

**Capital Region Workforce Investment Area
Three Year Plan
Functional Alignment Addendum**

Introduction:

This Addendum to the Capital Region WIB's Three Year Plan (to begin July 2006) describes the efforts to functionally align the partners and resources that are available to workforce customers. The two primary partner programs that will be aligned through this effort are the Workforce Investment Act staff and resources and the Wagner Peyser staff and resources.

This plan was developed during March and April of 2006 and included the cooperation of representatives with an interest in workforce development. Instrumental in the development of this document were the One Stop operators consortium from WIA and Wagner Peyser and TANF/Safety Net staffs, the NYS DOL Regional Office staff including the Regional Administrator, and members of the Workforce Board, including the Board Chair and the staff of the Workforce Investment Board.

The Functional Alignment Addendum to the Capital Region WIB's Comprehensive Three-Year Local Plan includes a narrative section describing our plans to achieve functional alignment of the WIA Title IB and Wagner-Peyser programs and service structures (at a minimum) in the local One-Stop system.

The addendum also includes a description of progress made in this area to date, a timeline for further actions necessary to achieve functional alignment, a single customer flow chart that applies across all access points in the local system, and a formal WIA Title I budget estimate detailing how WIA funds will be used to support the functional alignment of service delivery.

This Addendum reflects a plan for implementation that will begin no later than July 1, 2006.

1. Describe the current level of WIA Title IB and Wagner-Peyser service integration in your One-Stop Centers and local system.

Current status: Co-location:

We have co-location of Wagner-Peyser staff in our Albany and Rensselaer One Stops, but not in our Schenectady One Stop Center. Discussions are ongoing on the potential for co-location of staff there in the future or a virtual presence. Unemployment Insurance recipients from Schenectady attend their RSO sessions in Albany, but are then referred to Schenectady for additional services.

Current Status: Single customer flow Job Seeker

- The reception and the resource room areas of the Centers are staffed with WIA & Wagner-Peyser funded personnel.
- UI Re-Employment staff conducts RSO sessions for new UI customers who are referred to the One Stop for further services.
- Both WIA & WAGNER-PEYSER staff use the OSOS application for all customers.

Current Status: Single customer flow businesses

- Staff members working on Rapid Response, TAA, and the Integrated Business Services Forums are WIA and Wagner-Peyser funded. (Business Services Teams include individuals in addition WIA and Wagner-Peyser staff see attached Organizational Chart)

Current Status: Functional service units:

- Business Services Unit
- While there is other alignment of staffs in the system, it is agreed that only the Business Services Unit meets this definition.

Current Status: Functional leadership and supervision:

- The One Stop criteria established by the Board require integrated leadership. The centers have been able to also create functional integrated leadership on various activities such as resource room, reception.
- Albany Career Central has an agreement that spells out integrated leadership and supervision. This will be used as a model for Rensselaer and Schenectady in the development of the System-wide One Stop Consortium Agreement

2. *What goals does the local area seek to achieve through this functional alignment plan?*

- increased number of customers served by the local workforce system
- Improved service access, ensuring that customers receive the same level and quality of service regardless of where they enter the local system.
- better customer service (documented by customer satisfaction feedback),
- Improved performance through integrated focus on the attainment of all performance goals established through common measures and other standards that are locally established.
- simplicity of design that:
 - enables customers to navigate the local system easily and independently, with guided customer choice as the foundation of the design structure
 - reduces program requirements that enable customers to provide basic data and information once, and thereby access any and all services based on the single application process
 - Uses resources efficiently through an approach that will place resource where gains can be most realized.
- expansion of service offerings by integrating the strengths of system partners and sharing resources and program offerings, and exploring fee-for-service to increase high quality services

A. How will the local system move beyond co-location of staff at One-Stop Centers to achieve even greater functional alignment of WIA Title 1B and Wagner-Peyser program services?

To achieve greater functional alignment of WIA Title 1B and Wagner-Peyser services, staff (regardless of funding source) will be able to deliver services. The following areas are where the functional alignment plan will have an impact:

- **Single customer pool as defined by the Common Measures TEGL**

The Capital Region's WIA providers will follow the intent of the Common Measures. Functional alignment with Wagner-Peyser will mean that virtually all Wagner-Peyser customers will be dual enrolled in the WIA system.

- **Single customer flow as guided by the Common Measures TEGL**

The Capital Region WIB will simplify process wherever possible and has developed a common customer flow chart for implementation in the workforce area. (See Attachment A-2)

- **capacity building of staff**

The Capital Region WIB is committed to building the capacity of the staff to support functional alignment. While we know this can be a costly endeavor, we plan to develop in-house content specialists who will work with staff on an ongoing basis through in-house trainings.

The Capital Region will take advantage of NYS DOL and NYATEP sponsored webinars and workshops and conferences as well as e-learning opportunities. Monthly one stop meetings will be held to disseminate information, gather feedback and implement new procedures and policies. The Functional Service Teams will meet bi-weekly.

