

**Westchester/Putnam Three Year Strategic Plan Addendum
Functional Alignment – Addendum II**

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

1. Currently, Wagner-Peyser through the Westchester/Putnam One-Stop Partnership Agreement provides one (1) full time staff in the Westchester One-Stop Employment Center, White Plains. This staff primarily provides Level 1 services as described in Technical Advisory 06-14.
2. The Westchester One Stop Employment system is operated by the following partners:

Department of Social Services, Westchester Community College, Urban League, Westchester Community Opportunity Program, Adult Literacy, VESID, Department of Senior Program and Services, NYSDOL and Veteran Services. Each partner provides staff on a part-time basis to provide core services in the Mount Vernon Employment Center and the Westchester One Stop Employment Center. Veteran Employment Services currently provides one staff member two (2) days per week at the Westchester One Stop Employment Center.
3. The Division of Employment Services and the One-Stop has a joint collaboration with Putnam County. In this center, there is functional integration as the partnership staff has been trained on all aspects of the WIA/Wagner Peyser operation. At this center, there is no differentiation between WIA or Wagner Peyser staff and service to customers is seamless. Wagner Peyser and WIA work on a customer need flow to direct customers to the appropriate service that will enhance employability or return the customer to gainful employment. The needs flow is as follows: the Office Manager initiates the general assessment and refers customers to the appropriate service. This referral could be to a self service core (Resource Room, job books and postings) or to staff assisted core (job screening/matching, resume development, basic employment plan development, etc). Intensive Services are provided by WIA and Wagner Peyser staff (in-depth assessment, Career Counseling, etc) with referrals to Training Services by either entity. Training Services are provided by WIA staff. Tracking is provided by all staff in the Putnam One Stop System. Coordination is the key to a successful operation that is enhanced by open communication and monthly staff meetings.
4. Wagner-Peyser and the WIA Title IB and the One-Stop partnership have established a Business Services team, of which Wagner Peyser staff actively participates in the following activities: share job orders, plan and execute job screenings, on sites and job fairs. The staff also makes joint presentations to businesses. The WIA Title IB staff enters jobs orders into The New York (America's) job bank. Job orders submitted from new companies are referred to the NYSDOL representatives for entry into the

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OSOS; as One Stop Employment staff does not have the level of access that allows them to enter new orders.

5. Also, the One-Stop partners have established a Rapid Response team which includes staff from each program. This team jointly conducts orientation for workers pending potential lay-offs and jointly provides services to them in both Employment Services Offices (White Plains & Peekskill) and the One-Stop Centers. Information on individuals is entered into the OSOS by the DoES staff monthly. Individuals ultimately get registered for WIA Title IB services. The Business Services Team members are being cross-trained in:
 - creating or matching records
 - job matching
 - use of the OSOS correspondence functions
6. The local Employment Services Manager and Supervisor participate in the Westchester/Putnam One-Stop Partnership meetings, which discusses the ongoing operations of the One-Stop system. The Employment Services Manager is a member of the Workforce Investment Board.
7. The Westchester/Putnam One Stop Partnership has established a One Stop flow committee that has developed a customer flow that outlines the path customers follow through the One Stop system to access available services. This flow has been used in the various locations to guide staff in the delivery of services.
8. The location of the DoES office and the One Stop Employment Center are less than a mile apart in the City of White Plains which poses a unique challenge in designing a customer flow and establishing functional service teams. Ideally, all operations should be located in the One Stop Center. However, this functional alignment plan will include the use of both sites. The Mount Vernon Employment Center and the Westchester One Stop Employment Centers are operating on shared staff from the WIA Title IB and other One Stop partners. Some staff members are rotated through both centers each week to provide the various services. This rotation is based on the One Stop's existing functional teams. Level 1 services are provided in both centers. Peekskill DoES office offers labor exchange services provided by the DoES staff. There is no WIA staff in that location. The Putnam Partnership is operated jointly by the DoES office and the County's WIA Title IB staff with a staff from the Westchester Community College who is there once each week.

