

THE STATE OF CONNECTICUT'S



Workforce Investment Act

Annual Report

July 2000-June 2001

December 2001



Employment and Training Leadership

The state's education and training systems are organized around the principle of life-long learning through which economic opportunity can be realized for employers and employees alike. This simple proposition drives our statewide strategies to produce a flexible workforce capable of competing in a technology-driven global economy.

A collaborative partnership between the public and private sectors and state and local workforce agencies worked together to ensure that Connecticut met or exceeded all of the negotiated performance standards under the federal Workforce Investment Act (WIA) of 1998.

But the story of Connecticut's workforce development success does not begin or end with compliance with federal standards. Over the past six years, Connecticut has striven to integrate its various workforce development training and education components into seamless, coordinated resources that are effective and useful for anyone seeking access.

Connecticut has a long history of taking a leading role in workforce development. Twice in the last six years Connecticut has been recognized by the National Alliance of Business (NAB) as *State of the Year* for our workforce development achievements. In 1994, well in advance of the enactment of WIA, we were cited for developing our One Stop Centers, the central point of contact to provide service for both employers and job seekers.

In 2000, we were again cited by the NAB as *State of the Year* for our education and workforce achievements, noting that we followed through on our 1995 promise to make these two areas hallmarks of this administration. Connecticut has flourished in national rankings for both educational excellence and economic development: We rank 1st in knowledge-based jobs and educational attainment, according to the nationally renowned Progressive Policy Institute.

Governor's Initiatives

Connecticut's 2.1 percent unemployment rate in spring of 2001 was the lowest nationally. That combined with the state's slow population growth created an extremely tight job market and placed a premium on both skilled and unskilled workers. Through pilot programs, supported with limited one-time funding, we tested strategies that targeted various populations within the workforce. The pilot programs included training and services for:

- Low Wage Workers, including workers who are just entering the workforce; those who are currently incarcerated for non-violent offenses and are close to release; and potential workers who are lacking in skills necessary to find and keep a job.
- Incumbent workers, including those whose skills need upgrading, skilled workers whom the employer has identified as needing additional skills necessary for promotion and workers who have just entered the workforce.
- Youth, including those at risk and others who have been released from the juvenile justice system.

Low Wage Workers

Through local workforce investment boards, state agencies and local area providers, the State piloted programs addressing the needs of low wage workers or those who are just entering the workforce. The most successful of these models, the Hartford Construction Jobs Initiative, will be replicated in other communities in the state.

In anticipation of the planned Adriaen's Landing development project - a \$771 million investment in Hartford's downtown, skyline and waterfront - city, state, civic and labor leaders created a successful program that is turning city residents into productive, skilled construction workers. The Initiative, or Jobs Funnel as it is known, has produced more than 375 graduates, many of whom are working on construction projects around the state. The ultimate goal is to have 30 percent of the anticipated 3,500 Adriaen's Landing constructions jobs filled by Hartford residents over the next few years.



More than 375 Hartford residents successfully completed training in the Hartford Construction Jobs Initiative since its inception. Here, some workers on the job at the Bushnell Auditorium expansion project.

The Hartford Construction Jobs Initiative model has proved so successful that the General Assembly appropriated funds to replicate the model elsewhere in the state. The model used is generic and can be replicated to recruit and train workers to meet the needs of other employment clusters within Connecticut.



Connecticut is reaching out to some non-traditional prospective job seekers. Through a pilot program at York Correctional Facility, some short-term offenders received training that will assist them in gaining future employment.

In addition, a series of smaller targeted pilots was conducted throughout the state. In one instance a group of women serving relatively short, non-violent jail sentences successfully completed basic computer training and job networking skills. Another group of non-custodial fathers received skills training for jobs in the financial services industry. The state is in

the process of completing final evaluations of these pilots. The information generated will be used to inform local areas and service providers concerning both contracting requirements and best practices.

Incumbent Workers

The state supplemented appropriated Customized Job Training funds with additional funding to test incumbent worker strategies centered on networks and clusters of employers. The training funded ranged from basic skills training to job specific skills that transcend one individual employer.

Multiple firms came together to form small industry clusters with common training interests. These innovative partnerships successfully leveraged the available funds to meet their individual

needs. This type of private sector collaboration effort will make our companies more competitive and successful.

More than 3,000 workers across the state received training through the two-tiered approach that also included funding directly through the eight regional workforce investment boards.

Customer satisfaction surveys were conducted for both employers and workers and drew widespread responses. More than 700 companies and individuals completed the surveys and they indicated a high level of satisfaction. The lessons learned include:

- The need for increasing the time necessary to determine the training needs;
- Greater involvement of workers in determining their training needs; and,
- Encouraging employers with similar skill needs and products to work together to develop curriculum and support training.

Youth Initiatives

Youth represent 25 percent of our population, but fully 100 percent of our future. State government, the private sector, community-based organizations and non-profits have all come together to develop a variety of youth initiatives. These programs give our youngsters greater direction in life, instill responsibility and teach them valuable skills.

Many of our youth initiatives also emphasize the value of entrepreneurship and teach young people how to start their own businesses. We have targeted at-risk youth and youngsters previously involved with the state's juvenile justice system by bringing them back into school and preparing them for working part-time. The results, so far, are encouraging.

Various state agencies teamed up with private sector service providers to create effective, valuable instruction models for youth. The programs are designed to instill confidence, promote entrepreneurship and teamwork and give participants valuable skills. A number of the participants have gone through the program and later became paid instructors. The June 2001 boat launch drew hundreds.



Above, Department of Children and Families Commissioner Kristine D. Regaglia is taken for a boat ride by one of the youth who helped build the watercraft.

Initial findings indicate the programs have been successful: nearly 95 percent of those youngsters who have previously been involved with the state's juvenile justice system that have participated in the youth initiatives have returned to school, are working part-time or both.

In order to help young people make the transition from school to college and the workforce, the state has committed \$2 million to develop strategies that will optimize career opportunities. The public funding will be used to leverage other resources to further sustain this effort in the future.

Our One-Stop centers, a focal point for providing services, will have space dedicated specifically to address the needs of youth.

Discussion of the Cost of Workforce Investment Activities

During the initial year of WIA, a total of 6,107 participants were provided with WIA services at a cost of \$17,560,401, which includes statewide activities. Specific costs and the types of local activities under each funding stream were as follows:

Local Adults

Expenditures \$3,956,460

| | | | |
|---------------------|-------|----------------------|---------|
| Participants Served | 1,866 | Cost Per Participant | \$2,120 |
| Participants Exited | 685 | Cost Per Exiter | \$5,776 |

Types of Activities

Total Adults Receiving Core, Intensive and Training Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 725 | 215 | 169 | 78.6% | \$10.53 |

Total Adults Receiving Core and Intensive Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 507 | 88 | 64 | 72.7% | \$8.91 |

Total Adults Receiving Core Services Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 295 | 95 | 90 | 94.7% | \$13.23 |

Total Adults Receiving Training Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 117 | 116 | 39 | 33.6% | \$11.39 |

Total Adults Receiving Intensive and Training Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 52 | 27 | 17 | 63.0% | \$10.26 |

Total Adults Receiving Intensive Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 72 | 48 | 31 | 64.6% | \$9.19 |

An analysis of the data shows that the type of local program mix that results in the highest entry level wage (\$13.23) is one with core services only. This is indicative of a population that is better prepared to enter or return to the labor market immediately. Characteristic data on this population shows only 3.4% of this population being without a high school degree and over 85% of the group ranging between ages 22-54.

The group with the second highest entry-level wages was those receiving training only. Their wage was \$11.39. Almost 89% of this group were between ages 22-54. An interesting note on this group is that over 50% were single parents.

The next group with the highest entry wages (\$10.53) was those adults receiving core, intensive and training services. Almost 20% of this group were without a high school degree.

A review of the type of services resulting in the highest entered employment rate at exit shows that participants receiving core services only (94.7%) or those receiving all three services (78.6%) had the highest rates of employment at exit. This would appear to indicate that participants most job ready only needed core services, while participants provided with all three services fared better than those receiving some other combination of services.

Local Dislocated Workers

Expenditures \$3,297,438

| | | | |
|---------------------|-------|----------------------|---------|
| Participants Served | 1,737 | Cost Per Participant | \$1,898 |
| Participants Exited | 842 | Cost Per Exiter | \$3,916 |

Types of Activities

Total Dislocated Workers Receiving Core, Intensive and Training Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 661 | 270 | 104 | 60.7% | \$14.40 |

Total Dislocated Workers Receiving Core and Intensive Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 364 | 56 | 51 | 91.1% | \$15.85 |

Total Dislocated Workers Receiving Core Services Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 176 | 35 | 31 | 88.6% | \$13.97 |

Total Dislocated Workers Receiving Training Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 273 | 262 | 200 | 76.3% | \$13.80 |

Total Dislocated Workers Receiving Intensive and Training Services

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 101 | 82 | 41 | 50% | \$15.87 |

Total Dislocated Workers Receiving Intensive Services Only

| Total | Exited | Entered Employment* | Entered Employment Rate at Exit | Wage at Placement* |
|-------|--------|---------------------|---------------------------------|--------------------|
| 21 | 6 | 3 | 50% | \$13.55 |

An analysis of first year data shows the majority of participants in local dislocated worker programs are receiving at least two services. Entered employment rates are high for all types of service mixes, particularly for participants receiving all three types of services and those receiving only core services. Wages were over \$13.00 per hour for all types of mixes, with those receiving all three services and those receiving intensive and training services earning close to \$16 per hour. We should be cautious however, in making any final judgments, as much of the data is based upon small numbers and JTPA carry-overs still influenced the results.

