

New York City Workforce Investment Board 2008-2010 Strategic Plan

March 12, 2008



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Introduction

In 2005, the WIB implemented its first strategic plan, the purpose of which was to define the Board's role in the City's workforce system and identify initiatives the Board could undertake to support the workforce needs of the City's businesses and jobseekers (both Adults and Youth).

Since that time, the WIB has achieved the major objectives outlined in its original Plan. Simultaneously, the workforce system has evolved significantly, adding new programs and services, including several new initiatives funded by the Mayor's Center for Economic Opportunity and the City Council to help advance the City's workforce system.

The purpose of this 2008-2010 plan is to redefine the WIB's priorities within this context and to align the Board's work with the evolving needs of the City's workforce system over the next two years.

This workforce system involves the two agencies which administer Workforce Investment Act funds as well as the many community based organizations, educational, philanthropic and policy organizations which interact to make NYC's dynamic workforce development landscape.

WIB Mission and Vision

The **mission** of the New York City Workforce Investment Board (WIB) is to support and link the Mayor's economic development and workforce development initiatives by ensuring that the City's workforce system can deliver the skilled workers that local businesses need to grow, compete, and prosper in the 21st century economy.

The WIB's **vision** is to be one of the best in the country by leading an effective workforce system that is on the cutting edge of workforce practices, with an appetite for innovation, high standards, and application of data analysis.

New York City's workforce system will be demand-driven and responsive to the economic development goals of the City, efficiently addressing the employment needs of businesses and jobseekers, and aligning the work of system partners toward common goals and outcomes.

WIB Roles: Members and Staff

Board Members' responsibilities include:

- Shape Workforce Development Programs
 - Create priorities that fall within the vision for the future of the City's workforce system
 - Generate ideas to improve and strengthen workforce programs
 - Hold the system accountable to high standards of quality and performance
 - Provide input on design of workforce services
- Increase Business Investment
 - Promote NYC's workforce system in business community
 - Become users of the workforce system and help identify potential new business customers
 - Leverage business resources to enhance and expand workforce programs
 - Recruit business leaders to serve as WIB members
- Promote NYC's Workforce System
 - Serve as ambassadors of the City's workforce system to external audiences and potential partners
 - Champion the City's system in state and national policy arenas

Staff's responsibilities include:

- Research and inform Board members about workforce trends and events, state and national policies, and best practices
- Inform Board members about any proposed developments to the City's workforce system
- Engage workforce partners and propose ways to leverage resources or apply for new funds
- Support the day-to-day planning of committees and operations of Labor Market Information Service, website, consultant contracts, etc.

WIB Key Priorities

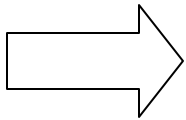
*The Workforce Investment Board will fulfill its mission through the following **priorities**:*

1. Advance the **performance** of the City's workforce services and conduct effective oversight of the WIA-supported system to ensure high functioning workforce services
2. Increase **business participation, awareness, and use** of the WIA-workforce system to support a demand-driven approach that meets business need and creates new job opportunities
3. Evaluate and drive priorities for the City's workforce **policy agenda** to focus on areas where the most impact can be made on connecting more businesses with workers and enabling workers to advance
4. Encourage the City to adopt innovative **best practices** and respond to important **workforce issues** occurring at the state and national levels – making NYC a workforce development leader
5. Provide local **labor market information** and analysis of important industry and workforce trends to generate a blueprint for effective program development
6. **Promote and publicize** New York City's workforce initiatives and gains to diverse groups (academia, elected officials, foundations, public policy organizations, press) – to increase profile among thought leaders, learning from these groups and attracting more resources

1. Advance system performance

*Overseeing the country's largest workforce investment area and \$77 million in direct WIA funds, the WIB must ensure that the workforce system is **performing optimally** and meeting the needs of the City's jobseekers and businesses. The Board will do this by:*

- Evaluating and providing input on the design of workforce services for businesses and jobseekers – making them more effective in addressing these customer needs
- Holding the workforce system accountable to high standards of quality and performance
- Informing and implementing State Department of Labor (NYSDOL) directives related to WIA and system partners

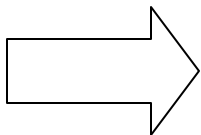


Implemented through member-led industry advisory groups; a report card with consistent metrics across programs; and WIB staff support in sharing and interpreting NYSDOL directives