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

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The Westchester/Putnam Workforce Investment area has as its goals for functional alignment:

- Development of a seamless customer flow for both businesses and job seekers.
- Develop a functional alignment of the services that makes maximum use of the staff, facilities, equipment and fiscal resources available in the system.
- Success in meeting all WIA & WP common performance measures.
- Develop and maintain a high level of customer satisfaction among businesses and job seekers.
- Collaboration of staff and services where it is most practical and supports the needs of the customers.
- Develop a cost effective and efficient system that provides no “wrong door” to the system at the lowest possible cost.
- Enhance the implementation of the One Stop Partnership Memorandum of Understanding
- Enhance the functional alignment of all the partner programs

Question 2a: How will the local system move beyond co-location of staff at One-Stop Centers to achieve even greater functional alignment of WIA Title IB and Wagner-Peyser program services? Functional alignment plans must include such areas as:

- Shared customer pool as defined in the Common Measures TEGl #17-05
- Single customer flow as guided by the Common Measures TEGl #17-05
- Unified capacity building of staff
- Identification of the functional service teams necessary for an effective local Employment and Training One-Stop Center
- Functional leadership and supervision
- Joint business service strategies
- Technology to streamline services
- Data management (One-Stop Operating System)
- Increased service levels
- Service delivery designed from a customer perspective

i. Shared Customer Pool

The new alignment will create one customer pool that will be served by joint WIA and Wagner-Peyser staff. The staffing plan will enable customers at all levels to be jointly served by both staff from the WIA Title IB program and the DoES programs. Partner programs will also benefit by co-enrollment of WIA and Wagner-Peyser customers.

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ii. Single Customer Flow

There will be one customer flow which provides a unified registration process, single orientation, and common tracking policies and procedures for all customers registered in the aligned programs. The customer flow will be implemented system-wide. There are five functional teams in the job seeker's customer flow:

1. Welcome
2. Job Search Assistance
3. Career Counseling and Training
4. Business Services
5. Operations Management

As indicated in the customer flow chart, all walk-in customers enter the system via the Welcome team.

LEVEL 1 SERVICES:

I. Welcome Team. This team handles all the orientations, registration and referrals to services within the center/system and to other resources as needed to help meet the customer's needs. A customer, after accessing these services, may decide one of three options:

- utilize the services available in the "Job Search Assistance Team"
- access service from other providers
- not to use the system

Job Search Assistance Team will provide staff assisted services to customers who are referred by the Welcome Team. These services include, but are not limited to:

- job matching
- job fairs
- workshops
- individual and comprehensive assessments
- referrals to other services within the system or in other partnering organizations

LEVEL II SERVICES

Career Counseling & Training Team will accept referral of customers from the Job Search Assistance Team needing more individualized assistance. This includes comprehensive evaluations, individual assistance and occupational training as needed to prepare customer to enter or reenter the workforce.

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Business Services Team will provide employment opportunities for customers at all levels of the system to meet the job seeker's needs. In addition, members of the Business Services Team work directly with the business customers to address their workforce needs. In this effort, Business Services will be developing opportunities for job seeking customers system-wide.

Operations Management Team is represented by the One Stop Director and the Manager of NYSDoES. All team supervisors will report to this level.

iii. Unified Capacity Building of Staff

In order to prepare the combined staff for the implementation of the functional alignment, there are several staff capacity building activities to be pursued. These include:

1. Soliciting staff input on the functional alignment plan
2. Discussion and modification of the of the customer flow
3. Assignment of staff to teams
4. Training and cross-training of staff on the various functions, activities, programs and performance outcomes
5. Development of a program guide to be used by staff in implementing all aspects of the program.

All of these activities and related outcomes will be accomplished through a series of meetings that will include managers and supervisors to be followed by meetings with the entire staff system wide and then meetings/trainings with each of the functional teams. In order to ensure maximum participation across the two counties and to involve all staff, activities will be available via telephone conferencing and other electronic media.

iv. Functional Service Teams

In order to accomplish functional alignment of the DoES and WIA Title IB programs, four functional teams will be established in the One Stop system. These functional teams are; Welcome, Job Search Assistance, Career Counseling & Training, and Business Services. Each tier of service, will have a supervisor, who will be responsible for:

- Supervision of staff assigned to functional team
- Training on DoES and WIA Title IB programs and performance outcomes
- Produce monthly reports that reflect the effort, success, challenges and outcomes of that team.
- Report to the One Stop Director on all activities, processes, and outcomes of that team.