*Information on Employment and Wages at Placement based upon participant data recorded into statewide MIS system at date of exit.

Local Youth

Expenditures \$4,943,583

Approximate Out-of-School Youth Percent Expended 42%

| | | | |
|---------------------|-------|----------------------|---------|
| Participants Served | 1,456 | Cost Per Participant | \$3,395 |
| Participants Exited | 761 | Cost Per Exiter | \$6,496 |

Types of Activities

Younger Youth

| | Total Participants | Percent of Total Services |
|----------------|--------------------|---------------------------|
| Work Related | 945 | 34.7% |
| Academic | 1,139 | 41.8% |
| Summer Related | 642 | 23.5% |
| Total | 2,726 | |

Older Youth

| | Total Participants | Percent of Total Services |
|----------------|--------------------|---------------------------|
| Work Related | 394 | 59.3% |
| Academic | 256 | 38.5% |
| Summer Related | 14 | .2% |
| Total | 664 | |

The PY 2000 youth program results under WIA provide an indication of the types of shifts in activities envisioned by the WIA legislation. The younger youth program results demonstrate a strong emphasis on Academic and Work Related activities that are provided year round, with less emphasis on the short-term summer related program.

The older youth program is more heavily weighted towards Work Related activities, while maintaining Academic emphasis as well. There were few older youth in summer related activities, reflecting upon changes made through the WIA legislation.

A key concern with the WIA legislation was that areas would be able to meet the 30% expenditure requirement for out-of-school youth. Initial expenditure data in Connecticut shows that areas are easily meeting this requirement.

An overall evaluation of all three local programs (adults, dislocated workers, youth) appears to indicate that the cost of serving youth (\$3,395 per participant or \$6,496 per exiter) is higher than either an adult (\$2,120 per participant or \$5,776 per exiter) or a dislocated worker (\$1,898 per participant or \$3,916 per exiter). In view of the WIA intent for longer-term interventions for youth, this is not surprising.

We believe that as we enter our second year of WIA operations, (when participants being served and exited will primarily be those entering after WIA began) we will be able to review more useful trends and to provide more meaningful analysis of program results.

Innovative Practices and Accomplishments

State-Level Initiatives and Activities

Using non-WIA funds from the Governor's Program Initiatives, the Office for Workforce Competitiveness (OWC) has supported pilot youth programs in three communities (Hartford, New Britain and Bristol) that will strengthen the youth components in the One-Stop Centers as well as providing work-related services to court-involved youth. The pilot programs, which are operated collaboratively by the state Department of Labor and the Department of Children and Families, have three primary features:

1. Entrepreneurial training and experience for youth in incubator businesses;
2. Intensive aftercare services (including employability services) and supervision for youth returning to their communities on parole; and
3. Integration of services with Youth Resource Centers in the One-Stop Centers.

The pilot programs are scheduled to be replicated in other areas of the state, beginning with Bridgeport.

As part of the state's implementation of WIA, the Connecticut Employment and Training Commission (CETC) has established a Youth Committee as one of its three standing committees. The Youth Committee's mission, providing policy oversight of implementation of the youth portion of the state five-year WIA plan, includes close communication with local Youth Councils, offering them technical assistance as they progress in their development. Examples of such technical assistance as they progress in their development. Examples of such technical assistance have included:

1. A workshop on leveraging resources to serve youth;
2. Training in the use of an improved system for assessing and documenting younger youths' progress in work readiness skills for WIA performance measurement purposes; and
3. Provision of information and guidance on increasing youth participation and leadership on local Youth Councils.

Under contract with OWC, the Youth Committee receives staff support from Connecticut Voices for Children, a well-known and respected statewide child advocacy organization.

Each of the workforce investment areas should be recognized for their accomplishments and innovative practices with youth programs:

Bridgeport:

- Progressive Training Project serves the hardest to serve 17-21 year old ex-offenders. Their staff is part of the community they serve and have gained the trust of the community; this enables them to recruit more successfully, as well as to provide wrap around support services to enable clients to remain in the program.
- WIB staff coordinate monthly meetings of program operators, which provide opportunities for technical assistance and training in policies and procedures, cross

training among different agencies and organizations, and enhance coordination and communication.

- Youth Council Monitoring Committee members are fully involved in all phases of monitoring, giving those members an intimate knowledge of the programs.

Mid-Connecticut:

- Produced a video, which gives an overview of all summer programs, used for recruitment and marketing.
- Developed a youth One-Stop.
- Prompted program operators to coordinate and integrate services; i.e., Middlesex Adult Education, as part of the Middlesex Consortium, has provided long distance learning technologies for use by program operators, allowing youth to be taught at a distance.

Danbury/Torrington:

- Opportunities, Inc. – The director/case manager of the WIA program has established the WSD Educators Summit Council to bring together administrators from other schools on a monthly basis. The Council works to set up programs for students at risk of academic failure, social isolation, and provide help with personal or family issues. School staff makes referrals to the Council; students are tracked and progress is discussed at each meeting. In many cases, referrals are made to the WIA program, as well as to other wrap around services. The director has run this program in an alternative school setting for many years; she has strong roots in the community and has gained the trust and confidence of the students, and often their parents. This facilitates recruitment and the delivery of wrap around services for youth.

Northeast:

- EASTCONN's Youth Program – All participating youth are WIA eligible, which allows the WIB to seamlessly combine multiple funding streams (state distressed cities, WIA, in-kind from EASTCONN, interdistrict grant, and private sector funds) to achieve full services for youth. Diversity issues are addressed in a very positive way and have had a strong effect on the youth in the program. A strong year round program involves job shadowing, internships, field trips, vacation camp, tutoring, and work readiness. Kids who complete 60 hours earn .5 credit towards graduation. Each youth in the program develops a portfolio of his work, and through all aspects of the program, young people are empowered to work together in teams, to plan and to problem solve.

Hartford:

- CREC's Culinary Arts Program represents a collaborative funding effort between CREC, the Gathering Place, WIA and Hartford Adult Education. Eight out-of-school youth participated in the first twelve-week round of training, with 97% attendance rate. Students are encouraged to go beyond the stated goals of the program by taking the Quality Food Operator test; passing that test results in a credential which gives students an edge when job hunting. Every restaurant is required by law to have one person in the kitchen at all times who has attained this credential.

New Haven:

- The Youth Council has been recognized by USDOL as a “best practice” operating youth council.
- The Youth Council has been selected by Jobs for the Future and the Corporation for Business Work and Learning as one of seven “cutting edge” youth councils in the country.
- Youth Council members and WIB staff has been asked to participate nationally, regionally and locally on national workgroups, leadership institutes and panels.
- There is a strong integration of School-to-Career principles into WIA programs.
- Youth Council adopted a formal proposal review process as policy; based on the success of the model, the WIB is considering adoption as well.

Southeast:

- TVCCA provides excellent wrap around case management services, frequent contact with youth (at least once a week) and in depth consideration of youth needs (i.e., family relations, childcare, housing, transportation, legal and medical issues, education and employment concerns, money management and budgeting, nutrition and community involvement). As a CAP agency, TVCCA has many resources available to tap into to meet the identified needs. This assessment also results in a participant functioning level outcome – ranging from “crisis” to “thriving” – for each client. The assessment is done at entry and exit in order to measure progress, both for the individual and for the program as a whole.
- Within the youth development system, excellent communication exists among New London Adult Education (responsible for registration and assessment), TVCCA case managers, service providers, and Future Works (One-Stop operator) staff.
- One-Stop staff provides a high level of support to vendors and program operators; this support has allowed the system to successfully buy-in to the year round concept.

Waterbury:

- The Waterbury Youth Development Advisory Council presented an “After-School Resource Fair” at the Brass Mill Center on September 15, 2001. Thirty six agencies and organizations were able to showcase their after school programs; over 1,000 attendees were able to enjoy youth performances, meet with program personnel and enroll children and youth.
- The area has a wide variety of quality work-based in-school programs addressing diverse interests such as: teacher’s assistant, fine arts, an environmental project monitoring water quality and analyzing invertebrate, developing a student planner using graphic design and computer skills, animal science, web site development, simulated businesses, carpentry/woodworking, cosmetology, culinary arts and video production. Out-of-school youth can be referred to banking, hotel and tourism, customer service and office/clerical skills, manufacturing and human services.
- The concept of work-based projects is very effective; through these projects, youth have an opportunity to give back to the community and at the same time have a strong sense of accomplishment.

Public/Private Workforce
Development Initiative

A Collaborative Effort between Public and Private Sector Service Providers Using the Latest Technology to Access and Develop a Competent, Diverse, and Job Ready Workforce

Over the past several years, Connecticut has experienced a strong economy and consequently has seen a dramatic reduction in the available workforce talent pool. Employers in health care and related fields have been particularly impacted by this problem.