- **identification of the functional service units necessary for an effective One Stop Center/System**

The Capital Region WIB has identified 4 Functional Service Units for customer service. These units will be staffed by WIA and Wagner Peyser staff as well as other system partners that participate in the operation of the One Stop Centers.

(Note: These correspond to our Customer Flowchart Attachment A2)

The 4 primary Functional Services Units for customer service include the following:

I. Welcome/Workforce Information Services

- a. Customer starts at the Greeter Desk to:
 - i. Welcome
 - ii. Determine reason for visit
 - iii. Give pertinent information and/or paperwork (for registration)
 - iv. Direct to appropriate unit
- b. If customer needs further services, he/she is directed to a workforce professional (LS R, WIA Training Specialist) to:
 - i. Be registered in LE and enrolled in WIA
 - ii. Given an orientation to services and resources available
 - iii. Have current skills assessed to determine job readiness
 - iv. Identify barriers to employment
 - v. Introduced to self-assessment tools or self-directed skills enhancement tools if needed
 - vi. Given workforce information (formerly LMI)
 - vii. Conduct a job search and effect a referral
 - viii. Be scheduled for workshops
 - ix. Be referred to other units (e.g. Career Counseling, Guidance & Planning, Skills Development, other self-directed services
 - x. Set up e-mail accounts or voicemail boxes
 - xi. Job Search
 - xii. Job Referral

II. Career Counseling, Guidance and Planning Unit:

This unit is designed to address the needs of customers who:

- a. Are not occupationally set
- b. Are changing occupations
- c. Do not possess the skills required in the current labor market
- d. Need basic tools required to look for work (e.g. resume)
- e. Need comprehensive assessments to identify skills gaps and training needs
- f. Need to be case managed
- g. Need testing to determine basic skills such as math and literacy levels or manual skills required for certain occupations
- h. Other services that require one-on-one consultation with a workforce professional (e.g. Employment Counselor or Training Specialist)
- i. Job Development

III. Skills Development Services:

This unit is designed to address the skills development and basic educational needs of customers by:

- a. Identifying skill to be learned through analysis of test and comprehensive assessment results and consultation with customer
- b. Providing information needed for customer to identify, and intelligently choose a training provider
- c. Providing information about credentialing programs for soft-skills
- d. Issuing ITAs to assist with training costs and identifying other resources to pay for training
- e. Developing OJT contracts
- f. Job Development

Wagner Peyser and WIA one-stop staff located in the Capital Region One Stop Centers will be queried as to their skills and interests. Each Center's Management Team, consisting of Wagner Peyser and WIA management staff and appropriate partner staff, will take into consideration the information

gathered, build upon the current relationships and staff interaction already established, provide further cross training where necessary and appropriately assign staff including unit supervisors, regardless of funding stream, to each functional unit as described in the customer flow chart. Our plan is to place more staff at the front end of the process. Staff at the point of entry, Welcome/Workforce Information Services Unit, will register and enroll the customer in labor exchange and WIA, and will triage new entrants through a brief customer needs assessment and one on one interview to determine which unit beyond entry is most appropriate for the customer. If it is determined that a customer can independently function within the One Stop Center, the customer will be considered a “self-help jobseeker” and will be afforded all the amenities offered in the resource room under the guides of the Welcome/Workforce Information Services Unit, i.e. self service resumes, self-directed skills enhancement, employer and workforce information.

In addition, the Capital Region plans to create single units that will be responsible for functions across the One Stop Centers. These units will include an MIS unit, a Fiscal unit and a Workshops unit. These units will function on a system-wide basis providing services to all of the Centers and will have a designated Staff Leader that will report to the Administrative Board of the WIB. Other functions may be combined as the new functional alignment progresses. EEO, for example, may be another example of where alignment can take place.

- ***functional leadership and supervision***

Within each functional service units, specific workforce staff consisting of Wagner Peyser and WIA staff will be designated with integrated oversight responsibilities, and broader-based review and assessment of unit functions and unit efficiencies. They will also serve as the points of contact for the unit, and will be responsible for information gathering and sharing within the unit.

These Unit Staff Leaders and senior staff will constitute the general leadership team for implementation of WIB-determined policies and procedures, and will be responsive to WIB initiatives as well as making recommendations to the WIB for system improvements and enhancements. Areas expected to be addressed on a continuous basis by the leadership structure include service delivery, customer satisfaction, technology, and operational procedures. The Unit Staff Leaders their Center Management Teams, who in turn will report to the Administrative Board of the WIB which reports to WIB Executive Committee.