Welcome Team

The Welcome Team will provide the following services; Greeter/Reception, Intake and Eligibility, Orientation, Initial Assessment, Registration, Referrals (to partner and/or other agencies), Employment Services (Resource Room Management, labor services, job

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matching and referral to other services) and WIA Eligibility. This team will be supervised by Gloria Feurstein, NYSDOL DoES Supervisor.

Job Search Assistance Team

The Job Search Assistance Team will work with customers individually and or in groups to prepare for and to access employment opportunities available in the One Stop Centers or by other mediums. This team will also be supervised by Gloria Feurstein, NYSDOL DoES Supervisor. Team members will provide the following services:

- job matching and referrals
- job readiness workshops
- referrals to appropriate services, including career counseling, partner services and other services available in the area

Career Counseling and Training

Each registered customer will be assigned a Career Development Specialist responsible for providing employment and or re-employment services, record all services in OSOS, follow up with customers to determine success in the job search process and to report monthly on the customer's progress towards employment. The customer will be assigned to a Career Development Specialist based on their readiness and preparedness to find employment. Those needing limited staff assistance to find employment will be referred to staff with expertise in customer job matching and referral skills to quickly assist with finding employment. Customers requiring a more in-depth (one-on-one and group) job matching and referral services will be assigned to staff that will provide more intensive case management services. The primary responsibility of this team is to ensure that services are offered to all customers, record services in OSOS and to report on customer's progress each month. Customers will be exited by the respective staff member upon employment or for reasons that make it impossible for continued participation.

The Career Counseling and Training Team will also be responsible for the management of customers assigned as follows: in-depth assessment, short and long term employment planning, job matching/job referrals, referrals to other services, resume development, ITA/Training, job placement of individuals under case management, provide follow-up services and to document the following outcomes; first quarter retention – entered employment, second quarter retention, third quarter retention, employment/credential and termination from program. This team will also prepare monthly reports that summarize the status of all customers assigned.

The Training Team will be a sub team within the Career Counseling Team to handle all training related questions. The Westchester/Putnam Workforce Investment Board has established a policy and the One Stop has published procedures for One Stop customers to access the Individual Training Account (ITA) which is to be used to pay for occupational training for customer's provided by the eligible training providers. Case managers will refer customers to the workshop that is offered for the purpose of

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providing customers with a full orientation to ITA, the process for accessing ITA and the obligations of customers, training procedures and issuance of an ITA.

Karen Kyle, Program Coordinator for the Westchester One Stop and Mount Vernon Employment Centers, will supervise this team. Ms. Kyle also has responsibility to supervise the Welcome and Job Search Assistance teams. Gloria Feurstein will report to Karen Kyle.

Operations Management Team

The aligned system will be jointly managed by the One Stop Director and DoES Manager. The Operations Management Team will be led by the One Stop Director. The DoES Manager will work with the One Stop Director in implementing the amended plan. The team will be responsible for the following:

- Provide technical assistance/staff development & training
- Performance Outcomes for WIA, Wagner-Peyser, Veteran, and TAA and UI performance outcomes.
- Monitor program budgets to ensure all programs are operating in a cost effective manner and to make recommendations for the amendments to the budget to meet program needs.
- Review all program reports and to conduct audits of the OSOS and other data management systems to ensure compliance (i.e. data entry requirements and to ensure that the level of services being provide are adequate and address the needs of the customers).
- Evaluate staff as to their delivery of the plan
- Conduct outreach and marketing to recruit customers to the system.

Business Services Team

The Business Services Team will be responsible for working directly with the business customers and to offer services to assist with employee recruitment and training. Team members will be responsible for: Job Development, Job Fairs, Customized Training, OJT, Labor Market Information, Rapid Response, Job Matching, Referrals, HR Consulting and for managing the data entry of job orders into America's Job Bank. This team will also work cooperatively with the Job Search Assistance Team and the Career Counseling & Training Team in job matching, delivery of job screening services and the verification of employment for customers. The Rapid Response activities and job matching will be shared between the Business and Career Counseling Teams.