The Connecticut Department of Mental Retardation has a unique relationship with its private sector service providers. While they are cooperative partners in a mission of enhancing the quality of life for Connecticut's mentally retarded citizens, they are also competitors for the human resources needed to accomplish that mission. Major differences in size and means create significant disparity in the ability of each organization to attract qualified personnel. Even where a given organization has an advantage by virtue of such factors they are forced to expend considerable time, effort, and expense in order to remain competitive in the marketplace. As the funding for this activity ultimately flows from the same source, rising costs are experienced for tasks that are both redundant and counter productive. Until recently, there has been no attempt to address this problem in a cooperative and coordinated manner.

The Department of Mental Retardation in partnership with the Private Provider Counsel is embarking on a major initiative to address the issue of workforce development. This initiative consists of linking the resources of the Department of Mental Retardation, the Private Provider community, and the Department of Labor for the identification of available mental health care workers across the state.

The committee working on this initiative includes Human Resources professionals representing the Trades Organizations, Department of Mental Retardation staff, and Department of Labor staff. Together, we developed goals, initiatives, and sub-committees to work on specific areas such as:

- ◆ Marketing strategies to aggressively attract applicants
- ◆ Enhancing the Connecticut Job Bank resume component by establishing a coding system for exclusive use by participating service providers
- ◆ Statewide training sessions on how to use and search the Connecticut Job Bank for participating applicants
- ◆ Creating a comprehensive Careers in Health and Human Services Web site, www.cthealthjobs.org
- ◆ An evaluation process to measure the use and success of the initiative

The Initiative addresses common needs through the sharing of public and private service provider resources. There are two important consequences. The first, is the creation of a more efficient and fiscally sound recruitment procedure, which effectively utilizes available but currently underutilized technology. The second, and perhaps more important, is the development of a process which attracts available talent in an organized manner eliminating the confusion and frustration which presently drives many potentially qualified candidates from pursuing careers in health care related employment.

Eligible Training Program List (ETPL) Manual and Policy Guide

Before and during the initial year of WIA, the Department of Labor, the Office for Workforce Competitiveness, and the Connecticut Employment and Training Commission, along with a subcommittee of local and state staff involved in the ETPL, developed the necessary applications, procedures and policy necessary to implement this important process to WIA.

While the initial application and policies served us well in the early operation of the program, it became clear that the state needed to revise its application process to make it easier for eligible programs to get on the list and to provide more specific state guidance on the ETPL process.

Towards this end, a committee headed by the Connecticut Department of Labor began meeting in August 2001. To date, this committee has revised the pre-application process for the ETPL and introduced a new rolling program application that shortens timeframes, but improves coordination for all programs on the ETPL. The group is now working on issues concerning the subsequent eligibility process and developing a question and answers guide about the ETPL and related policy issues.

We expect to incorporate all of these portions into a complete ETPL technical assistance guide some time early 2002.

State Evaluations of Workforce Investment Activities

The Connecticut Department of Labor has been extremely active in reviewing and evaluating the performance of local Workforce Investment Areas as they transitioned from JTPA to the WIA. Specific studies, reviews, and evaluations that have taken place are as follows:

Compliance Reviews

The Connecticut Department of Labor's Business Management unit conducts annual on-site monitoring of all boards. The purpose of the reviews is to ensure that state recipients' financial systems provide adequate fiscal control and accounting procedures, and that state recipients are in compliance with Uniform Administrative Requirements applicable to their organization. These requirements include:

- Financial Management
- Cash Management
- Allowable Costs
- Period of Fund Availability
- Matching/Earmarking
- Program Income
- Audit Requirements
- Property
- Debarment
- Procurement
- Monitoring
- MIS Validation
- Financial Reporting
- Retention and Access to Records
- Personnel Provisions
- Eligibility Determination
- Fair Labor Standards Act
- Davis Bacon
- Grievance Procedures

At the conclusion of each review, a written report of the results is completed which identifies any weakness (es) and/or areas of non-compliance, and provides recommendation for corrective action.

The reviews conducted during PY 2000 found the following:

In accordance with WIA Regulations at Section 667.410(b)(1), compliance monitoring of the OMB Circular A-110, "Uniform Administrative Requirements for Grants and agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations" was conducted at all eight Regional Boards.

In general, it appears all Boards are in overall compliance with federal administrative requirements.

Financial management, including allowable costs, cash management, property, and audit requirements, was adequate, in most areas. However, a need to up-date to WIA language within financial policies and procedures was found in some the Boards.

There appeared to be a slow start in assessing the need for training services and implementing Individual Training Agreements in many of the Boards that were first monitored. However, as the monitoring progressed further into the program year, the use of Individual Training Accounts had increased. WIA adult and dislocated worker client files were incomplete and disorganized in many of the areas first monitored. However, as training of the case managers was conducted, the files became more complete and orderly.

Dislocated worker files in many of the areas did not include documentation verifying entitlement to Unemployment Compensation. It was recommended by CTDOL that agreements be made between the organization determining eligibility and the organization maintaining the client files to forward this documentation for placement in the clients' file. Also, eligibility determination documentation, such as an annualized income calculation, was missing in some of the WIA adult and youth case files. In these cases, it was recommended that all files be reviewed and corrected if this documentation was not included in each file.

In all eight Boards, a monitoring instrument sufficient for monitoring subcontractors and One-Stop Operators for compliance with the uniform administrative requirements per Sec. 667.400(c)(1) was lacking. CTDOL recommended that the Boards revise the format of their monitoring tool to include a section for each of the eighteen administrative requirements to ensure all required areas are monitored.

Performance Management System

Connecticut has developed a set of three management reports that are designed to be informative for managers of WIA as a system, WIA centers, WIA programs, and partner programs. These include the One-Stop Monthly Report, the WIA Quarterly Overview of 17 Core Performance Measures, and the Key Managerial Report. Together, these provide managers with a variety of information that can be used in making the decisions that keep the system growing and ensure effective service delivery.

1. The One-Stop Monthly tracks statewide and regional customer flow for the programs in the One-Stop Centers. It reports the number of registrants and the number of people receiving services each month from WIA Title 1, Wagner-Peyser, Jobs First Employment Services, and Self-Services. An example of this report can be found on the following page.

| One-Stop Monthly Report | | | | | |
|---|---------------------------------|------------------------------------|------------------------|-----------------------------|-----------------------------|
| Data From October 2001 | | | | | |
| <i>Statewide</i> | New This Month | | Total Active Customers | | Served |
| | Total | Only tracked in this system | Total | Only tracked in this system | Received service this month |
| Individuals Recorded in Resource Center Barcode System | 3,780 | 1,323 | 5,348 | 1,709 | 5,348 |
| Individuals Recorded in the WIA Data System | 489 | 176 | 3,864 | 2,226 | 3,274 |
| Individuals Recorded in ES Data System | 12,812 | 11,014 | 73,864 | 67,368 | 9,704 |
| Individuals Recorded in the JFES Data System | 1,237 | 707 | 7,127 | 4,837 | 5,674 |
| Total Unduplicated Individuals | 13,220 | | 82,942 | | 20,676 |
| BARCODE | | | | | |
| | Total Individuals Served | | | | |
| Nov '00 | 3,129 | | | | |
| Dec '00 | 2,984 | | | | |
| Jan '01 | 4,370 | | | | |
| Feb '01 | 3,634 | | | | |
| Mar '01 | 4,132 | | | | |
| Apr '01 | 4,163 | | | | |
| May '01 | 4,278 | | | | |
| Jun '01 | 4,436 | | | | |
| Jul '01 | 4,578 | | | | |
| Aug '01 | 5,177 | | | | |
| Sep '01 | 4,540 | | | | |
| Oct '01 | 5,348 | | | | |
| Individuals Served in The Resource Center By Month | | | | | |
| | | | | | |
| WIA | | | | | |
| | Total Individuals Served | Total Individuals in System | | | |
| Nov '00 | 2,266 | 2,822 | | | |
| Dec '00 | 2,342 | 2,913 | | | |
| Jan '01 | 2,464 | 2,869 | | | |
| Feb '01 | 2,563 | 3,138 | | | |
| Mar '01 | 2,733 | 3,264 | | | |
| Apr '01 | 3,045 | 3,717 | | | |
| May '01 | 3,125 | 3,828 | | | |
| Jun '01 | 3,503 | 4,145 | | | |
| Jul '01 | 2,987 | 3,792 | | | |
| Aug '01 | 2,878 | 3,419 | | | |
| Sep '01 | 2,993 | 3,624 | | | |
| Oct '01 | 3,274 | 3,864 | | | |
| % Of Individuals Served in WIA By Month | | | | | |
| | | | | | |
| ES | | | | | |
| | Total Individuals Served | Total Individuals in System | | | |
| Nov '00 | 12,523 | 38,523 | | | |
| Dec '00 | 11,370 | 37,641 | | | |
| Jan '01 | 14,831 | 41,529 | | | |
| Feb '01 | 12,755 | 41,286 | | | |
| Mar '01 | 13,280 | 42,218 | | | |
| Apr '01 | 14,418 | 43,794 | | | |
| May '01 | 14,119 | 43,224 | | | |
| Jun '01 | 12,580 | 41,790 | | | |
| Jul '01 | 11,607 | 46,303 | | | |
| Aug '01 | 10,617 | 56,539 | | | |
| Sep '01 | 8,262 | 62,809 | | | |
| Oct '01 | 9,704 | 73,864 | | | |
| % Of Individuals Served in ES By Month | | | | | |
| | | | | | |
| JFES | | | | | |
| | Total Individuals Served | Total Individuals in System | | | |
| Nov '00 | | | | | |
| Dec '00 | | | | | |
| Jan '01 | 2,011 | 4,435 | | | |
| Feb '01 | 2,393 | 5,052 | | | |
| Mar '01 | 3,176 | 6,256 | | | |
| Apr '01 | 3,588 | 7,242 | | | |
| May '01 | 4,141 | 7,966 | | | |
| Jun '01 | 3,503 | 8,688 | | | |
| Jul '01 | 3,615 | 6,873 | | | |
| Aug '01 | 5,051 | 7,844 | | | |
| Sep '01 | 5,004 | 7,857 | | | |
| Oct '01 | 5,674 | 7,127 | | | |
| % of JFES Clients Served | | | | | |
| | | | | | |

2. The WIA Quarterly Overview of 17 Core Performance Measures tracks state and regional progress made toward achieving the performance targets for the seventeen measures mandated by WIA legislation for WIA Title 1. An example of this report can be found on the following page.