- ***joint business service strategies***

The Capital Region WIB Business Services Task Force is responsible for activating dialog between businesses and the One-Stop System by increasing awareness of the services and resources available. It aligns the services of the One-Stop System to those businesses who need those most, through prioritization of industry clusters. Its goals will be accomplished through stronger relationships and increased communication with economic development, education and employment and training partners. *Please see Organizational Chart A-4.*

The three County Localized Business Services Forums are responsible for activating dialog between businesses and the One-Stop System through increased awareness of the services and resources available. We find this localized method to be more effective and likely to succeed. The Forums will interact with businesses directly and deliver the services or information on where to obtain the services from within the One-Stop System. The Forums goals will be accomplished through stronger relationships and increased communication with economic development, education and employment and training partners. Each of the Localized Business Services Forum will organize and meet with an Employer Focus Group in industry clusters such as Manufacturing, Health and other relevant clusters. Representation on these committees include:

- Mandatory Members
- One Stop Operators
- Local Economic Developers
- DOL Business Services Representatives

Chambers of Commerce
WIB Staff
Optional Members
Veteran Program Staff
Voc. Rehab Staff
Educational Institutions
(Teams have the flexibility to add or delete other optional members as needed to suit their service delivery methods.)

Additionally, Business Services Representatives will be fully versed on information concerning tax credits, so as to be able to furnish the information to inquiring Businesses. The tax credits include the Empire Zone; Empowerment Zone/Renewal Community Employment incentives; Work Opportunity Tax Credit; and Earned Income Tax Credit.

Business Service Strategies

The local area business service strategies are intended to provide the most effective, customer-responsive methods that will enhance the local economic development and business growth, and promote maximum opportunity for the successful placement of skilled and properly screened candidates into employment. The local area has established a Business Services Flow Chart (see Attachment A-3), and has established the following Business Service Integration Principles that will serve as the guiding principles in the delivery of services:

Business Service Principles

- Staff will respond to the needs of the business community within 1 business day of their request
- Business service priorities include: targeted industries, common human resource challenges targeted job seekers, and incumbent worker skill upgrades
- Staff will ensure that the job seeker end service “product” is value-added to the business customer
- The Localized Business Service Forums will foster collaboration, target strengths, and promote seamless, transparent service delivery as part of a comprehensive business service strategy

- Staff will work collegially toward the strategic goals identified in the State of the Workforce Report, and address business services in a manner complimentary to the report's goals and objectives
 - When analyzing business services success at the local level staff will assess the measures of market penetration, repeat usage, and customer satisfaction, as positive outcomes
 - Staff will design and use a customer flow chart that will serve as the universal service model for the delivery of business services, which will be based on business needs, rather than program needs
- ***technology to streamline services***

Various technologies will be explored or expanded on. These include (but not limited to):

 - an enhance World Wide Web presence which can serve as an entry point for business and jobseeker customer and provide career information, workforce information, on-line registration and self-assessment opportunities. This would include a greater use of the Capital Region's unique Career Portal for assessment and e-learning, including job specific training in health care careers and building trade careers.
 - use of PowerPoint presentations and informational DVDs in the Resource area
 - greater use of NYS DOL's Job Zone and Career Zone
 - ***data management (One-Stop Operating System)***

Since its inception, the Capital Region Workforce Investment area has used the One-Stop Operating System (OSOS) as its customer management/data management system. This singular, universal system provides simplified, collaborative access to service delivery and service planning, and permits universal performance management and service analysis in a coherent manner that can be readily accessed by workforce service partners.

To handle the influx of enrollments during our functional alignment, the Capital Region plans to use real-time data entry and has received technical assistance from the NYS DOL on managing data and improving accuracy which has improved greatly since training and implementation of new procedures. MIS functions will be functionally aligned in a single functionally aligned unit which will further assist in implementing these new procedures. All data reports are reviewed quarterly by Administrative Board.

Further work will be done so that all partners have system rights and enter data into OSOS on a timely manner and, in particular, that Wagner-Peyser has rights to enrollment into WIA activities.

- ***performance management (common measures)***
The Capital Region Workforce Investment Area and its Wagner-Peyser and other Center partners have committed to understanding the local implications of the new common measures, and will develop service strategies that provide the opportunity to succeed in meeting performance standards. It is our goal that through functional alignment of our partners we will greatly enhance our opportunity to achieve performance success. The local area will continually assess its performance relative to system outcomes through use of OSOS management reports, and request technical assistance when necessary to better access information contained therein. The Capital Region WIB would like to see improved reporting functions in OSOS so that performance can be more easily reviewed and monitored at the local level by One Stop staff. Live performance data would be very useful.
- ***increased service levels***
We expect WIA significantly to increase their enrollment of customers using WIA services and Wagner Peyser services. WIA enrollments could easily increase within a range of from 100% to 1000%. The Capital Region will employ a Triage approach in the Welcoming Unit to help expedite this increased number of customers (see Attachment A-1)

The Capital Region is seeking additional information on the resolution of the data validation requirements before committing to a final plan. Wagner-Peyser also expects to increase enrollments due to an increase customer flow to the local workforce system.