This team will be staffed with individuals from both programs. There may be a need to establish an additional functional team within the business service. However, the major focus of the team will be to develop ongoing relationships with businesses that will lead to an increase in use of the system to support their workforce needs.

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Delethia Ferguson, NYSDOL DoES Supervisor will supervise this team.

Youth Services

Youth Employment Services are provided via contractors system wide. Eligible WIA youth will be referred to an appropriate youth services provider. Older youth who chose adult services instead of youth services will be registered for WIA services.

v. Technology to Streamline Services

Among the technology being considered to streamline services are:

- All staff in the integrated system must have full and similar access to OSOS and the NYS Job Bank.
- All computer systems must be upgraded to the most current generation equipment to be able to handle software
- All staff including the One Stop Partner staff must utilize the same systems allowing communication by email and access to sharable information that is not handled by OSOS or the job bank. For example, program reports and local documents that are needed by all staff.
- Development of a common local website for customers and staff to share in the ongoing activities of the system.

vi. Data Management (OSOS)

In order to establish a fully aligned system, all staff must be retrained to use all functions of the OSOS system to case manage customers. In order to accomplish this, we will ask NYSDOL to provide technical assistance and training. Also, staff from both programs will be identified as local experts who will assist with the peer training of staff with this system. Also OSOS should provide the capability for the other One Stop Partners to generate similar reports.

There is a dedicated OSOS coordinator; Al Tarchoun, who will be responsible for the implementation of the aspect of the functional alignment. He will work with Vincent Cerniglio and other NYSDOL staff to implement and provide training on new OSOS procedures.

This team will consist of all team leaders and appropriate DoES and WIA staff.

vii. Performance Management (Common Measures)

Customers jointly registered will be tracked for WIA and Wagner Peyser Performance Measures. The performance management system will be incorporated into the One Stop services flow:

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- Career Development Specialists will be assigned cases by Functional Team Supervisor based on referral from Welcome Team and Job Search Assistance Team.
- All One Stop staff will be trained on all levels and functions of the operation and to enter relevant data that will impact WIA Performance Measures.
- Functional Team Supervisors will audit case loads of staff to determine services and other relevant data inputs are being entered as required.
- One Stop Management Team will review monthly reports and audit sample cases to determine that the performance outcome data is being inputted as required.
- Tracking is a key strategy being used to ensure staff assisted services are being provided in a comprehensive and concerted way. This will be achieved by tracking customer's progress monthly, providing monthly contact and communication via outward bound telephone calling system, e-mailing, regular and bulk mail. These tasks will be the responsibility of the Job Search Assistance and Functional Teams 1 and 2. Functional Supervisors will be required to ensure that cases are managed effectively using the following criteria:
 1. Customers must be provided at least one (1) service once every thirty (30) days.
 2. All services must be entered into the service screen in OSOS.
 3. Monthly reports will be submitted to the WIB that indicates:
 - Number of customers being served in each functional team
 - Progress on the WIA Common Measures

viii. Increased Services level

WIA and Wagner-Peyser currently provide services to mutually exclusive populations. With this alignment, the merging of these two populations means an increase in the number of customer registrations for each program. Similarly, both programs have been working independently with the business customers. This alignment should bring all businesses under one local workforce system; hence an increase in the number of businesses to be served. This will naturally increase the total number of customers being served by the system.

Staff from both programs are of very high caliber, expertise and experience. Functional integration will enable the systems to take advantage of the strengths of individual staff in certain functions which may not be shared by others. Second, the unified management system will help to focus staff on WIA Common Measures.

ix. Customer Friendly Service Design

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It has been the norm in this workforce investment area to make customer oriented service a priority. The WIB's vision as outlined in the Three Year Strategic Plan "...is prepared to adjust service strategy as the needs of the customers' "dictate". To this end, under functional alignment, customer service will be integrated, comprehensive with greater focus on the customer's needs.

In order to ensure that customers are getting the services they need, all functional teams in all locations will ensure that customers are given the best quality service that is available. This will be achieved by ensuring that:

1. Customers get a comprehensive orientation to the One Stop services, which will be made available online, hard copies and in person.
2. Customers will be matched to the available job opportunities, employment resources and services that help to move them to work.
3. Customers' job search activities will be supervised and monitored to ensure the best utilization of their efforts and resources.