YEAR-END PERFORMANCE OUTCOMES FOR REPORT YEAR 2001
 DATA THAT BECAME AVAILABLE SEPTEMBER 30, 2001

Year-End!

Clients Exiting From October 1999 through September 2000 (Measures Using Data From Wage Records)

| | PERFORMANCE MEASURE | THIS REPORT INCLUDES DATA FOR EXITERS FROM THESE QTRS | | | | YEAR-END ACTUAL PERFORMANCE RY 2001 | | | TARGET | % OF TARGET |
|--------------------|------------------------------|---|---------|---------|--------------------------|-------------------------------------|---------|---------|--------|-------------|
| | | DEC '99 | MAR '00 | JUN '00 | SEP '00 | EXITERS JUL 1, '00 - SEP 30, '00 | | | | |
| Adults | Entered Employment | 73.7% | 75.5% | 65.5% | 69.8% | Numerator 878 | 69.8% | 72.0% | 97% | |
| | | | | | | Denominator 1,258 | | | | |
| | Employment Retention Rate | 85.0% | 85.3% | 82.3% | 81.2% | Numerator 1,013 | 83.6% | 78.0% | 107% | |
| | | | | | | Denominator 1,212 | | | | |
| | Earnings Change | \$3,569 | \$4,066 | \$3,722 | \$4,071 | Numerator \$4,613,215 | \$3,806 | \$3,100 | 123% | |
| | | | | | Denominator 1,212 | | | | | |
| | Employment & Credential Rate | 80.5% | 78.9% | 73.4% | 64.4% | Numerator 961 | 75.6% | 52.0% | 145% | |
| | | | | | Denominator 1,271 | | | | | |
| Dislocated Workers | Entered Employment | 71.6% | 77.5% | 63.1% | 69.7% | Numerator 3,366 | 69.1% | 76.0% | 91% | |
| | | | | | | Denominator 4,874 | | | | |
| | Employment Retention Rate | 91.7% | 89.0% | 89.2% | 90.0% | Numerator 3,031 | 90.0% | 85.0% | 106% | |
| | | | | | | Denominator 3,366 | | | | |
| | Earnings Replacement | 0.860 | 0.820 | 0.870 | 0.920 | Numerator \$44,164,123 | 0.866 | 0.820 | 106% | |
| | | | | | Denominator \$50,969,737 | | | | | |
| | Employment & Credential Rate | 86.1% | 78.1% | 71.5% | 25.4% | Numerator 1,326 | 67.3% | 52.0% | 129% | |
| | | | | | Denominator 1,970 | | | | | |
| Older Youth | Entered Employment | 75.8% | 71.0% | 67.5% | 64.3% | Numerator 112 | 69.6% | 66.0% | 105% | |
| | | | | | | Denominator 161 | | | | |
| | Employment Retention Rate | 80.6% | 78.1% | 80.0% | 70.0% | Numerator 121 | 79.1% | 76.0% | 104% | |
| | | | | | | Denominator 153 | | | | |
| | Earnings Change | \$2,451 | \$3,378 | \$3,206 | \$1,857 | Numerator \$459,101 | \$3,001 | \$3,100 | 97% | |
| | | | | | Denominator 153 | | | | | |
| | Employment & Credential Rate | 87.1% | 60.6% | 65.1% | 0.0% | Numerator 101 | 64.3% | 46.0% | 140% | |
| | | | | | Denominator 157 | | | | | |
| YY | Retention Rate | 100.0% | 100.0% | 100.0% | — | Numerator 124 | 100.0% | 53.0% | 189% | |
| | | | | | Denominator 124 | | | | | |

Clients Exiting From July 2000 through June 2001 (Data From Surveys and Case Manager Entries)

| | PERFORMANCE MEASURE | SEP '00 | DEC '00 | MAR '01 | JUN '01 | YEAR-END ACTUAL PERFORMANCE RY 2001 (EXITERS JUL 1, '00 - JUN 30, '01) | | TARGET | % OF TARGET |
|---------------|-------------------------|---------|---------|---------|----------------|--|-------|--------|-------------|
| Younger Youth | Skill Attainment Rate | 100.0% | 100.0% | 85.7% | 81.2% | Numerator 961 | 87.4% | 63.0% | 139% |
| | | | | | | Denominator 1,099 | | | |
| | Diploma/Equivalent Rate | 0.0% | 0.0% | 49.4% | 42.8% | Numerator 45 | 49.5% | 48.0% | 103% |
| | | | | | Denominator 91 | | | | |
| Survey | Participant | 67.1 | 67.3 | 75.4 | 72.5 | # of Surveys 1,351 | 69.9 | 68 | 103% |
| | Employer | 64.9 | 68.0 | 71.2 | 64.7 | # of Surveys 570 | 66.1 | 64 | 103% |

| Measure | Numerator Definitions | Denominator Definitions |
|---|---|---|
| Entered Employment (Adults, Dislocated Workers, Older Youth): | Exiters Unemployed at Registration and Employed 1st Qtr Post-Exit | Exiters Unemployed at Registration |
| Retention Rate (Adults, Dislocated Workers, Older Youth): | Exiters Emp'd 1st & 3rd Qtr Post-Exit | Exiters Employed 1st Qtr Post-Exit, Excluding OY in Post-Second. Exit |
| Retention Rate (Younger Youth): | Exiters Active in School, Military, Training 3rd Qtr Post-Exit | Exiters NOT in Secondary School |
| Earnings Change (Adults, Older Youth): | Wages 2 & 3 Qtrs Post-Exit - Wages 2 & 3 Qtrs Pre-Reg. | Exiters Employed 1st Qtr Post-Exit |
| Earnings Replacement (Dislocated Workers): | Sum of Wages 2 & 3 Qtrs Post-Exit | Sum of Wages 2 & 3 Quarters Pre- |
| Emp. & Credential Rate (Adults, Dislocated Workers): | Exiters Who Earned Credential and Employed 1st Qtr Post-Exit | Exiters Received Training Service |
| Credential Rate (Older Youth): | Exiters Who Earned a Credential within 3 Qtrs Post-Exit | Total Older Youth Exiters |
| Skill Attainment (Younger Youth) | # of Goals Attained | # of Goals Set |
| Diploma or Equivalent (Younger Youth) | Attained GED or Diploma within 1 Qtr Post-Exit | No Diploma or GED at Registration |

3. The Key Managerial Report is designed to fill two functions that can assist managers within the system: a) supply information about the interaction between partner programs and, b) through the use of leading indicators, provide early information about those performance measures that are tracked using DOL wage records. An example of this report can be found on the two following pages.

