents racial and ethnic diversity • Represents more than one membership category, e.g., a business representative who is a school board member • Demonstrates interest and willingness to contribute to the work of the Council • Experience and effectiveness as a decision-maker • Effective relationship and coordination with elected officials

In determining required and additional members, the size of the Council needs to be considered, both in terms of the effective functioning of the Council itself and because Council members (who are non WIB members) serve as non-voting members of the WIB.

Chairperson of the Youth Council

The following criteria could be considered in designating the chairperson of the Youth Council:

- Strong leadership skills
- Ability to advocate for youth
- Reputation of respect
- Credibility with the WIB
- Membership on the WIB
- Business person familiar with youth workforce development issues

The worksheet on the following page can be used to help identify members of a Youth Council.

Worksheet for Identifying Youth Council Members

Category Required by the Workforce Investment Act	Possible Organizations and Individuals to Consider	Organizations and Individuals Identified as Members
(i) WIB members with special interest or expertise in youth policy, i.e., educators, employers, and representatives of human service agencies	Business members Organized labor College or University presidents BOCES or school district superintendents	
(ii) Representatives of youth service agencies, including juvenile justice and law enforcement	Juvenile justice Probation Police	
(iii) Representatives of local public housing authorities	Public housing authorities located in the service area	
(iv) Parents of eligible youth seeking assistance under WIA	Parent of in-school eligible youth Parent of out-of-school eligible youth	
(v) Individuals, including former participants, and representatives of organizations that have experience relating to youth activities	County or municipal Youth Bureau director WIA youth services director STW partnership coordinator Community-based organizations Former participants in employment and training programs for youth Providers of substance abuse services Agencies that serve youth with disabilities Parks and recreation director School district guidance/pupil personnel services director Local or county Youth Service Departments	

Worksheet for Identifying Youth Council Members (Cont.)

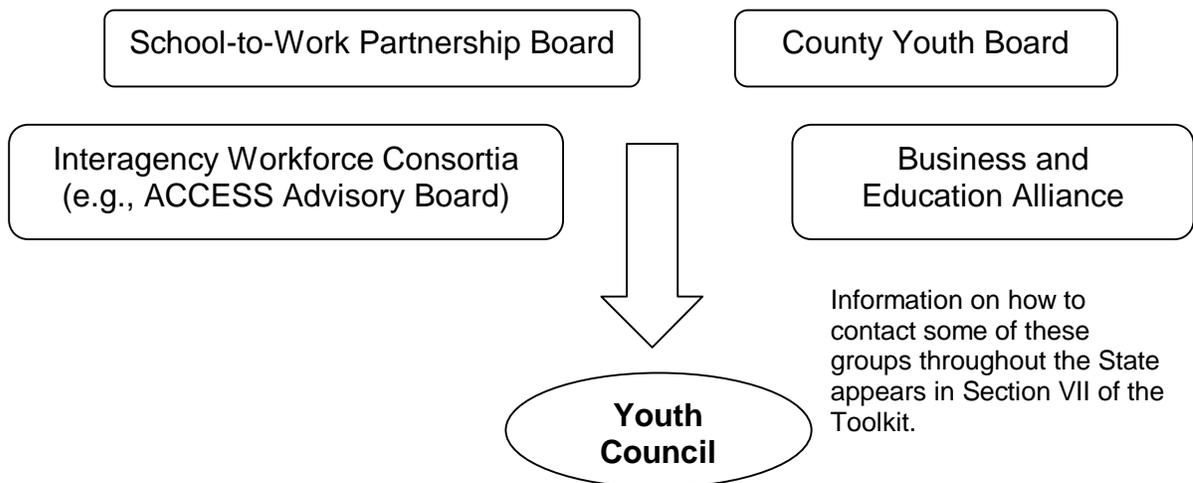
Category Required by the Workforce Investment Act	Possible Organizations and Individuals to Consider	Organizations and Individuals Identified as Members
(vi) Representatives of the Job Corps, if present in the WIB area	Job Corps located in the service area	
(vii) Other individuals who the chair of the local WIB, in cooperation with the chief elected official, determines to be appropriate	County social services commissioner Adult education director Alternative education director One-Stop Career Center manager Department of Labor regional director Health department Youth with barriers to employment Faith-based organization	
TOTAL MEMBERS		