In order to assess progress on customers' satisfaction with the system, the WIB will conduct ongoing customer surveys using the following methods.

- Telephone calls to customers
- Hard copy will be made available in each center
- Online surveys
- Customer forums

Question 2b: How will the planned WIA Title IB and Wagner-Peyeser service integration help to increase the number of customers that can be served and improve the quality of services provided in your local system?

With the increased volume of customers, the functionally integrated operations will enhance its service delivery by enhancing and increasing its ability to provide:

- Job matching
- Referrals to supportive services
- Referrals to the One Stop Partner programs
- Increase number of job fairs/screenings
- Develop an array of workshops and employment seminars that address the needs of customers.
- Increased services to businesses to include, on the job training and customized training.

Based on the design of the functional teams and the focused effort in each team to provide the most immediate and appropriate services to each customer, despite the

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volume, the system anticipates higher quality service delivery and hence higher outcomes.

Question 2c: In analyzing the resources available to operate the local 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?

We have identified the following gaps in the system: staff development and team building to understand the various program nuances, goals and outcomes; partnership integration (i.e. Westchester Community College operates the Displaced Homemaker Program); OSOS training, revised MOU partner agreement. With the combined resources, the gaps identified can be addressed by: utilizing WIA and DoES managers and supervisors to provide training on their programs. However, there is a need for additional support and technical assistance in the areas of staff development, team building, OSOS, and revised MOU agreements from NYSDOL and NYATEP. We also have access to Westchester County DSS Staff Development resources as needed.

Another gap that has to be overcome is the “branding of the system.” Today, customers call us many names including “the DOL Office”, “the One Stop”, “the Employment Center”, “the Partnership” and more. The Workforce Investment Board will deliberate and establish an appropriate name that represents what we do for our job seekers and business customers.

The consolidation efforts of WIA and Wagner-Peyser programs will help to close the financial gap that existed prior to July 2006 by cutting duplication and adding more resources to the system. The data needed to do the cost analysis is not available. A full analysis will be done and the plan will be further amended to include financial benefits and/or gaps to the alignment. The WIB will need to have budget figures for the LWIA & NYSDOL/DoES to complete this exercise.

Question 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?

The WIB, in consultation with both Putnam and Westchester County Executives will develop new policies to support functional alignment. These include:

- Unified orientation (group, individual and on-line)
- Unified registration of customers (except those customers not wanting to provide required WIA registration data)
- Unified customer service case management and tracking approach

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- Unified data management, reporting and quality and assurance tools
- Service to businesses will be unified; staff from both programs will be used in the program to provide services to business that includes:
 - Employee recruitment
 - Incumbent worker training
 - Assistance with workforce services
- Establishment of local performance standards that include the number of customers to be served, the budget for the aligned programs and the appropriate staffing for the programs.

Question 4: How will the Local Board strengthen the authority and accountability of its One Stop Operator(s) to help achieve WIA Title IBB 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)?

This functional alignment plan is a strategic way to align all the One Stop partners, who have been involved and participated in the development of this addendum. To date, there have been three (3) full One Stop Partnership meetings to discuss this plan. Some partners have participated in the sub-group meetings and the One Stop Partners' staffs who are assigned to the One Stop Centers are included in the training and staff development for this effort. This functional alignment plan will form the basis for the MOU to be developed among the partners for program year 2006.

The WIB will convene with the One Stop Partners in the first and second quarters of PY2006 to develop the MOU that takes into consideration the functional alignment plan, which is an addendum to the Three Year Strategic Plan. The WIB's direct involvement in its development of this new agreement will ensure that the partners understand that their ultimate responsibility is to the WIB. The agreement will establish policy and procedures that will guide the One Stop Operator, in implementing the Three Year Strategic Plan; that includes functional alignment and the terms and conditions of the amendment of the local MOU. Among the strategies to be utilized are:

- Assign a WIB member or team of WIB members to the agreement development
- Set goals to be accomplished by the One Stop Operator and its partners.

Question 5: What changes will occur based on the implementation of the new

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Common Measures to support greater resource and service integration?