| CONNECTICUT KEY MANAGERIAL REPORT | | | | | | | SAMPLE DATA | | |
|-----------------------------------|--|---|--|------------------|-------------|--------------|--|-------|-------|
| STATEWIDE | | | | | | | REPORT PERIOD ENDING: SEPTEMBER 30, 2001 | | |
| OUTCOME MEASURES | | CURRENT QUARTER | PREVIOUS QUARTER | NUMERATOR | DENOMINATOR | PERF. TARGET | % OF TARGET ACHIEVED | | |
| SURVEY INFORMATION | WIA CUSTOMER SATISFACTION | | JUNE '01 | MAR. '01 | | | | | |
| | | PARTICIPANTS | 72.0 | 79.0 | | 400 | 68.0 | 106% | |
| | | EMPLOYERS | 65.0 | 70.0 | | 200 | 64.0 | 102% | |
| | WIA ENTERED EMPLOYMENT | | JUNE '01 | MAR. '01 | | | | | |
| | | ADULTS | 74.0% | 85.0% | 74 | 100 | 72.0% | 103% | |
| | | DISLOCATED WORKERS | 83.0% | 88.0% | 83 | 100 | 76.0% | 108% | |
| | | OLDER YOUTH | 60.0% | 80.0% | 12 | 20 | 66.0% | 91% | |
| | CLIENTS REPORTING HIGHER WAGES | | JUNE '01 | MAR. '01 | | | | | |
| | | ADULTS | 50.0% | 33.3% | 40 | 80 | | | |
| | | DISLOCATED WORKERS | 31.0% | 40.5% | 25 | 80 | | | |
| | | OLDER YOUTH | 80.0% | 75.0% | 8 | 10 | | | |
| | CREDENTIAL & EMP RATE AT EXIT | | JUNE '01 | MAR. '01 | | | | | |
| | | | 80.0% | 62.0% | 120 | 150 | | | |
| | PROCESS MEASURES | | CURRENT QUARTER | PREVIOUS QUARTER | NUMERATOR | DENOMINATOR | CURRENT QTR RANGE | | |
| WAGNER-PEYSE ES | | SEP. '01 | JUNE '01 | | | | | | |
| | | % OF ES REGISTRANTS NEWLY REGISTERED IN WIA DURING THE QTR | 2.0% | 1.8% | 1,400 | 70,000 | 3.6% | 0.7% | |
| | | OF ES REGS WHO REGISTERED FOR WIA, % WHO DID SO WITHIN 90 DAYS OF ES REG. | 70.0% | 73.2% | 700 | 1,000 | 83.3% | 56.8% | |
| | | % OF ES REGISTRANTS USING SELF-SERVICE IN THE QTR | 10.0% | 9.8% | 7,000 | 70,000 | 17.2% | 4.6% | |
| | | % OF ES REGS SERVED WHO RECEIVED ES SERVICES ON MORE THAN ONE VISIT | 30.0% | 26.7% | 7,200 | 24,000 | 37.7% | 24.2% | |
| | WIA | | % OF WIA CLIENTS ACTIVE IN WIA TRAINING OR INTENSIVE SERVICES (OTHER THAN AVERAGE # OF DAYS FROM WIA REGISTRATION TO FIRST WIA SERVICE (OTHER THAN | 70.0% | 59.8% | 2,100 | 3,000 | 97.5% | 36.9% |
| | | | | 6 | 4 | | 500 | 27 | 0 |
| | | | % OF WIA CLIENTS WITH A WIA SERVICE IN THE QUARTER | 90.0% | 86.4% | 3,600 | 4,000 | 99.5% | 52.0% |
| | | | % OF WIA CLIENTS USING SELF-SERVICE | 20.0% | 16.8% | 800 | 4,000 | 25.2% | 6.1% |
| | JFES | | % OF JFES CLIENTS NEWLY REGISTERED IN WIA | 1.0% | 0.9% | 90 | 9,000 | 2.2% | 0.1% |
| | | | AVERAGE # OF DAYS FROM JFES ENTRY TO FIRST WIA SERVICE | 96 | 98 | | 150 | 107 | 75 |
| | | | % OF JFES CLIENTS WITH A WIA SERVICE IN THE QUARTER | 3.0% | 2.0% | 270 | 9,000 | 6.4% | 0.6% |
| | | | % OF JFES CLIENTS USING SELF-SERVICE | 8.0% | 7.6% | 720 | 9,000 | 33.4% | 0.6% |
| | SELF-SERVICE | | % OF SELF-SERVICE CLIENTS WHO DID NOT USE THE RESOURCE ROOM IN THE PREVIOUS | 75.0% | 76.3% | 7,500 | 10,000 | 88.7% | 70.1% |
| | | % OF CUSTOMERS USING SELF-SERVICES MORE THAN ONCE | 50.0% | 42.0% | 5,000 | 10,000 | 43.1% | 36.6% | |
| | | AVERAGE # OF VISITS BY A CLIENT | 2.73 | 2.73 | 11,000 | 30,000 | 3.20 | 1.95 | |
| | | % OF SELF-SERVICE CLIENTS WHO DID NOT TAKE ANY OTHER SERVICE | 50.0% | 43.4% | 5,500 | 11,000 | 58.7% | 38.9% | |

| CONNECTICUT KEY MANAGERIAL REPORT | | | | | | | | |
|---|--|--------------------|----------------------|------------------|----------------------------------|----------------------------------|-------------------------|----------------|
| STATEWIDE | | | | | | | | |
| REPORT PERIOD ENDING: SEPTEMBER 30, 2001 | | | | | | | | |
| CUSTOMER FLOW | | CURRENT QUARTER | PREVIOUS QUARTER | | | | | |
| | | SEP. '01 | JUNE '01 | | | | | |
| NON-WIA CUSTOMERS FROM PREVIOUS QTR | | 45,000 | 45,000 | | | | | |
| NEW NON-WIA CUSTOMERS | | 30,000 | 30,000 | | | | | |
| TOTAL NON-WIA CUSTOMERS IN THE QTR | | 75,000 | 75,000 | | | | | |
| WIA CUSTOMERS FROM PREVIOUS QTR | | 3,000 | 3,000 | | | | | |
| NEW WIA CUSTOMERS | | 1,500 | 1,500 | | | | | |
| TOTAL WIA CUSTOMERS IN THE QUARTER | | 4,000 | 4,000 | | | | | |
| TOTAL ONE-STOP CUSTOMERS IN QTR | | 79,000 | 79,000 | | | | | |
| WIA CLIENTS ACTIVE IN TRAINING WHO ENROLLED IN A PREVIOUS QTR | | 600 | 600 | | | | | |
| WIA CLIENTS NEWLY ENROLLED IN TRAINING | | 800 | 800 | | | | | |
| TOTAL ES INACTIVATIONS IN THE QTR | | 11,000 | 11,000 | | | | | |
| TOTAL JFES EXITERS IN THE QTR | | 2,500 | 2,500 | | | | | |
| TOTAL WIA EXITERS IN THE QTR | | 400 | 400 | | | | | |
| CROSSTABS | | | | | | | | |
| CROSSTABS OF CLIENTS IN SYSTEMS | Clients -- Active Registrants In Multiple Systems In The Report Quarter | | | | REG'D IN MULTIPLE SYSTEMS | REG'D IN THIS SYSTEM ONLY | TOTAL CLIENTS REG'D | |
| | | | | | SELF-SERVICE | 7,250 | 3,750 | 11,000 |
| | | | | | JFES | 700 | 3,000 | 6,000 |
| | | | | | WIA | 300 | 700 | 2,000 |
| | | | | | WAGNER-PEYSER ES | 1,600 | 2,750 | 7,000 |
| | | | | | WAGNER-PEYSER ES | 10,000 | 60,000 | 70,000 |
| | Clients -- Served In Multiple Systems In The Report Quarter | | | | SERVED IN MULTIPLE SYSTEMS | SERVED IN THIS SYSTEM ONLY | TOTAL CLIENTS SERVED | |
| | | | | | SELF-SERVICE | 6,000 | 5,000 | 11,000 |
| | | | | | JFES | 600 | 2,000 | 5,000 |
| | | | | | WIA | 250 | 700 | 1,000 |
| | | | | WAGNER-PEYSER ES | 700 | 1,350 | 5,000 | |
| | | | | WAGNER-PEYSER ES | 7,000 | 19,000 | 26,000 | |
| ACTIVITIES IN THE QUARTER | Individuals Served By Service Category | | | | | | | |
| | | | ASSESSMT | JOB SEARCH | JOB READINESS | BASIC ED. | SUPPORT SERV. | OCC. SKILLS |
| | WAGNER-PEYSER EMPLOYMENT SERVICE | | 10,000 | 20,000 | | | | |
| | WORKFORCE INVESTMENT ACT | | 1,000 | 2,000 | 400 | 250 | 250 | 2,000 |
| | JOBS FIRST EMPLOYMENT SERVICE | | | 3,000 | 600 | 800 | 300 | 1,000 |
| | Workforce Investment Act (Adults/DW) | | SERVED | CORE | INTENSIVE | TRAINING | SERVED | CLIENTS |
| | | | | 1,500 | 2,000 | 1,500 | 2,500 | 3,000 |
| | | | % OF TOTAL ADULTS/DW | 50.0% | 66.7% | 50.0% | 83.3% | 100.0% |
| | Workforce Investment Act (Older/Younger Youth) | | SERVED | WORK RELATED | ACADEMIC | SUMMER | SERVED | CLIENTS |
| | | | | 400 | 500 | 200 | 750 | 1,000 |
| | | % OF TOTAL YOUTH | 40.0% | 50.0% | 20.0% | 75.0% | 100.0% | |

In June 2001, three one-day workshops were held in different geographic locations to enhance users' understanding of these three reports. The audience for this training included management staff from the Workforce Investment Boards, the One-Stop Operators, and the partner programs involved in the WIA system. The purpose of the training was to provide that audience with an understanding of how to use the WIA performance reports to foster continuous improvement and, ultimately, evolve the state's WIA system into a high performance work organization. This was done by reviewing each report and introducing attendees to both the Baldrige award criteria and various continuous improvement tools.

Program Quality Appraisal

During Program Year 2000, the Quality Program Review Unit of the Department of Labor conducted Youth Program quality appraisals on each of the eight Workforce Investment Areas in Connecticut. The reviews were intended to be a comprehensive evaluation on how Connecticut had transitioned its youth programs and systems to meet the requirements of WIA.

The areas of review and the findings were:

1. Composition/Organization of Youth Councils

All areas have developed mission statements, by-laws and conflict of interest provisions. Most areas were meeting regularly and had set up subcommittees as necessary. Some were still struggling with trying to fill all the required slots but were expected to be in compliance shortly.