V. OPTIONS FOR FORMING A YOUTH COUNCIL

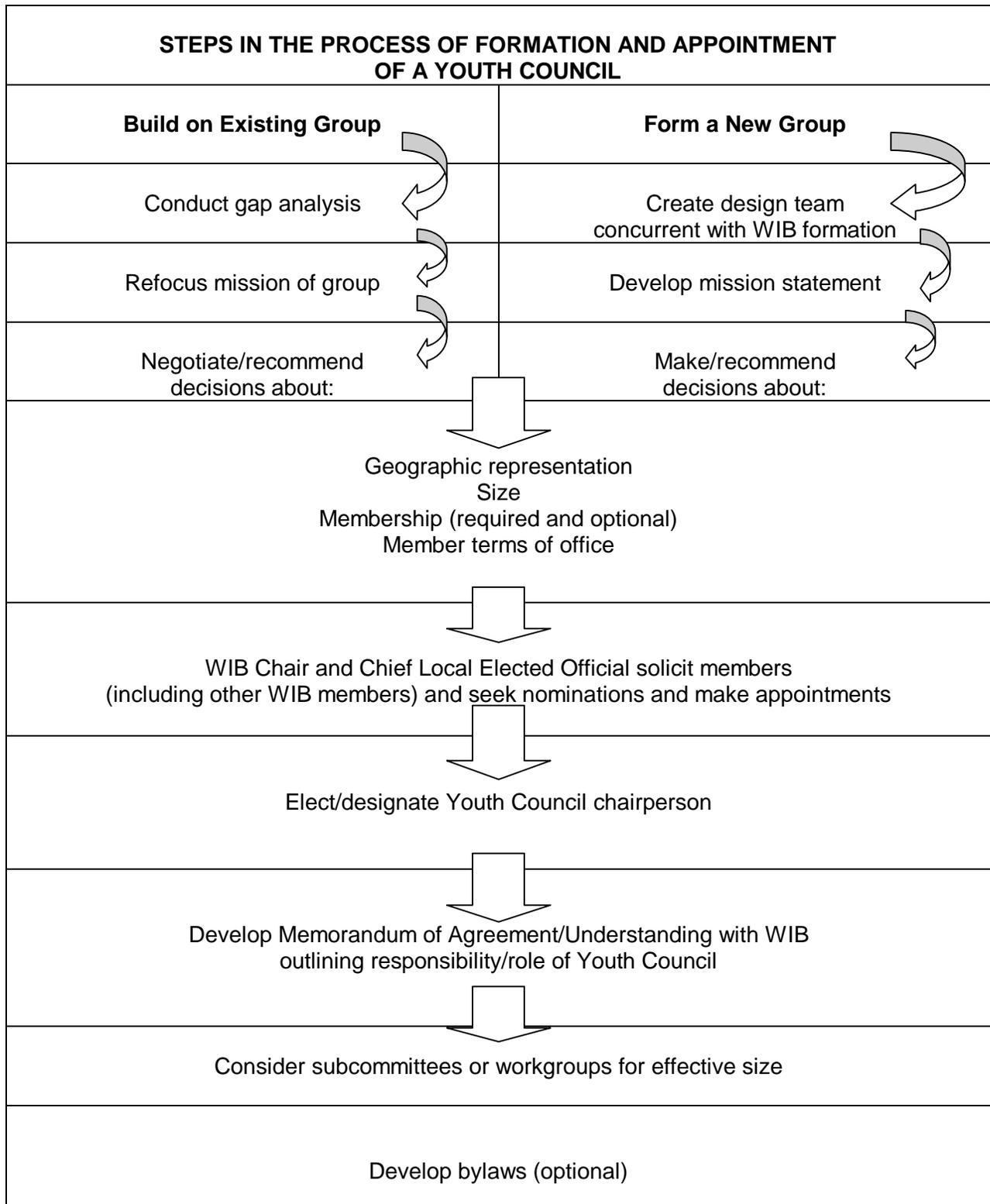
How should the Youth Council be formed? Should the Youth Council core be based on an existing youth advisory or governing group? (*Membership requirements may be found in Section 117(h)(2)*) Or should a new Council be formed? Here are some potential advantages to forming a Youth Council based on an existing group, and four possible groups to consider, and some potential advantages to forming a new group.

ADVANTAGES TO FORMING A YOUTH COUNCIL BASED ON AN EXISTING GROUP	ADVANTAGES TO FORMING A NEW GROUP
Build on previous success and established linkages No need to “reinvent the wheel” Avoids duplication of efforts Build on existing involvement of business Build on existing fiscal and administrative experience Quicker start-up	Opportunity to develop new vision and mission Opportunity to “break the mold” No competing agendas Target appropriate geographic areas No limitations of existing membership

POSSIBLE GROUPS ON WHICH TO FORM A YOUTH COUNCIL



What are the steps in forming a Youth Council? The chart below outlines the initial steps in the process of forming a Youth Council from an existing group or in forming a new group.



VI. IMPLEMENTATION OF A YOUTH COUNCIL

What should be the initial agenda items and actions for implementing a Youth Council? In planning the schedule of meetings, the use of subcommittees, and meeting agendas for a Youth Council, it is important to consider the time commitments called for from its members. This will be especially important for business members of the Youth Council. Meetings should be planned and facilitated so that they are not dominated by process and governance issues, but rather focus on tangible results, and meeting current and/or future workforce needs in the service area.

It is important that careful thought be given to the Youth Council's authority, scope of responsibilities and relationship with the WIB. Once this has been established, written documentation may guide the work of the Youth Council. Examples may include: how the agenda is set, process of reporting to the WIB, funding, and adding new members.

Suggested steps are presented below in two phases. Phase 1 – initial formation agenda items, and Phase 2 – initial decision-making and action-taking agenda items.

❖ Phase 1 – Initial formation

- WIA orientation and training for the Youth Council
- Orientation to the area economy and business community, employment opportunities and trends, employer needs and concerns, the larger economic picture, and economic development efforts underway
- Clarify mission and scope of the Youth Council
- Clarify roles and responsibilities of the WIB and Youth Council
- Information on level of WIA youth funding available and other funds that can be leveraged in the service area
- Information on parameters set by the WIB regarding the percentage of WIA youth funding to be allocated for specific services, time of year, or geographic areas
- Orientation to WIA youth performance measures
- Decisions regarding meeting schedule and subcommittees

- Outcomes:
 - Memorandum of Understanding with WIB
 - Bylaws (optional)
 - Clear statement, in writing, of mission, scope, roles, responsibilities, etc., to effectively guide the work of the Youth Council