The WIB will establish a policy that targets WIA Common Measures. These include:

- Common registration
- Case management will focus on staff assisted job search and career counseling of each job seeker and business customer
- Use of one case management system. OSOS will be used and all staff will be trained to use OSOS for case management and for the purpose of tracking the performance outcomes.
- Data validation as outlined in Technical Advisory # 06-10
- Improved customer service

The WIB has begun implementation of a regional strategy for addressing workforce development. Some progress has been made on some projects. These include:

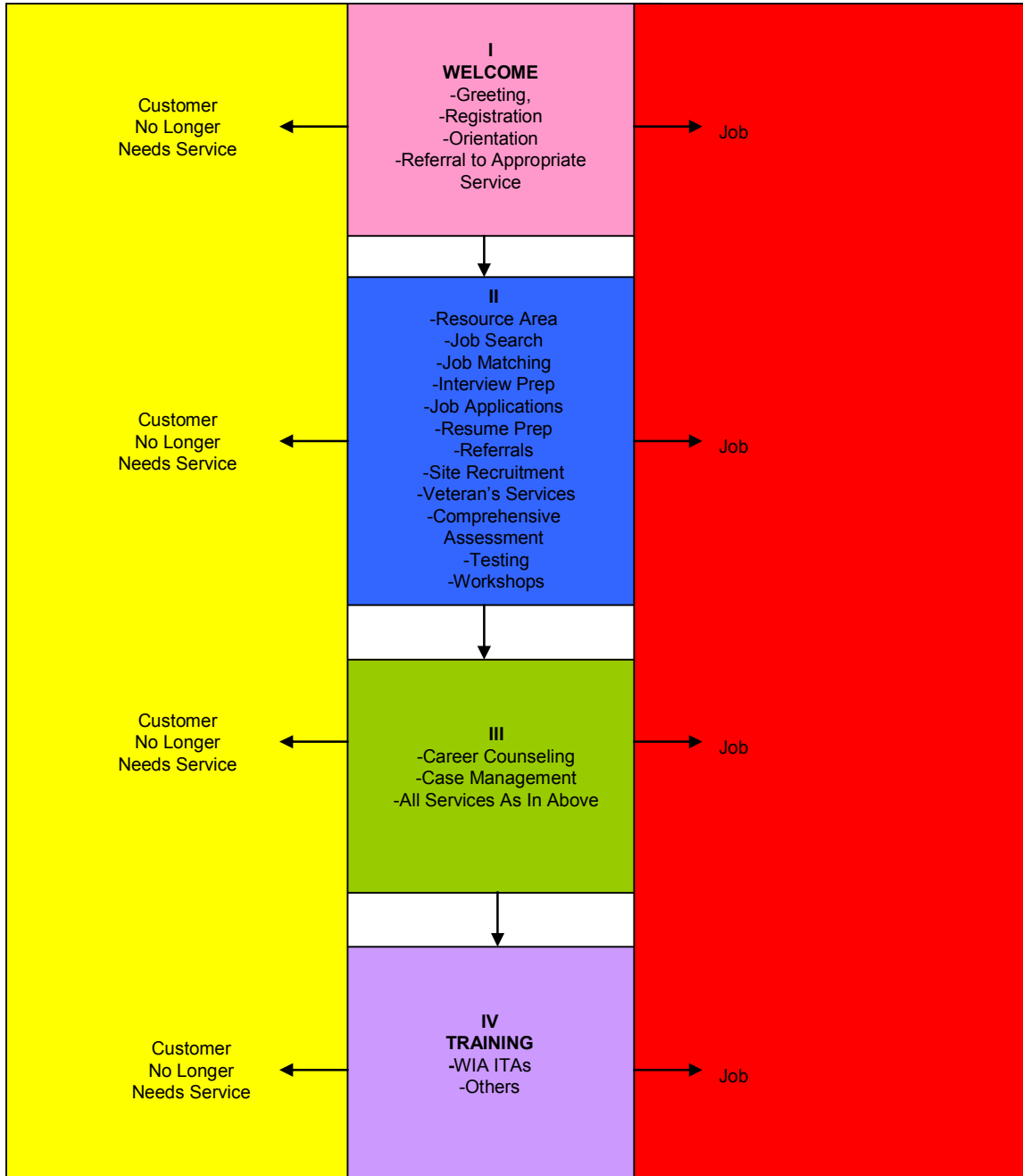
- The Hudson Valley Health Care Construction Initiative
- The Limited English Speaking and Hispanic Initiative
- Workforce Innovations for Regional Economic Development.