2. Relationships

All areas had youth councils as subcommittee to their full boards. They have been given responsibility for Youth Program oversight, Requests for Proposals, and Proposal Review. Their recommendations for funding are subject to full board notification. All areas have taken steps to coordinate with other youth councils that exist in their area to better coordinate funding and delivery of youth services.

3. Responsibilities

The reviewers looked at Planning, Program Recommendations, Eligible Program Oversight, and coordinating youth activities. In all cases, the areas have taken steps to have the youth councils develop the youth portions of their five-year plans and requests for proposals. They have also been involved in the review of providers and in coordinating youth activities with other programs and regions. In some cases, steps have been taken to give the local youth council the primary role in setting the youth agenda for the area. All local areas have integrated school to career concepts into WIA and are looking for other ways to strengthen the connection.

4. Recruitment

All areas have developed procedures to identify responsibilities for recruitment. They had all specifically targeted the youth population to be served. They had developed marketing strategies to bring youth into the programs through the newspaper, school

guidance counselors, etc. They were recruiting youth at various hours throughout the community, including halfway houses, court houses, adult education, alternative incarceration programs, faith-based organizations, and youth services bureau.

5. Eligibility Determinations

None of the local areas had yet identified additional criteria for eligibility. All had defined deficient in basic literacy skills. All areas were dealing with challenges on soliciting eligibility items but were working on ways to improve this. All areas felt the removal of "Free Lunch" as an eligibility item caused recruitment problems.

6. Testing; Objective Assessment; Service Strategies

In most areas, the One-Stop or Program Operator had the responsibility for these functions. The Connecticut Competency System (CCS) system was the testing instrument for younger youth in most areas. In most areas, the program operator was setting the basic skills goals. Academic enrichment was being used during the summer as part of a project based system.

Program Design - Out of School Expenditures; Incorporation of PEPNET and Levitan Principles; WIA Ten Program Elements; Documentation of Provision of Services; Year-Round Program Linkage Strategies

All areas appear to be meeting or exceeding Out-of-School Youth expenditure requirements. They have all incorporated PEPNET and Levitan principles.

Each area has also addressed through WIA or other youth funding the ten required program elements. All areas were working to provide documentation of required elements in the statewide management information system. Every area's RFPs incorporated the year-round service strategy and were reinforcing this through better training and technical assistance. Many had also developed various successful strategies for keeping youth involved on a long-term basis.

7. Connections with Other Programs - Job Corps and Youth Opportunity Grants; One-Stop; School-to-Career

All areas have Job Corps representatives on their Youth Councils. One area with a Youth Opportunity Grant has integrated information technology, referrals, co-enrollments and a Memorandum of Understanding for training opportunities.

All areas either have or are in the process of developing youth one-stops. Connectivity is being provided through special tours, workshops, and other presentations to eligible youth. One area was awarded a US DOL youth planning grant and is working with Job Corps to make their One-Stop Center youth-friendly.

8. Summer Component Timekeeping and Payroll Procedures

All areas had established policies covering payroll and time and attendance. All had participant handbooks outlining these procedures.

9. Management Information System

All areas had procedures and/or operations set up to accommodate the recording of participant data into the statewide management information system.

10. Data Collection

Many areas collect information in addition to that required by the WIA state system.

11. Summer Component Monitoring

All areas had monitoring systems in place and working. Findings from the reviews went to the areas' youth councils.

12. Follow-Up Activities

All areas were providing youth follow-up activities. They included telephone contact with youth, parents, employers, etc.

13. Leveraging Other Funding

All areas would like to utilize other funds, but at this time only four had completed an inventory of all funding streams. Some areas did have additional funds to supplement summer jobs for youth not meeting WIA or State eligibility guidelines.

14. Customer and Employer Feedback

Feedback from customers and employers have been obtained from a variety of sources including surveys, monitoring, site visits, interviews and telephone calls. As a result of this feedback, areas have made changes in program design; RFPs have been made easier to respond to; client services were made friendlier and One-Stops made more handicap friendly.

The Youth Appraisal Reviews resulted in the evaluators finding areas having the following challenges to meet during first-year implementation:

1. Difficulty in attracting and retaining required membership on the youth councils.
2. Educating the entire system about the year-round programming vs. JTPA summer projects.
3. Finding sufficient funding to provide staff support to youth council.
4. Difficulties in having emergency services available in all areas.
5. Difficulty in obtaining and using Connecticut Mastery Test scores from local boards of education.
6. Difficulty in working with various school districts to transport students in after-school programs.

Additionally, WIA local administrators commented on the following issues of concern:

1. The need for a new level of coordination among local partners.
2. Concern with performance measures that may not be realistic.
3. The awareness of the magnitude of developing and coordination of a large year-round program for youth.

Finally, the evaluation found that all the workforce investment areas have achieved new levels of excellence in the delivery of youth programming during this first year of the Workforce Investment Act. They have built on the best practices of JTPA work-based projects to deliver services in a year-round (sometimes multi-year) program.

In general, evaluators found common elements among the areas, which contribute to a successful program:

- Dedicated, creative staff (WIB, One Stop, and Program Operators) who are strongly invested in the delivery of quality services to youth;
- Case managers and program operator staff who are often part of the community they serve and as a result, can provide support to clients 24 hours a day / 7 days a week.
- Creative use of multiple funding streams to allow for the provision of wrap-around services (additional services such as social services, housing, substance abuse and domestic violence service); and
- Good communication among staff from different agencies.

The eight regional quality appraisals were combined into a statewide roll-up report that was presented to the CETC Youth Committee in conjunction with that committee's policy oversight of youth activities

Overall Quality Appraisal Reviews

The Department of Labor's Quality Program Review Unit has designed and begun to implement a review and evaluation tool for all local WIA areas in Connecticut. This tool, which has been introduced and completed for one area of the state, will be used in all areas over the next two years. The tool consists of two parts. The first is to perform an organizational review of the area. It will examine in detail the following areas:

1. Organizational structure of the area
2. Local Chief Elected Official Agreement
3. WIB By-Laws
 - a. Appointment of members
 - b. Meetings
 - c. Conflict of interest
4. Performance accountability
5. Consortium Agreements covering questions as to members of the consortium; how they work together.
6. Policy Development (will examine policies the board has developed and how they are working).
7. Memorandum of Understanding (examining rules and responsibilities, training, coordination, client services, allocation of costs, etc.)

The second part of the appraisal deals with WIA case management for Adults and Dislocated Workers. We feel this is an excellent companion piece to our previously mentioned youth appraisal reviews. The areas this review will cover include:

1. Referral process for Adults and Dislocated Workers (client flow process)
2. Eligibility Determination (will include registration policy; adult priority of service; TANF priority; Dislocated Worker priority policy; self sufficiency); moving from service to service coordination; cross training.
3. Intensive Services (will include assessment of basic skills; testing instruments; individual employment plan development; customer contact; linkages)
4. Training Services (examining comparable core and intensive services; equal access to training; exhausting of other funding sources; training prioritization; occupations in demand) Employer Services (Types of services provided, outreach and employer relations; retention activities)
5. Record Keeping (examining the who's and how's of record keeping; timeframes; record retention)
6. Contract Outcomes and Performance Goals (examining performance goals; clients served and services received; ITAs issued and OJTs developed; employer services)

WIA Management Information System

The Connecticut Department of Labor went through an extensive project to modify its JTPA Management Information System so that it could, on a temporary basis, serve the data collection and reporting needs of the Workforce Investment Act. Staff of the Connecticut Department of Labor's Quality Program Review Unit and Information Technology worked hand in hand with local boards' WIA administrative staff to design a cost effective system that could serve their WIA needs for the first two years of the program and train all those that needed to use the system. The system was enhanced so that it allows for collection, and reporting of all data necessary to for eligibility determination and federal, state and local WIA reporting needs. The system was also changed to allow for reporting on partner program activities and provides for collection of WIA follow-up information for up to one year. It provides local areas with monthly reports on participant characteristics, outcomes, and activities. It also provides monthly tickler notices on clients requiring follow-up and provides for automatic notice on potential soft-exiters. The system has been used by Connecticut Department of Labor to assist in the ongoing reviews of local performance. It will be utilized as the framework for our new WIA business system described later in this report.

Current and Future Projects

WIA Business System

The State of Connecticut has invested several million dollars into the development of case management system for recipients of TANF Employment Services. The state is working to leverage the functionality and programs that have been built into this system. The goal is to develop a WIA Business System that will meet all the functional requirements of the WIA system.

A. To add additional WorkforcePlus® modules to support the requirements of the Workforce Investment Act, including the following:

1. One-Stop Self Service and Operational Support
2. Connecticut Job and Resume Bank
3. Labor Exchange
4. Employer Contact Management
5. Labor Market Information
6. One-Stop Case Management and Service Provider Integration
7. WIA Partner Programs
8. Individual Training Accounts and Benefit Issuance
9. Eligible Provider List
10. Reports

Capacity Building

The Office for Workforce Competitiveness has contracted with the Connecticut Department of Labor to assess the needs of workforce development staff in the One-Stops; design or procure training for One-Stop frontline staff, regional workforce board staff.

A needs assessment has been completed. Based upon the data collected training priorities have been developed. The first round of training will be in the spring. In addition, the Service Providers sub-committee of the CETC has conducted two forums for front line professionals with another planned for the spring of 2002.