❖ **Phase 2 – Initial decision-making and action-taking steps**

- Identify or develop matrix of existing youth employment programs including target populations served by these programs
- Conduct needs/gap assessment through focus group(s) and meetings of customers, both employers and youth
- Identify target populations (in-school and out-of-school)
- Conduct analysis of funding resources for youth workforce development services, including resources other than WIA, and formulate budget
- Conduct analysis of funding resources for operation of the Youth Council, and formulate budget
- Develop service design and submit to WIB
- Develop and establish RFP process and criteria for applications by providers for 10 allowable WIA youth activities for approval by the WIB
- Identify youth performance measures and criteria to monitor providers

VII. OBTAINING FURTHER INFORMATION

The developers of the Toolkit hope that readers will find the information useful in the formation and early operation of Youth Councils across the State. Beyond this Toolkit, there are other ways that information about Youth Council formation and operation can be obtained. These include:

- Reading the 'Levitan' report, "*WIA Youth Policy Councils: Key to the Future for a Generation of Challenge*," July 1999. [Sar Levitan Center for Social Policy Studies, Institute for Policy Studies, The John Hopkins University, Wyman Park Building, 3400 North Charles Street, Baltimore, MD 21218-2696, (410) 516-7169.]
- Watching for advisories or guidelines on Youth Councils from websites (see Appendix for list of websites), the New York State Department of Labor and from the State Workforce Investment Board, once it is operational.
- Obtaining lists of contacts in your local area:
 - For Regional Labor Market Analysts, contact: **www.wdsny.org**
 - For Youth Bureaus, contact: **Matt Murrell, Association of NYS Youth Bureaus (518) 257-2022**
 - For ACCESS Centers, contact: **NYSED, Office of Workforce Preparation and Continuing Education, Glenn Schechtman, (518) 474-5808**
 - For BOCES, contact: **www.nysed.gov/rscs/bocesweb.html**
 - For School-to-Work Partnerships, contact: **www.nysed.gov/workforce/stw/partner.html**
 - For Youth Integrated County Planning Awardees, contact: **Jon Tonsoni (518) 486-4610**
- Contacting other workforce investment areas of the State to find out how they are forming their Youth Councils.
- Networking with Workforce Investment Boards and Youth Councils, once they are operational.

- Learning about resources for program design, e.g., “*Quality Approach for Designing Skill-Based Systems*” [New York Association of Training and Employment Professionals and New York State Department of Labor. Contact NYATEP, 111 Pine St., Albany, NY 12207, (518) 465-1473]
- Learning about promising practices:
 - “PEPNet '98 – Promising and Effective Practices Network, Lessons Learned from 43 Effective Youth Employment Initiatives” [National Youth Employment Coalition, 1836 Jefferson Place, NW, Washington, D.C. 20036 (202) 659-1064]
 - “More Things That DO Make a Difference for Youth: A Compendium of Evaluations of Youth Programs and Practices” [American Youth Policy Forum, 1836 Jefferson Place, NW, Washington, D.C. 20036, (202) 775-9731]
- Obtaining the following additional resource materials:
 - “New York State Learning Standards for Career Development and Occupational Studies,” www.nysed.gov/workforce/cdlearn.html
 - “Career Development and Occupational Studies Resource Guide,” www.nysed.gov/guides/cdos/
 - “Taking Positive Action for New York Youth”, contact: **Jon Tonsoni (518) 486-4610**
 - “Successful Education Grant Strategies: Helping Rural Students Meet Higher Learning Standards for the New Millennium,” June 1999. [New York State Legislative Commission on Rural Resources, Legislative Office Building, Albany, NY, 12247, (518) 455-2544]

APPENDIX I

USEFUL WEBSITES

USEFUL WEBSITES

American Federation of State, County and Municipal Employees:

www.afscme.org/pol-leg/wiahome.htm

Association of Community Colleges: www.aacc.nche.edu

Boards of Cooperative Educational Services (NYS): www.nysed.gov/rscs/bocesweb.html

Business Roundtable: www.brtable.org/document.cfm/196

Chambers of Commerce: www.chamberline.net/chambers/ny.html

Employment Security Agencies (ICESA): www.icesa.org

Housing and Urban Development: www.hud.gov/index.html

Job Corps (USDOL): www.jobcorps.org

National Alliance of Business: www.nab.com/workforcedevelopment

National Association of Counties: www.naco.org/programs/social/work

NY Association of Training and Employment Professionals: www.nyatep.org

National Association of Partners in Education: www.napehq.org

National Association of Private Industry Councils: www.work-web.com/napic/index.html

National Employer Council: www.necinc.org/ccwiapage.html

National Governors' Association: www.nga.org/workforce/wiaOnestopPartners.htm

National School-to-Work Office: www.stw.ed.gov

National Youth Employment Coalition: www.nyec.org

NYS AFL-CIO: www.nysaflcio.org

NYS Department of Labor: www.labor.state.ny.us/

NYS Education Department: www.nysed.gov

NYS Learning Standards for Career Development and Occupational Studies:

www.nysed.gov/workforce/cdlearn.html

(NYS) Career Development and Occupational Studies Resource Guide:

www.nysed.gov/guides/cdos

Police Athletic League (NY City): www.palnyc.org

Rural Development, (USDA): www.rurdev.usda.gov

School Administrators in NYS (NYSED): www.nysed.gov/admin/bedsdata.html

School-to-Work (NYSED): www.nysed.gov/workforce/stw/

Summer Youth Programs (USDOL): www.wdsc.org/summeryouth

US DOL Employment and Training Administration: www.doleta.gov

Welfare to Work Partnership: www.welfaretowork.org

Workforce Development (NYSED): www.nysed.gov/workforce/wfd.html

Workforce Development in NYS: www.wdsny.org

Workforce Investment Act (USDOL): www.usworkforce.org

Youth Opportunity Movement (USDOL): www.yomovement.org

APPENDIX II

REFERENCE GUIDE OUTLINING SECTIONS WITHIN THE WORKFORCE INVESTMENT ACT RELATED TO YOUTH

Reference Guide Outlining Sections Within The Workforce Investment Act Related To Youth