- ***service delivery designed from a jobseeker and employer customer perspective***

The Capital Region is committed to a customer-focused delivery system. Business Services Principles are listed on page 6 of this document. The following Customer Service Principles establish the standards and expectations for customer service:

Customer Service Principles

- all customer flow and customer services are based on customer need rather than program need
- all staff and programs share in the accountability for service goals, outcomes, and reporting of customer results
- all customers entering our offices are greeted promptly and staff will respond to customer phone and/or e-mail inquiries in an expedient manner
- all customers understand the next steps in the service delivery process, after completing their current service session
- customers will not be required to provide duplicative information
- all staff will provide, high quality customer service in an efficient and timely manner
- staff will be aware of, and review customer satisfaction regularly, and implement customer feedback and suggestions into the service delivery procedure, when appropriate through their functional service unit
- all staff will engage in training, education, or professional staff development that will enhance our job performance and our commitment to customer service, to ensure that we will have proper skills and tools to effectively deliver services
- staff will continually search for customer-related improvements to our integrated service delivery process

a. How will the planned WIA Title IB and Wagner-Peyser service integration help to increase the number of customers that can be served and improve the quality of services provided in your local system?

- Functional Alignment will increase the number of customer through co-enrollment of Wagner-Peyser and WIA customers
- Additional system partners will participate in co-enrollment of their customers providing a more reflective number of the customers being served by the 'workforce system'. Better integration of system partners could also leverage additional resources for the one stop system
- Expand online presence to improve self-service
- Resources will be better utilized through the integrated training of staff, the elimination of duplication, and more consistent service delivery

b. In analyzing the resources available to operate the One-Stop Centers after July 1, 2006, and the cost to maintain the current operations of the local One-Stop Centers, is there a gap? If there is a gap, how will your planned functional alignment of WIA Title IB and Wagner-Peyser resources and services help to close this gap?

In analyzing the resource that will be available from WIA and Wagner-Peyser for PY 06, the Capital Region believes that there will be fewer resources available for the upcoming year. This could lead to a gap in funds needed. Functional alignment activities could help us reduce this gap.

Functional alignment will help reduce duplication, direct resources in a more targeted fashion, and conduct business in a more efficient manner through a common and simplified service design and service delivery. Functional alignment will help the WIB in allocating resources to workforce functions. The integrated service approach will demonstrate the benefits of integration and the cost efficiency and cost

effectiveness of locally integrated service delivery, attracting other workforce partners to join in this collaborative effort.

The system-wide alignment of our Fiscal, MIS and Workshop staff may lead to better utilization of resources and opportunities to assign resources to other services.

A number of strategies will be used to help close that gap and provide enhanced services to customers of the one stop system. These include:

- Functional integrations could help close the gap in the face of potential staff reductions.
- Use of technology to increase the online presence in Centers and thus provide greater access throughout the community
- Increased use of more cost-effective training opportunities, such as the use of e-learning
- Exploration of grants and fee-for service opportunities
- Review of Board policies
- Review of the ITA cap to provide for more a customer investment into their training.
- Partnerships with private sector Temp Agency which could bring revenue and services to the centers
- Use of interns
- Increase partnerships with CBOs and Faith Based initiatives.

3. What new unified policies and procedures and/or changes to existing policies and procedures need to be put in place by the Local Board and Chief Local Elected Official(s) to support the local/regional functional alignment plans and goals?

Policy and procedure opportunities will continue to present themselves from staff and customer suggestions and review of performance data over the first year of functional alignment implementation.

The Board is in the process of reviewing the ITA policies and the eligibility criteria. The Board will also establish goals for one stop WIA and Wagner-Peyser registrations/exits/training. The Board's focus will become even more system-wide.

4. How will the Local Board strengthen the authority and accountability of its One-Stop Operator(s) to help achieve WIA Title IB and Wagner-Peyser resource and service integration? What revisions will need to be made to the One-Stop Operator Agreement(s) and system level Memorandum of Understanding (MOU)?

- Increased accountability will come through the unification of a system-wide one stop consortia agreement
- Board policies will be reviewed to make them more system-wide
- Board will develop more specific one stop certification criteria
- All partners will participate in a review and rewriting of the MOU with the assistance of a consultant made available through the NYS DOL consultant list.

5. What changes will occur based on the implementation of the new Common Measures to support greater resource and service integration?

The new Common Measures system will facilitate resource and service integration by providing a universal foundation for both WIA and Wagner-Peyser partners that has never existed in the past. This will foster common definitions, greater partner understanding

and cooperation, and ensure increased service integration since partners are now on a level playing field in the workforce services. Changes expected to occur across the One Stop system include:

- Development of a single access point for customers and a seamless delivery of services based on need rather than program
- Development of common forms and materials, cross training of all staff on workforce functions that they all will be sharing. Duplication of efforts and services will be eliminated
- Development of a more team approach to working with the customer since partners are sharing the same customer base and performance outcomes
- Unification of staff will occur over time as a result of the Common Measure thereby increasing services levels and benefiting both the jobseekers and the employers.