TABULAR SECTION

Table A - Workforce Investment Act Customer Satisfaction Results

| | Negotiated Performance Level | Actual Performance Level — American Customer Satisfaction Index | Number of Customers Surveyed | Number of Customers Eligible for the Survey |
|-----------------------------|------------------------------|---|------------------------------|---|
| Program Participants | 68.0 | 69.9 | 1,351 | 2,475 |
| Employers | 64.0 | 66.1 | 570 | 995 |

Table B - Adult Program Results At-A-Glance

| | Negotiated Performance Level | Actual Performance Level | | |
|---------------------------------------|------------------------------|--------------------------|-------------|-------------|
| Entered Employment | 72.0% | 69.8% | 878 | Numerator |
| | | | 1,258 | Denominator |
| Employment Retention Rate | 78.0% | 83.6% | 1,013 | Numerator |
| | | | 1,212 | Denominator |
| Earnings Change in Six Months | \$3,100 | \$3,806 | \$4,613,215 | Numerator |
| | | | 1,212 | Denominator |
| Employment and Credential Rate | 52.0% | 75.6% | 961 | Numerator |
| | | | 1,271 | Denominator |

Table C - Outcomes for Adult Special Populations

| Reported Information | Public Assistance Recipients Receiving Intensive or Training Services | | Veterans | | Individuals With Disabilities | | Older Individuals | | |
|---------------------------------------|---|-------------|----------|-----------|-------------------------------|-----------|-------------------|-----------|-----|
| | | | | | | | | | |
| Entered Employment | 69.8% | 331 | 67.9% | 57 | 52.8% | 66 | 55.5% | 61 | Num |
| | | 474 | | 84 | | 125 | | 110 | Den |
| Employment Retention Rate | 82.1% | 339 | 82.6% | 57 | 82.5% | 66 | 78.9% | 56 | Num |
| | | 413 | | 69 | | 80 | | 71 | Den |
| Earnings Change in Six Months | \$4,371 | \$1,805,212 | \$5,287 | \$364,791 | \$3,632 | \$290,546 | \$2,751 | \$195,343 | Num |
| | | 413 | | 69 | | 80 | | 71 | Den |
| Employment and Credential Rate | 74.1% | 312 | 68.1% | 47 | 59.6% | 59 | 65.8% | 50 | Num |
| | | 421 | | 69 | | 99 | | 76 | Den |

Table D - Other Outcome Information for the Adult Program

| Reported Information | Individuals Who Received Training Services | | Individuals Who Received Only Core and Intensive Services | | |
|--------------------------------|--|-------------|---|-----------|-------------|
| | | | | | |
| Entered Employment | 73.5% | 689 | 58.9% | 189 | Numerator |
| | | 937 | | 321 | Denominator |
| Employment Retention Rate | 84.4% | 817 | 80.3% | 196 | Numerator |
| | | 968 | | 244 | Denominator |
| Earnings Change in Six Months | \$3,978 | \$3,850,442 | \$3,126 | \$762,773 | Numerator |
| | | 968 | | 244 | Denominator |
| Employment and Credential Rate | 75.6% | 961 | | | Numerator |
| | | 1,271 | | | Denominator |

Table E - Dislocated Worker Program Results At-A-Glance

| Reported Information | Negotiated Performance Level | | Actual Performance Level | | |
|--------------------------------|------------------------------|--|--------------------------|--------------|-----------|
| | | | | | |
| Entered Employment | 76% | | 69.1% | 3,366 | Numerator |
| | | | 4,874 | Denominator | |
| Employment Retention Rate | 85% | | 90.0% | 3,031 | Numerator |
| | | | 3,366 | Denominator | |
| Earnings Replacement Rate | 0.82 | | 0.866 | \$44,164,123 | Numerator |
| | | | \$50,969,737 | Denominator | |
| Employment and Credential Rate | 52.0% | | 67.3% | 1,326 | Numerator |
| | | | 1,970 | Denominator | |

Table F - Outcomes for Dislocated Worker Special Populations

| Reported Information | Veterans | | Individuals With Disabilities | | Older Individuals | | Displaced Homemakers | | |
|--------------------------------|----------|-------------|-------------------------------|-------------|-------------------|-------------|----------------------|-----------|-----|
| | | | | | | | | | |
| Entered Employment | 66.8% | 402 | 57.3% | 126 | 58.2% | 444 | 68.8% | 22 | Num |
| | | 602 | | 220 | | 763 | | 32 | Den |
| Employment Retention Rate | 88.1% | 354 | 86.5% | 109 | 89.0% | 395 | 95.5% | 21 | Num |
| | | 402 | | 126 | | 444 | | 22 | Den |
| Earnings Replacement Rate | 0.806 | \$5,818,826 | 0.865 | \$1,323,517 | 0.709 | \$5,396,483 | 1.347 | \$216,283 | Num |
| | | \$7,219,885 | | \$1,529,852 | | \$7,613,658 | | \$160,529 | Den |
| Employment and Credential Rate | 66.7% | 174 | 63.4% | 45 | 55.3% | 166 | 56.3% | 9 | Num |
| | | 261 | | 71 | | 300 | | 16 | Den |

Table G - Other Outcome Information for the Dislocated Worker Program

| Reported Information | Individuals Who Received Training Services | | Individuals Who Received Only Core and Intensive Services | | |
|--------------------------------|--|--------------|---|--------------|-------------|
| | | | | | |
| Entered Employment | 75.9% | 1,496 | 64.4% | 1,870 | Numerator |
| | | 1,970 | | 2,904 | Denominator |
| Employment Retention Rate | 90.9% | 1,360 | 89.4% | 1,671 | Numerator |
| | | 1,496 | | 1,870 | Denominator |
| Earnings Replacement Rate | 0.924 | \$19,592,314 | 0.825 | \$24,571,809 | Numerator |
| | | \$21,195,847 | | \$29,773,890 | Denominator |
| Employment and Credential Rate | 67.3% | 1,326 | | | Numerator |
| | | 1,970 | | | Denominator |

Table H - Older Youth Program Results At-A-Glance

| Reported Information | Negotiated Performance Level | Actual Performance Level | | |
|--------------------------------|------------------------------|--------------------------|-----------|-------------|
| | | | | |
| Entered Employment | 66.0% | 69.6% | 112 | Numerator |
| | | | 161 | Denominator |
| Employment Retention Rate | 76.0% | 79.1% | 121 | Numerator |
| | | | 153 | Denominator |
| Earnings Change in Six Months | \$3,100 | \$3,001 | \$459,101 | Numerator |
| | | | 153 | Denominator |
| Employment and Credential Rate | 46.0% | 64.3% | 101 | Numerator |
| | | | 157 | Denominator |

Table I - Outcomes for Older Youth Special Populations

| Reported Information | Public Assistance Recipients | | Veterans | | Individuals With Disabilities | | Out-of-School Youth | | |
|--------------------------------|------------------------------|-----------|----------|-----|-------------------------------|----------|---------------------|-----------|-----|
| | | | | | | | | | |
| Entered Employment | 71.0% | 49 | — | 0 | 46.7% | 7 | 72.1% | 98 | Num |
| | | 69 | | 0 | | 15 | | 136 | Den |
| Employment Retention Rate | 77.0% | 47 | — | 0 | 90.9% | 10 | 78.1% | 100 | Num |
| | | 61 | | 0 | | 11 | | 128 | Den |
| Earnings Change in Six Months | \$3,984 | \$242,996 | — | \$0 | \$3,973 | \$43,701 | \$3,035 | \$388,495 | Num |
| | | 61 | | 0 | | 11 | | 128 | Den |
| Employment and Credential Rate | 58.1% | 36 | — | 0 | 63.6% | 7 | 64.4% | 85 | Num |
| | | 62 | | 0 | | 11 | | 132 | Den |

Table J - Younger Youth Program Results At-A-Glance

| | Negotiated Performance Level | Actual Performance Level | | |
|-----------------------------------|------------------------------|--------------------------|-------|-------------|
| Skill Attainment | 63% | 87.4% | 961 | Numerator |
| | | | 1,099 | Denominator |
| Diploma or Equivalent Rate | 48% | 49.5% | 45 | Numerator |
| | | | 91 | Denominator |
| Retention Rate | 53% | 100.0% | 124 | Numerator |
| | | | 124 | Denominator |

Table K - Outcomes for Younger Youth Special Populations

| Reported Information | Public Assistance Recipients | | Individuals With Disabilities | | Out-of-School Youth | | |
|-----------------------------------|------------------------------|-----|-------------------------------|-----|---------------------|-----|-------------|
| Skill Attainment | 85.7% | 251 | 93.2% | 205 | 81.5% | 123 | Numerator |
| | | 293 | | 220 | | 151 | Denominator |
| Diploma or Equivalent Rate | 53.3% | 8 | 64.7% | 22 | 25.7% | 9 | Numerator |
| | | 15 | | 34 | | 35 | Denominator |
| Retention Rate | 100.0% | 27 | 100.0% | 20 | 100.0% | 54 | Numerator |
| | | 27 | | 20 | | 54 | Denominator |