Section 101	Includes Youth Program Specific Definitions
Section 112 (112)(b)(18)(A,B,C,D)	State Plan Requirements for the Youth Program
Section 117 (117)(d)(2)(B) (117)(h)(1) (117)(h)(2) (117)(h)(3) (117)(h)(4) (117)(i)	Local Workforce Investment Boards Selection of Youth Providers Youth Council Establishment Youth Council Membership Youth Council Relationship To The Board Youth Council Duties Alternative Entity
Section 118 (118)(b)(6)	Local Plan References description and assessment of local youth activities
Section 123	Identification of Eligible Providers of Youth Activities
Section 126	General Authorization – Youth Activities
Section 127 (127)(b)(1)(A) (127)(b)(1)(B) (127)(b)(1)(C) (127)(b)(2) (127)(b)(3) (127)(b)(4) (127)(c)	State Allotments Youth Opportunity Grants Outlying Areas States Definitions Special Rule Definition Reallotment requirements and Procedures
Section 128 (128)(b)(1) (128)(b)(2)(B) (128)(b)(2)(A) (128)(b)(3) (128)(b)(4) (128)(c)	Within State Allocations Methods For Within State Allocations For Youth Activities References of Applicable Terms Formula Allocation for Youth Activities Youth Discretionary Allocation Limitation Section Reallocation Among Local Areas

Section 129

- (129)(a)
- (129)(b)
- (129)(b)(2)
- (129)(b)(3)
- (129)(c)
- (129)(c)(1)
- (129)(c)(2)
- (129)(c)(3)
- (129)(c)(3)(A)
- (129)(c)(3)(B)
- (129)(c)(3)(C)
- (129)(c)(4)
- (129)(c)(4)(A)
- (129)(c)(4)(B) – (c)(5)
- (129)(c)(6)
- (129)(c)(7)
- (129)(c)(8)

Use of Funds for Youth Activities

- Purposes of Section
- Statewide Youth Activities
- Required Statewide Youth Activities
- Allowable Statewide Youth Activities
- Local Elements and Requirements:
 - Program Design
 - Program Elements
 - Additional Requirements
 - Information and Referrals
 - Applicants Not Meeting Enrollment Requirements
 - Involvement In Design and Implementation
- Priority
 - 30% Funding OSY
 - Exceptions
- Prohibitions
- Linkages
- Volunteers

Section 136

- (136)(b)(2)(A)(i)
- (136)(b)(2)(A)(ii)

Performance Accountability System

- Core Performance Indicators Youth Age 19-21
- Core Performance Indicators Youth Age 14-18

Section 137

- (137)(a)

Authorization of Appropriations

- Youth Activities

Section 169

- (169)(a)
- (169)(b)
- (169)(c)
- (169)(d)
- (169)(e)
- (169)(f)
- (169)(g)

Youth Opportunity Grants

- Grants
- Use of Funds
- Eligible Local Boards
- Eligible Entities
- Application
- Performance Measures
- Role Model Academy Project

APPENDIX III

REFERENCE GUIDE OUTLINING SECTIONS WITHIN THE INTERIM REGULATIONS RELATED TO YOUTH

Reference Guide Outlining

Sections Within The Interim Regulations Related To Youth

Section 661	Statewide and local governance of the Workforce Investment System Under Title I of WIA
661.305(a)(3)+(b) 661.335	Youth program related roles of the Local Board What is a youth council, and relationship to the local board?
661.340 661.350(a)(7)	What are the responsibilities of the youth council? Contents of local plan – description and assessment of youth activities in local area
Section 664	Youth Activities Under Title I of WIA
664.1 664.2 664.3 664.4 664.5 664.6 664.7 664.8	Youth Councils Eligibility for Youth Services Out-of-School Youth Youth Program Design, Elements, and Parameters Concurrent Enrollment Summer Employment Opportunities One Stop Services To Youth Youth Opportunity Grants
Section 665	Statewide Activities Under Title I of WIA
665.20(b)(4) 665.20(b)(g) 665.21(h)	List of Eligible Providers of Youth Activities Additional Assistance Areas with High Concentrations of Eligible Youth Allowable Usages
Section 666	Performance Accountability
666.100(a)(3)(i) 666.100(a)(3)(ii)	For Eligible Youth 14-18 For Eligible Youth 19-21
Section 667	Administrative Provisions
667.100(b) 667.105 (f) 667.130 (c) 667.140 (c)	Youth Fund Availability Youth Opportunity Grants Youth Allocation Formula No Transfer of Youth Funds

APPENDIX IV

GLOSSARY OF ACRONYMS

GLOSSARY OF ACRONYMS

ACCESS:

Adult Comprehensive Centers For Education and Support Services

ACHIEVE:

Another Chance Initiative for Education Vocation or Employment

AVE:

Adolescent Vocational Exploration

BOCES:

Boards of Cooperative Education Services

CEIP:

Career Exploration Internship Program

EDGE:

Education For Gainful Employment

EOC:

Education Opportunity Centers

EOP:

Education Opportunity Program

E&T:

Employment and Training

FAA:

Federal Aviation Administration

HEOP:

Higher Education Opportunity Program

NYATEP:

New York Association of Training and Employment Professionals

NYSDOL:

New York State Department of Labor

NYSED:

New York State Education Department

OASAS:

Office of Alcoholism & Substance Abuse Services

OCFS:

Office for Children and Family Services

OMH:

Office of Mental Health

OMRDD:

Office of Mental Retardation and Developmental Disabilities

PAL:

Police Athletic League

PAVE:

Progressive Adolescent Vocational Exploration

RFP:

Request For Proposal

SABA:

School and Business Alliance

STEP:

Science and Technology Entry Program (STEP)

STW:

School-To-Work

TANF:

Temporary Assistance For Need Families Program

UI:

Unemployment Insurance

VTEA:

Vocational and Technical Education Act (Perkins 3)

VESID:

Vocational & Educational Services for Individuals with Disabilities

WIA:

Workforce Investment Act

WIB:

Workforce Investment Board

YDDP:

Youth Development and Delinquency Prevention

YOP:

Youth Opportunity Program

APPENDIX V

SAMPLE FORMATS

- *Member Solicitation and Nomination Forms (Centralina, North Carolina Workforce Development Board)*
- *Memorandum of Understanding (Central Texas Workforce System and Partner(s))*
- *Bylaws (SABA of Oneida County)*

**Centralina
Workforce Development Board**

P.O. Box 35008/1300 Baxter Street
Charlotte, North Carolina 28235
(704) 348-2717/Fax (704) 347-4710
E-Mail: ccogwd@charweb.org

MEMORANDUM

TO: Centralina Workforce Development Board members and JobReady contacts

FROM: Mark F. Whitley, Centralina WDB Chair

DATE: January 15, 1999

RE: **NOMINATIONS FOR CENTRALINA WDB YOUTH COUNCIL**

The Centralina Workforce Development Board is in the process of preparing for the implementation of the new Workforce Investment Act (WIA) on July 1, 1999. One of the requirements of the WIA is the establishment of a **Youth Council**. The Youth Council serves as a subgroup of the WDB to handle youth related issues and concerns. A summary of the requirements for the Youth Council and for nominations is attached.

We are requesting Centralina WDB members and JobReady contacts to submit names of individuals to serve on the Youth Council. There is no limit to the number of individuals you may nominate; however, the Centralina WDB will determine the number of individuals who will be appointed by county. Please complete the nomination form attached and submit it to David Hollars at Centralina by **Monday February 1, 1999**. The WDB Executive Committee will review all nominations and make final recommendations for approval and appointment.

If you have any questions, please contact David Hollars at Centralina at (704) 348-2717. Thank you for your assistance.

Attachment

wia youth council nomination request

**Centralina
Workforce Development Board**

P.O. Box 35008/1300 Baxter Street
Charlotte, North Carolina 28235
(704) 348-2717/Fax (704) 347-4710
E-Mail: ccogwd@charweb.org

March 12, 1999

Mr. Rodney Harrison
Miller Recreation Center
1301 West Bank Street
Salisbury, NC 28144

Dear Mr. Harrison:

JoAnn Diggs (Salisbury-Rowan Community Service Council) has recommended you for nomination to the **Centralina Youth Council** – a subcommittee of the Centralina Workforce Development Board. The Youth Council is responsible for coordinating youth activities in the six county Centralina region. The council will also develop local plans related to youth, recommend eligible youth service providers, and conduct oversight. An information sheet is included. Three (3) individuals from each county plus 4 Centralina WDB members will comprise the membership of the council.

In order to proceed with the nomination process, we ask that you complete the attached “Application for Appointment...” form and return it to me as soon as possible but no later than **Wednesday March 31, 1999**. You may mail or FAX (704-347-4710) the form to me. The Youth Council steering committee will review all completed applications submitted and make recommendations for appointment at the April 20th Centralina WDB meeting. The chief elected official for the Centralina Workforce Development Consortium will make final approval on all appointments.

If you have any questions, please contact me at (704) 348-2717 or by e-mail at ccogwd@charweb.org. Thank you in advance for your willingness to help the youth of our region.

Sincerely,

David L. Hollars
Workforce Development Administrator

Attachment

APPLICATION FOR APPOINTMENT TO THE CENTRALINA
WORKFORCE DEVELOPMENT BOARD YOUTH COUNCIL

The Centralina Workforce Development Board (WDB) believes that all citizens should have the opportunity to participate in local workforce development decisions. One way of participating is by serving as a citizen member of the regional Youth Council – a subcommittee of the WDB. You have been recommended for service on the council. If you want to be considered for appointment to the Youth Council, please complete the form below and mail it to the Centralina WDB, c/o David Hollars, Post Office Box 35008, Charlotte, NC 28235-5008. You may also FAX form to (704) 347-4710. If you have any questions, please contact David Hollars at (704) 348-2717.

County of Residence: _____

Name: _____ Home Phone: _____

Address: _____ Work Phone: _____

City/State/ZIP: _____ e-mail: _____

Occupation: _____ FAX: _____

Business/Agency: _____ Address: _____

Educational Background: _____

Business and Civic Experience/Skills: _____

_____ Are you a parent? ___ Yes ___ No

Other Boards/Committees/Commissions presently serving on:

List all youth-related experiences: _____

I understand that this application will be kept on the active file for two years only and I hereby authorize the Centralina WDB to verify all information included in this application.