As a result of these collaborations the WIB is currently engaged in further development of this reinforced strategy. This includes the development of this program alignment plan.

Currently there is on-going collaboration with Economic Development, tertiary institutions and Workforce Development in the Hudson Valley region to address the skills gap that exists between business needs and skills of the workforce. This effort will be continued.

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**ONE STOP JOB SEEKER'S
SERVICES**



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Timeline

		Staff Participants	Manager/ Supervisor	Status
March, 2006	<ul style="list-style-type: none"> • Joint staff meeting to discuss orientations (RSOs) 	Both DOES and WIA Title I Staff	Donnovan Beckford Margaret Herrera	
April, 2006	<ul style="list-style-type: none"> • Orientation (RSO) at 120 Bloomingdale Road 	CORE Services Staff	Gloria Feuerstein Karen Kyle	
	<ul style="list-style-type: none"> • Amendment and corrections to Comprehensive Three Year Strategic Plan to include functional alignment 	WIB	O. J. Yizar Jewru Bandeh	
May, 2006	<ul style="list-style-type: none"> • Orientations (RSO) 143 Grand Street 	Welcome and immediate job search teams	Karen Kyle Gloria Feuerstein	
	<ul style="list-style-type: none"> • Establish functional teams 	One Stop Director DOES Manager and Supervisor	Donnovan Beckford Margaret Herrera	
	<ul style="list-style-type: none"> • Assign staff to functional teams 	One Stop Director DOES Manager and Supervisor	Donnovan Beckford Margaret Herrera	
	<ul style="list-style-type: none"> • Begin the functional alignment training- regional training scheduled for May 9, 2006 	All staff	Donnovan Beckford Margaret Herrera	
	<ul style="list-style-type: none"> • Local meeting of supervisors and staff meetings <ul style="list-style-type: none"> - Full combined staff - Functional Team <ul style="list-style-type: none"> • CORE • Intensive • Business 	Managers and Supervisors (functional team leaders) Gloria Feuerstein Karen Kyle Delethia Ferguson		

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June, 2006	<ul style="list-style-type: none"> • Orientations (RSOs) 143 Grand Street 		Gloria Feuerstein	
June 2, 2006	<ul style="list-style-type: none"> • Staff development and training on functional alignment 		Donnovan Beckford Margaret Herrera	
June 15, 2006	<ul style="list-style-type: none"> • Team 3 training session • Relocation of the DoES staff from 120 BDR to 143 Grand Street 		Karen Kyle	
June 23, 2006	<ul style="list-style-type: none"> • Team 1 & 2 training 		Gloria Feuerstein	
June 29, 2006	<ul style="list-style-type: none"> • OSOS training 		Donnovan Beckford Margaret Herrera	
July 3, 2006	<ul style="list-style-type: none"> • Test run on functional alignment centers 	All staff and supervisors	Donnovan Beckford Margaret Herrera	
July, 2006	<ul style="list-style-type: none"> • Implementation of Functional Alignment 	All Staff	Donnovan Beckford Margaret Herrera	
September, 2006	<ul style="list-style-type: none"> • Evaluation of Functional Alignment Implementation Plan 		Jewru Bandeh O.J. Yizar Donnovan Beckford Margaret Herrera	
	<ul style="list-style-type: none"> • Report to WIB 		Jewru Bandeh	
October – December	<ul style="list-style-type: none"> • On-going evaluation and implementation of plan with modifications 		Donnovan Beckford Margaret Herrera	
January – March, 2007	<ul style="list-style-type: none"> • On-going evaluation and implementation of plan with modifications • March 2007 implement the area wide annual Business Youth Partnership job 		Donnovan Beckford Margaret Herrera	

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	fair			
April – June, 2007	<ul style="list-style-type: none"> • Implement the area wide annual Adult Job Fair • Implement the Career fair/expo • Review of all performance measures • Report to WIB on success on performance outcomes and best practices 		Donovan Beckford Margaret Herrera	