6. If the local area is exploring a regional strategy beyond the boundaries of the current LWIA to align the provision of services with other adjoining local areas or units of government, provide an update on any discussions held and next steps being planned. If the LWIB, in concert with the Chief Elected Official(s), seeks to merge with another workforce area or unit of government, refer to Attachments F and G for information on the process and form for requesting re-designation.

The Executive Directors of the four regional WIBs including the Capital Region WIB, the FMS WIB, The SWW WIB and the C-G WIB meet on a regular basis to discuss coordination of services and events across the region, as well as staff trainings. One new concept being explored is the development of a Regional Business Services Team. Work on that concept will begin sometime in May 2006.

WIA/WP TIMETABLE

Actions	Anticipated Date To Be Initiated	Anticipated Date To Be Concluded	Partners Involved	Responsible For Completion
Development & Submission of Draft Integrated Service Plan	March 23, 2006	April 12, 2006	WIA staff, WIB staff and WIB Executive Committee -WP- NYSDOL Regional Administrator	WIB Executive Director,
Integrated Service Plan Publication & Public Comment	April 30, 2006	May 30, 2006	WIA staff, WIB staff and WIB Executive Committee -WP- NYSDOL Regional Administrator	WIB Executive Director
Staff Orientation to Service Integration Plan	May 1, 2006	May 30, 2006	WIA-WP	WIB/One Stop Operators/WP Managers
Staff Capacity Building & Staff Development Activities	May 1, 2006	Sept. 30, 2006	WIA-WP	WIB
Stakeholder Forum On Integrated Service Plan delivery in the Local area	May 2006	June 2006	Partners Stakeholders/ WIB	WIB Director
Development of functionally aligned Fiscal, MIS and Workshop Units	May 2006	June 2006	One Stop Operators/WIB	WIB Director
Modifications to One-Stop Operator Agreements	June 1, 2006		One Stop Consortia members	WIB
One-Stop Center(s) Physical Upgrades/ Technology Enhancements	June 1, 2006		WIA-WP/WIB	WIA-WP/WIB
Integrated Service Plan Implementation	July 1, 2006	With continuous improvement	WIA/WP/DSS	WP/WIB
Initial review of Integrated Service Plan Delivery	December 2006		WIB Director/WIB	WIB Director/WIB
Second review of Integrated Service Plan Implementation & Delivery	April 2007		WIB Director/WIB	WIB Director/WIB
Six Month written Analysis report & Recommendations for continuous improvement	April 2007		WIB Director/WIB	WIB Director/WIB
Development of modified Integrated Service Plan	May 2007	June 2007	Stakeholders/WIB-CLEOs	(as appropriate)

Budget Plan - SEE SEPARATE ATTACHMENT A-1

Checklist of Required Elements for Submission of the Functional Alignment Addendum:

- Narrative description of functional alignment plan
- Timetable for planned actions
- Single customer flow chart
- Completed functional alignment budget form
- Completed signature forms:
 - LWIB Director and NYSDOL Regional Administrator
 - LWIB Chair
 - Chief Local Elected Official(s)

**FUNCTIONAL ALIGNMENT BUDGET TEMPLATE
BUDGET 7/1/06 - 6/30/07**

	WIA Budgeted PY 2005 Carry- In Expenditures	WIA Budgeted PY 2006 Formula Expenditures	Rapid Response - TAA/DW Budgeted PY 2006 Expenditures	Wagner Peysler/Re- employment Budgeted PY 2006 Expenditures	Opportunity for Functional Alignment with Wagner Peysler
ADMINISTRATIVE COST:					
General Administrative Office Salaries & Fringe Benefits (See Footnotes A and B)	\$13,500	\$156,919	\$0	\$37,317	Yes
General Administrative Facility Costs (rent, utilities, maintenance, etc.)	\$15,980	\$45,547	\$0		Yes
General Administrative Office Costs (equipment, data collection, supplies, communications, payroll services, postage, etc.)	\$500	\$33,584	\$0		Yes
Professional fees paid to outside agencies (legal, auditing, etc.)	\$0	\$21,792	\$0		No
WIB Support - General Office, Grant Writing, etc.	\$0	\$10,158	\$0		Yes
Total Administrative Costs	\$29,980	\$268,000	\$0	\$37,317	

Total Administrative Funds to be Carried Forward to PY 2007		\$0	\$0
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Total Budgeted PY 2006 Administrative Funds		\$268,000	\$0
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PROGRAM COST:

Direct Services:

Those costs, including staffing costs, that can be tied DIRECTLY to an individual customer or to helping an individual customer. These costs generally relate to Core, Intensive, Training and Business Services.