Signature of Applicant

Date

=====

Memorandum of Understanding Form

MEMORANDUM OF UNDERSTANDING Central Texas Workforce System and Partner(s)

Part I: Introduction

Section 1: Parties to and Purpose of this Agreement:

- A. This document serves as a Memorandum of Understanding between the Central Texas Workforce Development Board, herein after referred to as Board, Central Texas Council of Governments, herein after referred to as Contractor, and *[system partner]*, herein after referred to as Partner. The Memorandum of Understanding outlines the responsibilities and commitments of each organization to serve Central Texas residents during the term of this agreement. Agreement is made and entered into by and between the following:

Central Texas Workforce Development Board, Board

Contact Person: Susan Kamas, Executive Director
Address: P.O. Box 450, Belton, Texas 76513
Telephone Number: (254) 939-3771, ext. 214
Fax Number: (254) 939-3207

Central Texas Council of Governments, Contractor

Contact Person: Jerry Haisler, Workforce Division Director
Address: 207 E. Avenue D, Killeen, Texas 76541
Telephone Number: (254) 526-4448
Fax Number: (254) 526-4985

[System Partner], Partner

Contact Person:
Address:
Telephone Number:
Fax Number:

- B. The parties hereto, severally and collectively, agree by the execution of this Memorandum of Understanding to the obligations, performances and accomplishments of the tasks herein after described. Specifically, the parties hereto agree to coordinate resources to ensure the effective and efficient delivery of services as described in Part II of this Agreement.

Section 2: Period of Agreement

This Agreement shall commence on *[date]* and shall be effective until such parties give each other 30 days notice to terminate the agreement.

PART II: DESCRIPTION OF DUTIES AND RESPONSIBILITIES

A. Joint Vision/Purpose

1. To establish a delivery system for cross-program, cross –agency planning that will enable the local service agencies to integrate services, thereby, providing a seamless system of comprehensive education, social service, workforce development, and employment services to unemployed and underemployed Central Texas residents.
2. The parties shall coordinate and perform the activities and services described herein within the scope of this Memorandum of Understanding as may be required and permitted by Federal and State laws and policies governing the parties' respective programs, services, and agencies.

B. Joint Responsibilities

1. All parties will actively secure and share confidential participant information and records according to applicable state and federal law, rules, regulations and waivers, including, but not limited to:
 - a. Utilization of a service needs assessment;
 - b. Information and referral for needed services;
 - c. Common application and eligibility;
 - d. Common assessment;
 - e. Joint case management
 - f. Tracking performance based outcomes;
 - g. Active workgroup, advisory and/or planning participation; and
 - h. Fulfill individual roles as identified by this Agreement
2. All parties will comply with Texas Revised Civil Statute Article 4419b-4, Sections 5.03 and 5.04 (relating to workplace and confidentiality guidelines regarding AIDS and HIV)
3. All parties will comply with Title VI of the Civil Rights Act of 1964 (Public Law 88-352), Section 504 of the Rehabilitation Act of 1973 (Public Law 93-112), the Americans with Disabilities Act of 1990 (Public Law 101-336), and all amendments to each, and all requirements imposed by the regulations issued pursuant to these acts. In addition, the contractor agrees to comply with Title 40, Chapter 73, of the Texas Administrative Code. These provide in part that no persons in the United States shall, on grounds of race, color, national origin, sex, age, disability, political beliefs, or religion be excluded from participation in, or denied, any aid, care, service, or other benefits provided by federal and/or state funding, or other wise be subjected to discrimination.

C. Coordinated Activities

1. Coordinate with all applicable partners in scheduling orientation or group activities involving shared customers.

2. Actively participate in designated activities including providing front-line staff for workgroup representation.
3. Assist in the development of an integrated case management system for customers, and after such development, actively participate in joint case management activities if applicable.
4. Jointly develop and present information that ensures clear and effective communication of each agency's services to the public and shared customers.
5. Jointly develop and present replication information to appropriate audiences thereby providing technical assistance to emerging partnerships
6. Actively participate in all project activities to ensure that project goals are attained including joint staff capacity building activities.
7. Report budgetary information in accordance with Section IV and Attachment A of this agreement.

D. Individual Responsibilities

1. Central Texas Workforce Development Board
 - a. Workforce System Grant Administration including grant management, fiscal activities, oversight, evaluation, and overall coordination activities.
 - b. Support Central Texas Workforce Centers' continued development
 - c. Assist in activities necessary for individual agency implementation, including, for example, coordination activities related to joint staff training and information sharing, and researching and securing common technology for centralized information and referral centers.
 - d. Actively participate in pilot activities identified at State and local levels as methods, which may improve services to central Texas workforce customers.
 - e. Provide information and referral services which encourage the effective and efficient exchange of information between training providers, businesses, and job seekers.
 - f. Act as fiscal agent for funds identified in Section IV, Budget, of this Agreement.
 - g. Evaluate and report activities and services herein described
 - h. Mediate concerns identified by partners and customers which stand as barriers to providing customer-driven service delivery opportunities
 - i. Ensure resources are available to provide space, resource material, equipment, and personnel, as necessary, to ensure the efficient development of the local Workforce Centers.
 - j. *Added as relevant to Parties of Agreement.*

2. Central Texas Council of Governments, Contractor
 - a. Support Central Texas Workforce Centers' continued development.
 - b. Assist in activities necessary for individual agency implementation, including, for example, coordination activities related to joint staff training and information sharing, and researching and securing common technology for centralized information and referral centers.
 - c. Actively participate in pilot activities identified as State and local levels as methods which may improve services to Central Texas workforce customers.
 - d. Provide information and referral services which encourage the effective and efficient exchange of information between training providers, businesses, and job seekers.
 - e. Provide training and workshops related to career exploration and development, job seeking/keeping, and life skills for all customers seeking employment assistance.
 - f. Maintain space, resource material, equipment, and personnel, as necessary to ensure the quality development of the local Workforce Centers.
 - g. *Added as relevant to parties of Agreement.*