2. Increase business participation, awareness, and use

*Active participation by the City's business community is critical to the success of a demand-driven workforce system. In order to increase **business participation, awareness, and use of the workforce system**, the Board will:*

- Promote New York City's workforce system among members of the business community
- Identify business customers (including WIB members) that will use the workforce system for their hiring and training needs
- Leverage business resources to enhance and expand the City's workforce programs

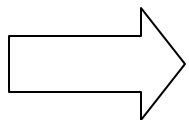


Implemented through recruitment of new business members in key industries; member-led industry advisory groups; and engagement of members to use and invest in system's workforce services

3. Evaluate and drive priorities for City's workforce policy agenda

*Based on its diverse **members' expertise** and its **role as a convener**, the Board will help influence the City's workforce policy agenda. The Board will:*

- Develop an understanding of current and future workforce challenges through data collection and information sharing from WIB staff
- Provide NYC with major legislative updates on WIA reauthorization, Labor appropriations, etc.
- Evaluate and establish the top priorities for a local, state and national policy agenda - based on where Board can have the greatest impact
- Focus attention and activities to address these top priorities locally
- Advocate for federal and state policies that will benefit the City's workforce system

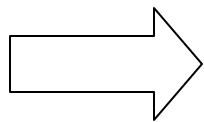


Implemented through key members who will act as ambassadors; staff research and information dissemination; staff planning for convening events; and staff build-out of WIB website

4. Encourage adoption of best practices and response to important workforce news and issues

*Serving as an **intermediary** between workforce players in NYC and for NYC with Washington and Albany, the WIB will inform the local workforce system (including CBO partners) about best practices and important workforce issues occurring at the state and federal levels. To fulfill this role the WIB will:*

- Keep abreast of important workforce trends (such as the need for career advancement strategies) and best practices/service delivery models in order to inform local initiatives
- Draw attention to major workforce issues for youth and adults and identify opportunities to educate local workforce system stakeholders about them
- Alert NYC to state and federal funding opportunities, such as USDOL grants, NYSDOL supplemental funds, etc.

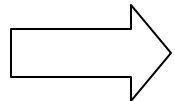


Implemented through partnerships with workforce agencies and organizations; staff research and information dissemination; staff planning for convening events; and staff build-out of WIB website

5. Provide local labor market information and analysis

*Access to timely, accurate local **labor market information** (LMI) is the foundation of good decision making in a high-performing workforce system. Continuing the LMI strategy outlined in its 2005 Strategic Plan, the WIB will:*

- Develop the City's capacity to analyze economic and labor market information in New York City by launching a new LMI service to be housed at CUNY
- Develop a research agenda to meet the LMI needs of the City's workforce stakeholders
- Commission studies of key industries/boroughs and workforce issues that complement existing data and inform the design of workforce programs
- Support and inform the system's refinement of its target sectors
- Promote the use of LMI information for planning and policy development

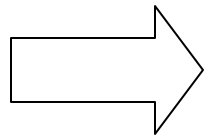


Implemented through member feedback on research agenda; WIB website; dissemination of reports through partners; report-release events; and trainings on key data (e.g., LED)

6. Promote and publicize New York City's workforce system

*New York City has one of the most dynamic and innovative workforce systems in the country. By publicizing the system's successes, NYC will be seen as part of the community of thought leaders. In this way, **NYC will serve as an example** for other local workforce areas while learning from others and attracting more resources. The Board will do this by:*

- Serving as ambassadors of the City's workforce system to business community and other external audiences
- Championing the City's workforce system at the state and national levels
- Seizing opportunities to promote the success of the City's workforce system
- Leveraging non-WIA funds to bolster the City's workforce system and advocating for federal and state funding for the City's workforce system



Implemented by members and staff participating in conferences, speaking events, and press activities; and by staff developing a case for continued federal/state funding while applying to additional sources

WIB Committee Structure

The Workforce Investment Board's Committees will help define the work that will be done to carry out the elements of this Strategic Plan. There are currently three standing committees: the Executive Committee, the Workforce Policy Committee, and the Youth Council.



Note: The Strategic Planning Committee was dissolved in November 2007 after giving input to the 2008-2010 Strategic Plan. This was an effort to reduce the number of standing committees in favor of more flexible, short-term workgroups.

WIB Committee Structure, Cont'd

In addition to its three permanent committees, the WIB is comprised of a flexible number of Workgroups and Industry Advisory Groups, both of which are overseen by the Workforce Policy Committee.