Training Costs (ITA, OJT, W/E, GED, internships, Customized Training, Employed Worker and other training)	\$54,000	\$330,845	\$102,400		N/A
Youth Service Contracts	\$67,000	\$279,945	\$0		N/A
Core Services (Contracted costs should be reflected here - Internal costs to provide these services would be reflected on staff salary and fringe benefit line in this section)	\$0	\$0	\$0		N/A
Intensive Services (Contracted costs should be reflected here - Internal costs to provide these services would be reflected on staff salary and fringe benefit line in this section)	\$0	\$0	\$0		N/A
Training Services (Contracted costs should be reflected here - Internal costs to provide these services would be reflected on staff salary and fringe benefit line in this section)	\$0	\$0	\$0		N/A
Staff Salaries and Fringe Benefits of Staff providing Direct Services to customers (Resource room, business services, trainers, case managers, etc.) (See Footnote B)	\$116,500	\$816,293	\$68,266	\$1,157,503	Yes
Supportive Services (Daycare, Childcare, Transportation, etc.)	\$0	\$7,000	\$0		N/A
Total Direct Service Costs	\$237,500	\$1,434,083	\$170,666	\$1,157,503	

Total Program Direct Service Funds to be Carried Forward to PY 2007		\$0	\$0
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Total Budgeted PY 2006 Program Direct Services Funds		\$1,434,083	\$170,666
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- (A) Administrative definition for purpose of completing this budget:
1. Performing the following overall general administrative functions:
 - (i) accounting, budgeting, financial and cash management functions;
 - (ii) procurement and purchasing functions;
 - (iii) property management functions;
 - (iv) personnel management functions;
 - (v) payroll functions;
 - (vi) coordinating the resolution of findings arising from audits, reviews, investigations and incident reports;
 - (vii) audit functions;
 - (viii) general legal services functions; and
 - (ix) developing systems and procedures, including information systems, required for these administrative functions;