3. *[System Partner]*, Partner
 - a. Support Central Texas Workforce Centers' continued development.
 - b. Assist in activities necessary for individual agency implementation, including, for example, coordination activities related to joint staff training and information sharing, and researching and securing common technology for centralized information and referral centers.
 - c. Assignment of staff to support services provided at Workforce Centers.
 - d. *Added as relevant to Parties of Agreement.*

Part III: PERFORMANCE MEASUREMENT/STANDARDS

1. Actively participate in performance measurement as relevant to each program's requirements and customers.
2. Track and report number of customers, social security number, and services received to Board for use in aggregate reporting.
3. Assist in development and dissemination of common customer satisfaction surveys, customer focus groups, and needs assessment.
4. Utilize common customer needs assessment and return documentation to Board for tracking purposes.
5. Track, as appropriate, State defined outcome measures.
6. Incrementally participate in pilot efforts of the workforce system including use of technology for: formal information and referral services, tracking, and information sharing.

Part IV: BUDGET AND METHOD OF PAYMENT

A. Budget

1. Payments rendered under this Agreement shall not exceed the amount specified by each partner in the "Budget" which is provided as Attachment A and hereby made a part of this Agreement.
2. Payment shall be made to the Central Texas Council of Governments as fiscal agent for Board.

B. Method of Payment

1. The method of payment shall be cost reimbursement, and only for agreed upon expenditures, jointly agreed upon by affected parties. Expenditures are those that are properly incurred by the Partner agency in rendering performance in accordance with the terms of this Agreement and the herein referenced "Budget," Attachment A.
2. Board will submit requests for reimbursement based on agreed upon expenditures for the period said payment is being requested. Payment requests shall be accompanied by either a detailed list of expenditures or monthly cost report, and documentation for which reimbursement is being requested.

Agreed Between:

Susan Kamas
Central Texas Workforce Board

Date

Jerry Haisler
Central Texas Council of Governments, Workforce Dev. Division

Date

System Partner
Agency

Date

Rev. 7/7/92

**SCHOOL AND BUSINESS ALLIANCE
OF ONEIDA COUNTY**

BYLAWS

ARTICLE I – NAME

This organization will be known as the School and Business Alliance of Oneida County (SABA).

ARTICLE II – PURPOSE

The Regional School and Business Alliance exists to create a series of partnerships between local businesses, community agencies, and public schools and colleges to improve scholastic achievement, reduce dropout rates, and provide students and staff members with opportunities to understand the requirements of the world of work.

ARTICLE III – FISCAL YEAR

The fiscal year of SABA shall begin July 1 and end June 30.

ARTICLE IV – STAFFING

Section 1. The School and Business Alliance of Oneida County shall employ an Executive Director who is responsible for the overall management of the program.

Section 2. The Executive Director's primary duties are to:

- Develop, promote and foster new and existing relationships between the Business-Education Partnership.
- Provide the leadership and the public relations link between SABA and the Business community for financial contributions, career shadowing, internships, and job opportunities.
- Coordinate planning and activities among School coordinators at participating school districts.

Section 3. The Executive Director shall be hired by the Executive Committee of the Alliance Development Committee. The Executive Director is held accountable to the Executive Committee.

Section 4. Participating school districts shall have a SABA School Coordinator who is selected upon mutual agreement between the Superintendent of that school and the SABA Executive Director. The School Coordinators are responsible to both their local school districts and the Executive Director for the implementation and coordination of local SABA student activities.

ARTICLE V – ALLIANCE DEVELOPMENT COMMITTEE

Section 1. The Regional Alliance Development Committee (ADC) is the governing body for the School and Business Alliance of Oneida County. The Primary functions of the ADC are:

- a. Provide overall direction and set policy.
- b. Identify and recommend business and community resources for local school improvement projects.
- c. Recruit additional business sector partners.
- d. Assist in program planning and evaluation.

Section 2. The membership of the ADC shall consist of at least 20 members as follows:

- Members from secondary school districts and BOCES.
- Members from business and industry, including small and large companies.
- Members at-large (post-secondary education agencies, not for profit organizations, etc.).
- Members from government agencies.

The membership in the business and industry category must be greater than any of the other three categories.

(NOTE: The members from secondary school districts and BOCES will be selected with recommendations from the Cabinet of Superintendents. The suggested guideline for their consideration is for 7 members; 3 permanent, 4 by selection as follows: the 3 permanent would be BOCES, parochial schools and Utica. The four non-permanent seats would be selected with 2 from the four independent districts (Clinton, Holland Patent, New Hartford and Whitesboro) and 2 from the seven dependent districts (Brookfield, New York Mills, Oriskany, Remsen, Sauquoit Valley, Waterville, and Westmoreland).

Section 3. The Executive Director shall remain an ex officio member of the ADC and its committees.

Section 4. The ADC's terms of office shall be up to three years with individual terms determined to allow approximately 1/3 new members each year.

Section 5. Members of the ADC may not serve more than two (2) terms consecutively.

Section 6. The Chairperson of the Executive Committee shall appoint a Nominating Committee to recommend candidates to fill vacant positions on the ADC. The Nominating Committee shall serve until the completion of its duties.

- Section 7. Nominees will be contacted by the Nominating Committee or the Executive Director to solicit their interest in becoming members.
- Section 8. After nominees have accepted, they will be appointed official members at the next ADC meeting.
- Section 9. It is the policy of the ADC that members shall continuously participate in its activities, subject to necessary absence from meetings. If any member of the ADC, without good and sufficient reason, fails to regularly attend three consecutively scheduled meetings, the member shall be deemed to have resigned unless the ADC votes to the contrary.

ARTICLE VI – ADC OFFICERS

- Section 1. The Executive Committee shall nominate an ADC Chairperson and a Vice-Chairperson from among the ADC members. The candidates shall be nominated in May and voting by the ADC will take place in June.
- Section 2. The Chairperson and Vice-Chairperson's term of office will run from July 1 to June 30. After an officer has served two terms, the officer may not be elected to succeed him/herself until the officer has relinquished such office for one term.
- Section 3. The ADC Chairperson and Vice-Chairperson will also chair the Executive Committee.
- Section 4. Vacancies created by the resignation of the Chairperson or Vice-Chairperson shall be temporarily filled by a majority vote of the Executive Committee members, provided a quorum is present, until voting at the next regular ADC meeting.

ARTICLE VII – COMMITTEES

- Section 1. The Regional ADC shall consist of six (6) standing committees:
- a. Executive Committee
 - b. Public Relations
 - c. Finance and Budgeting
 - d. Program Planning
 - e. Youth Employment
 - f. Membership
- Section 2. The Executive Committee shall consist of at least 9 members who are responsible for establishing policy and reviewing SABA programs. They will evaluate the organization's progress toward the attainment of proposed goals and objectives and review the performance of SABA's staff members. The Executive committee is empowered to conduct business on behalf of the ADC for those months the ADC is not in session.

Nominations to the Executive Committee, proposals to add membership to the Executive Committee, or to fill vacancies on the Executive Committee will be made by the chairperson subject to the approval of the ADC at the next regular meeting. The Executive Committee will be reappointed annually.

The Executive Committee shall appoint Chairpersons to each of the remaining standing committees. The Chair of each of the remaining standing committees will present the committee memberships to the Executive Committee for affirmation.

- Section 3. The Public Relations Committee shall be responsible for promoting the School and Business Alliance concept to business, industry, students, parents and the community at large. The committee will utilize all available resources to build public awareness of the program's objectives and accomplishments.
- Section 4. The Finance and Budgeting Committee recommends the appropriation of SABA funds. The committee will aid in developing program funding sources within the community.
- Section 5. The Program Planning Committee shall be responsible for developing partnership activities between business, education and the community to develop career awareness and the employability skills of our youth labor force.
- Section 6. The Youth Employment Committee shall assist the Executive Director in developing student internships, jobs, and career shadowing for students.
- Section 7. The Membership Committee shall be responsible for bylaws, personnel relations, and orientation for new ADC members.
- Section 8. Special Ad Hoc Committees shall be established as deemed necessary by the Executive Committee.
- Section 9. The Standing Committees, other than the Executive Committee, shall maintain a minimum of three (3) members, which includes one Chairperson. The Chairperson will convene the Standing Committees on an as needed basis.
- Section 10. Minutes will be recorded at all committee meetings.

ARTICLE VIII – MEETINGS

- Section 1. The ADC will meet on a quarterly basis. Special meetings shall be held, as deemed necessary, at the request of the Chairperson or Executive Director.
- Section 2. A meeting notice shall be sent to each ADC member with information on the meeting time, place and agenda to be covered.

Section 3. In order to conduct business, a quorum of the ADC is necessary. A Quorum of the ADC, or any of its committees, shall consist of a majority of the members plus one (1).

ARTICLE IX – AMENDMENTS

Section 1. The School and Business Alliance of Oneida County’s Bylaws may be amended, repealed and added to at any time. Submission of proposed amendments will be made to the ADC chairperson at least thirty (30) days prior to the next regular meeting.

Section 2. The proposed changes shall be mailed to all ADC members at least seven (7) days in advance of the meeting at which action is to be taken.

Section 3. A quorum must be present to vote for approval of an amendment to the Bylaws. A motion to approve a change in the Bylaws requires an affirmative vote by a quorum of those ADC members present at the meeting at which the motion is made.

word/ADC/By Laws

APPENDIX VI

Participants In The Development of the Youth Council Toolkit

Participants in the Development of the Youth Council Toolkit

The following individuals, designated by the New York State Department of Labor, the State Education Department, the Business Council of New York State, and the New York State AFL-CIO, designed the Toolkit:

Dwight Bonk, Buffalo and Erie County Private Industry Council
Constance Carroll, Office of Workforce Preparation and Continuing Education,
New York State Education Department
Kathleen Clements, Oneida-Herkimer-Madison BOCES
Mary Ellen Colella, Office of Workforce Preparation and Continuing Education,
New York State Education Department
Robert DeFabio, Office of Workforce Preparation and Continuing Education, New
York State Education Department
Martin DelSignore, Jefferson County Department of Employment and Training
Garry Douglas, President and CEO, Plattsburgh-North Country Chamber of
Commerce
Gary Duesberg, New York State AFL-CIO
Susan Harris, New York State Department of Labor
Jan Hennessy, New York Association of Training and Employment Professionals
Denise Landy, New York State Department of Labor
Tom McCormick, New York State Department of Labor
Jon Tonsoni, New York State Office of Children and Family Services

Robert Poczik and Donna Tapper of Metis Associates facilitated the development of the Toolkit.

The printing and distribution of the Toolkit was conducted by the New York Association of Training and Employment Professionals [NYATEP].