 2. Performing oversight and monitoring responsibilities related to

Program Support Costs

These are program costs that cannot be tied DIRECTLY to an individual customer or to helping an individual customer.

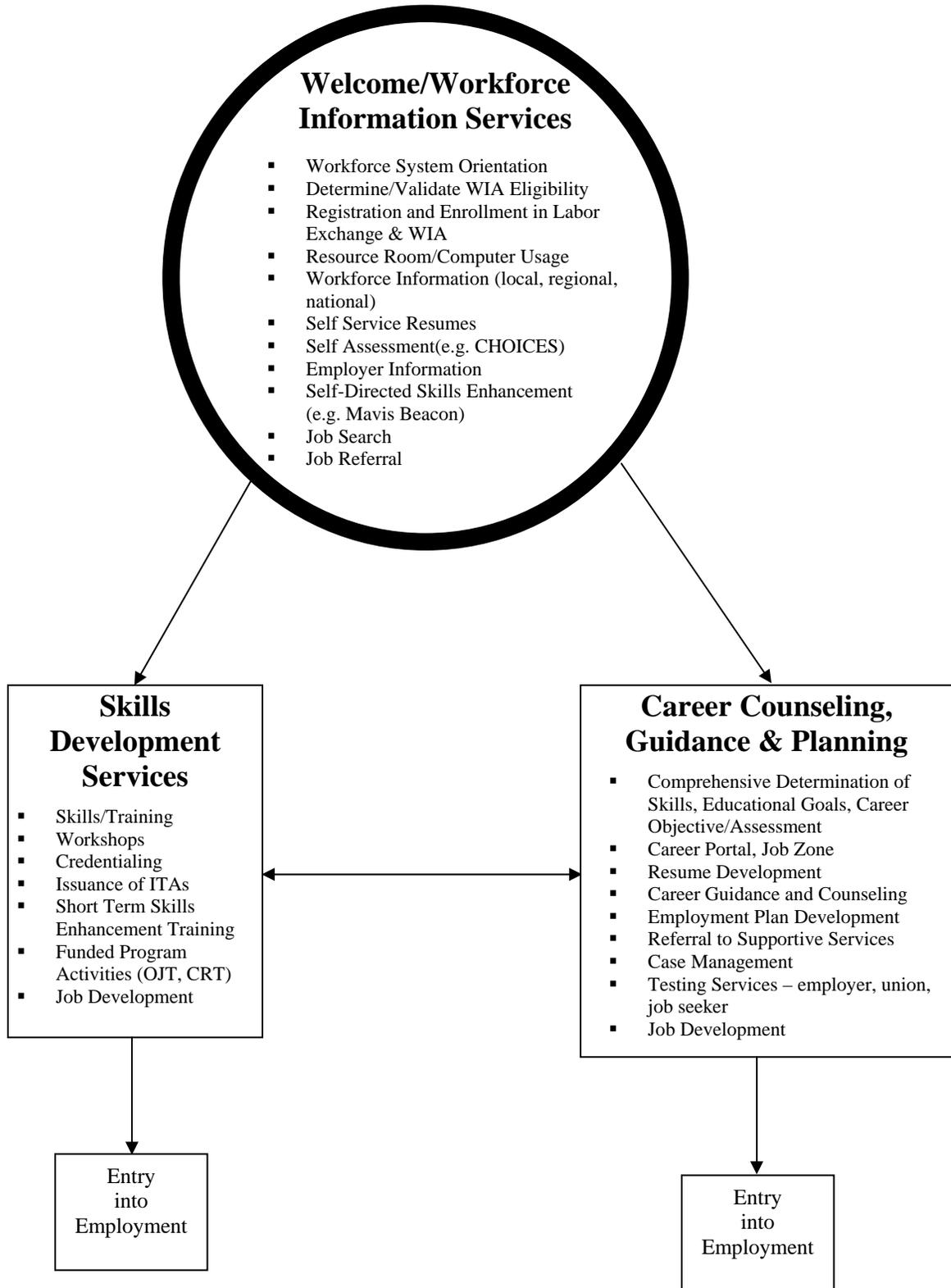
Staff Salaries and Fringe Benefits of staff not providing direct participant services (this would include supervisory and support staff) (See Footnote B)	\$50,500	\$392,087	\$0	\$157,712	Yes
General Program Facility Costs (rent, utilities, maintenance, etc)	\$3,500	\$215,888	\$0	\$365,558	Yes
General Program Office Costs (equipment, data collection, supplies, communication)	\$0	\$33,707	\$0	\$132,426	Yes
Testing and Screening Tools	\$0	\$500	\$0		Yes
Customer-related software	\$0	\$0	\$0		Yes
Job Fairs / Mass Recruiting	\$0	\$0	\$0		Yes
Rapid Response to Mass Layoffs	\$0	\$0	\$0		Yes
WIB Support-R&D, studies, system integration	\$0	\$154,447	\$0		Yes
Program Monitoring & Compliance (Identify wages and fringe benefits of persons who perform full-time in this capacity or estimate the wages and fringe benefits of staff who perform these functions on a part-time basis)	\$500	\$180,788	\$0		Yes
Capacity Building & Training Costs (include travel costs related to regulatory training)	\$500	\$500	\$0		Yes
Total Program Support Costs	\$55,000	\$977,917	\$0	\$655,696	
Total Program Support Funds to be Carried Forward to PY 2007		\$0	\$0		
Total Budgeted PY 2006 Program Support Funds		\$977,917	\$0		
Total Program Costs (Direct Services+Program Support)	\$292,500	\$2,412,000	\$170,666	\$1,813,199	
Total Program Funds (Direct Services+Program Support) to be Carried Forward to PY 2007		\$0	\$0		
Total Budgeted PY 2006 Program Funds		\$2,412,000	\$170,666		
Total Costs (Admin + Program) (This figure should reflect the entity's budget for 7/1/06 - 6/30/07)	\$322,480	\$2,680,000	\$170,666	\$1,850,516	
Total Budgeted PY 2006 Funds (Admin + Program) (This figure should reflect the entity's allocation for 7/1/06 - 6/30/07) (See Footnote C)		\$2,680,000	\$170,666		

NOTE: For the WIA program, One -stop operator costs and costs of subrecipient counties in a multi-county LWIA must be broken out into the appropriate line items and should not be just reflected as "contracted costs".

NOTE: For all office space identified in the budget, please identify the expiration date of the lease and identify the square footage represented by the budgeted costs to use as an additional tool while looking at functional alignment.

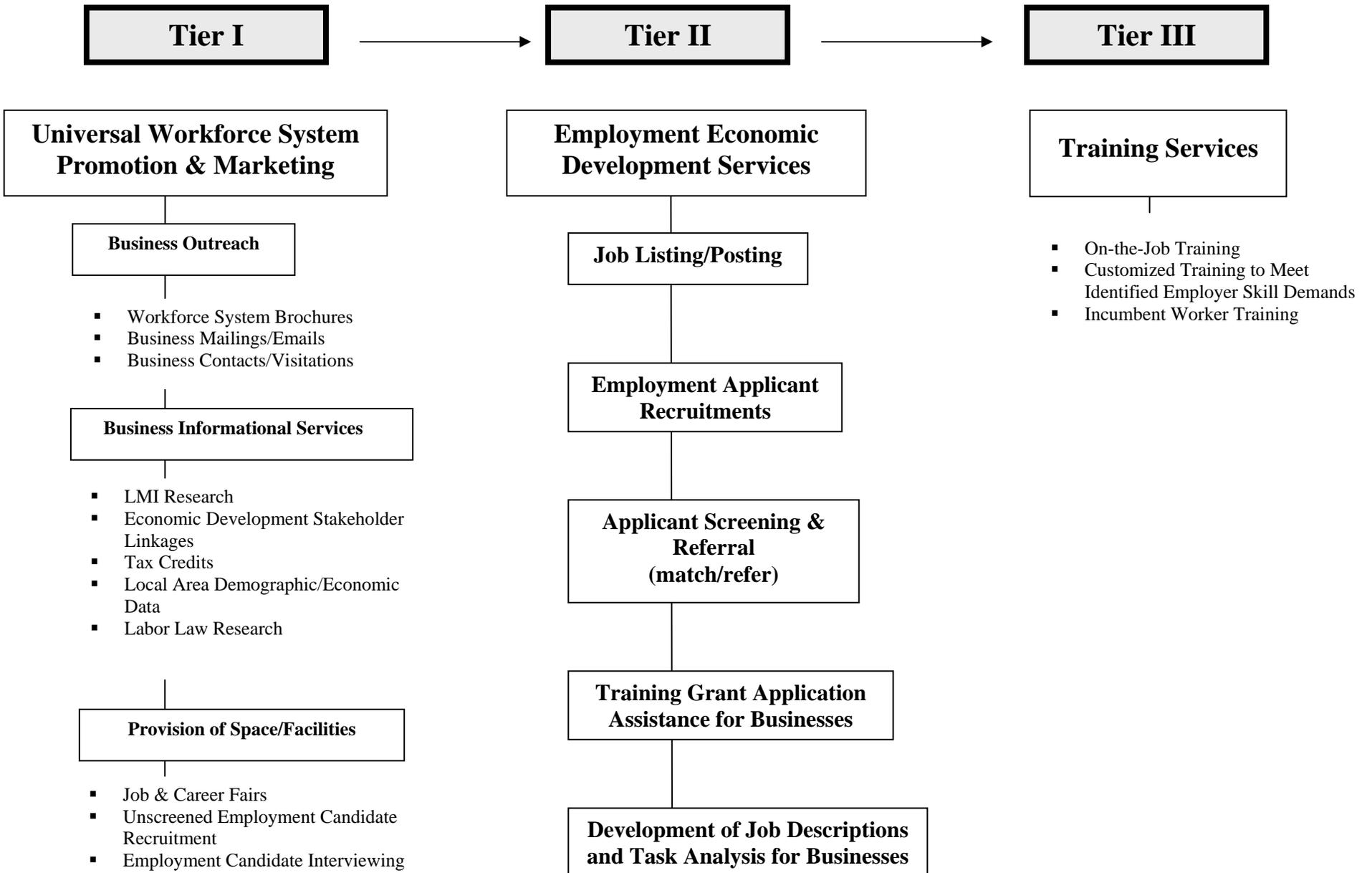
- (B) For the Wagner Peyser program, these lines do not include fringe benefits.
- (C) This figure includes the amount of funds to be carried forward to PY 2007.

CAPITAL REGION WIB CUSTOMER FLOW CHART



CAPITAL REGION WIB BUSINESS SERVICES FLOW CHART

ATTACHMENT A-3



**CAPITAL REGION
WORKFORCE INVESTMENT BOARD**

Meets every other month

**BUSINESS SERVICES
TASKFORCE**

**Albany
Business Services
Forum**

**Rensselaer
Business Services
Forum**

**Schenectady
Business Services
Forum**

- Overall Vision/Mission/Goals**
1. Activate dialog between business and the One-Stop System.
 2. Increase awareness of the One-Stop System to the business community.
 3. Align services of the system to those businesses that need them.
 4. Strengthen relationships among employment and training and economic development partners.
 5. Give flexibility to County BSTs to design and deliver services as they need.

Focus Groups
Industry specific, facilitated meetings to derive specific needs directly from business.

BUSINESS SERVICES Taskforce:

1) County BST Leaders	3
2) WIB Staff	1
3) ESD	1
4) Wagner Peyser	1
5) Vet Rep	1
6) Voc Rehab	1
7) Private Sector Business (1 per County)	3
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Taskforce will meet on off months of the Full WIB meeting and be chaired by one of these members (#7). Chair reports out to the WIB & has one year rotational term. NYSDOL Labor Market Analyst & Capital District Regional Planning Commission (CDRPC), local Community Colleges & Organized Labor groups are considered Committee Resources but not official members.

Responsibilities

1. Take direction from WIB & provide direction to Localized Business Service Committee members
2. Report out to WIB on projects/tasks
3. Provide necessary training to Localized Business Service Committee members
4. Identify target industry clusters for possible Focus Groups or targeted outreach

Monthly meetings w/flexibility to expand & invite Business members. Consists of team leader who sits on and reports out to the Business Services Taskforce.

Responsibilities

1. Take direction from and report out to Business Services Taskforce.
2. Facilitate regular communication on business activity within the County among partners.
3. Review and educate members on inventory of business services.
4. Conduct field visits and gather information on area businesses needs while promoting business services of the system.
5. Address area business needs with plan of action and delivery.

Localized Business Service Forums

- One Stop Operator
- Local Economic Developer
- DOL Business Services Representative
- Chamber of Commerce
- WIB Staff

➤ **Mandatory Members (1 from each)**

- Veteran Program Staff
- Voc. Rehab Staff
- Educational Institutions

➤ **Optional Members**

Note: Teams have flexibility to add or delete other optional members as needed to suit their service delivery methods.