Table L - Other Reported Information

| | Placements for Participants in Nontraditional Employment | | Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment | | Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services | | |
|---------------------------|--|-------|--|------------|--|-------|-------------|
| Adults | 2.3% | 20 | \$3,384 | 2,970,805 | 68.2% | 470 | Numerator |
| | | 878 | | 878 | | 689 | Denominator |
| Dislocated Workers | 1.9% | 65 | \$6,405 | 21,559,819 | 71.5% | 1,070 | Numerator |
| | | 3,366 | | 3,366 | | 1,496 | Denominator |
| Older Youth | 0.9% | 1 | \$2,093 | 234,363 | | | Numerator |
| | | 112 | | 112 | | | Denominator |

Table M - Participation Levels

| | Total Participants Served | Total Exiters |
|---------------------------|---------------------------|---------------|
| Adults | 1896 | 685 |
| Dislocated Workers | 2755 | 1632 |
| Older Youth | 266 | 129 |
| Younger Youth | 1190 | 632 |

Table N - Cost of Program Activities

| Program Activity | | Total Federal Spending |
|---|-------------------------------------|-------------------------------|
| Local Adults | | \$3,956,460 |
| Local Dislocated Workers | | \$3,297,438 |
| Local Youth | | \$4,943,583 |
| Rapid Response (up to 25%) | | \$1,801,002 |
| Statewide Required Activities (up to 15%) | | \$3,552,759 |
| Statewide Allowable Activities | Program Activity Description | |
| | Staff Development and Training | \$9,159 |
| | | |
| | | |
| Total of All Federal Spending Listed Above | | <i>\$17,560,401</i> |

Table O - Local Performance

| | | | |
|---|----------------------------------|---------------------------|-----|
| Local Area Name Bridgeport Region | Total Participants Served | Adults | 656 |
| | | Dislocated Workers | 742 |
| | | Older Youth | 67 |
| | | Younger Youth | 129 |
| ETA Assigned # 09005 | Total Exiters | Adults | 85 |
| | | Dislocated Workers | 348 |
| | | Older Youth | 17 |
| | | Younger Youth | 33 |

| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|---|---------------------------------------|---|-----------------|
| Customer Satisfaction | Program Participants | 59.0 | 71.4 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 72.0% | 75.1% | <i>Exceeded</i> |
| | Dislocated Workers | 77.6% | 72.0% | Met |
| | Older Youth | 66.6% | 77.1% | <i>Exceeded</i> |
| Retention Rate | Adults | 74.0% | 81.2% | <i>Exceeded</i> |
| | Dislocated Workers | 85.9% | 90.0% | <i>Exceeded</i> |
| | Older Youth | 72.7% | 79.4% | <i>Exceeded</i> |
| | Younger Youth | 58.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$3,888 | <i>Exceeded</i> |
| | Dislocated Workers | 0.677 | 1.00 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$2,850 | Met |
| Credential/Diploma Rate | Adults | 54.3% | 83.3% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 43.6% | Met |
| | Older Youth | 45.7% | 73.5% | <i>Exceeded</i> |
| | Younger Youth | 40.0% | 25.0% | Not Met |
| Skill Attainment Rate | Younger Youth | 57.0% | 86.6% | <i>Exceeded</i> |
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) | |
| | 1 | 3 | 12 | |

WIA Annual Report (July 2000-June 2001)
 Connecticut

| | | | |
|--|----------------------------------|---------------------------|-----|
| Local Area Name Mid-Connecticut Region | Total Participants Served | Adults | 212 |
| | | Dislocated Workers | 234 |
| | | Older Youth | 21 |
| | | Younger Youth | 132 |
| ETA Assigned # 09010 | Total Exiters | Adults | 99 |
| | | Dislocated Workers | 78 |
| | | Older Youth | 8 |
| | | Younger Youth | 83 |

Negotiated Performance Level Actual Performance Level Status

| | | | | |
|---|-----------------------------|-------------|---------|-----------------|
| Customer Satisfaction | Program Participants | 67.0 | 70.0 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 68.8% | 71.5% | <i>Exceeded</i> |
| | Dislocated Workers | 73.5% | 80.7% | <i>Exceeded</i> |
| | Older Youth | 64.5% | 60.0% | Met |
| Retention Rate | Adults | 77.1% | 89.8% | <i>Exceeded</i> |
| | Dislocated Workers | 83.8% | 96.6% | <i>Exceeded</i> |
| | Older Youth | 74.8% | 95.0% | <i>Exceeded</i> |
| | Younger Youth | 52.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$4,130 | <i>Exceeded</i> |
| | Dislocated Workers | 0.782 | 0.902 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$3,497 | <i>Exceeded</i> |
| Credential/Diploma Rate | Adults | 54.3% | 77.1% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 83.2% | <i>Exceeded</i> |
| | Older Youth | 45.7% | 80.0% | <i>Exceeded</i> |
| | Younger Youth | 45.0% | 61.5% | <i>Exceeded</i> |
| Skill Attainment Rate | Younger Youth | 69.0% | 87.8% | <i>Exceeded</i> |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 0 | 1 | 15 |

| | | | |
|------------------------|----------------------------------|---------------|-----|
| Local Area Name | Total Participants Served | Adults | 122 |
|------------------------|----------------------------------|---------------|-----|

| | | | |
|------------------------------------|----------------------|---------------------------|----|
| Danbury-Torrington Region | | Dislocated Workers | 70 |
| | | Older Youth | 3 |
| | | Younger Youth | 71 |
| ETA Assigned # 09015 | Total Exiters | Adults | 85 |
| | | Dislocated Workers | 55 |
| | | Older Youth | 3 |
| | | Younger Youth | 46 |

Negotiated Performance Level Actual Performance Level Status

| | | | | |
|---|-----------------------------|-------------|---------|-----------------|
| Customer Satisfaction | Program Participants | 67.0 | 74.4 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 74.1% | 67.5% | Met |
| | Dislocated Workers | 76.6% | 72.1% | Met |
| | Older Youth | 67.7% | 60.0% | Met |
| Retention Rate | Adults | 79.1% | 88.9% | <i>Exceeded</i> |
| | Dislocated Workers | 85.9% | 88.3% | <i>Exceeded</i> |
| | Older Youth | 75.8% | 100.0% | <i>Exceeded</i> |
| | Younger Youth | 52.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$4,267 | <i>Exceeded</i> |
| | Dislocated Workers | 0.910 | 0.938 | <i>Exceeded</i> |
| | Older Youth | \$3,425 | \$5,276 | <i>Exceeded</i> |
| Credential/Diploma Rate | Adults | 54.3% | 80.0% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 73.0% | <i>Exceeded</i> |
| | Older Youth | 45.7% | 20.0% | Not Met |
| | Younger Youth | 69.0% | 25.0% | Not Met |
| Skill Attainment Rate | Younger Youth | 55.0% | 0.0% | Not Met |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 3 | 3 | 10 |

| | | | |
|--|----------------------------------|---------------------------|----|
| Local Area Name Northeast Region | Total Participants Served | Adults | 60 |
| | | Dislocated Workers | 41 |

| | | | |
|------------------------------------|----------------------|---------------------------|----|
| | | Older Youth | 20 |
| | | Younger Youth | 99 |
| ETA Assigned # 09020 | Total Exiters | Adults | 39 |
| | | Dislocated Workers | 20 |
| | | Older Youth | 8 |
| | | Younger Youth | 23 |

| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|-----------------------------|------------------------------|--------------------------|-----------------|
| Customer Satisfaction | Program Participants | 69.0 | 80.1 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 72.0% | 68.4% | Met |
| | Dislocated Workers | 77.6% | 70.7% | Met |
| | Older Youth | 66.6% | 66.7% | <i>Exceeded</i> |
| Retention Rate | Adults | 80.2% | 78.8% | Met |
| | Dislocated Workers | 85.9% | 92.7% | <i>Exceeded</i> |
| | Older Youth | 77.9% | 64.7% | Met |
| | Younger Youth | 52.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$3,247 | <i>Exceeded</i> |
| | Dislocated Workers | 0.875 | 0.955 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$2,994 | Met |
| Credential/Diploma Rate | Adults | 38.0% | 68.3% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 69.1% | <i>Exceeded</i> |
| | Older Youth | 40.6% | 33.3% | Met |
| | Younger Youth | 36.0% | 25.0% | Not Met |
| Skill Attainment Rate | Younger Youth | 57.0% | 83.3% | <i>Exceeded</i> |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 1 | 6 | 9 |

| | | | |
|---|----------------------------------|---------------------------|-----|
| Local Area Name Hartford Region | Total Participants Served | Adults | 424 |
| | | Dislocated Workers | 261 |

| | | | |
|-----------------------|----------------------|---------------------------|-----|
| | | Older Youth | 56 |
| | | Younger Youth | 302 |
| ETA Assigned # | | Adults | 156 |
| 09025 | Total Exiters | Dislocated Workers | 133 |
| | | Older Youth | 17 |
| | | Younger Youth | 175 |

| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|-----------------------------|------------------------------|--------------------------|-----------------|
| Customer Satisfaction | Program Participants | 67.0 | 69.9 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 75.2% | 69.3% | Met |
| | Dislocated Workers | 76.6% | 76.3% | Met |
| | Older Youth | 65.6% | 64.3% | Met |
| Retention Rate | Adults | 80.2% | 80.4% | <i>Exceeded</i> |
| | Dislocated Workers | 87.0% | 91.9% | <i>Exceeded</i> |
| | Older Youth | 75.8% | 77.8% | <i>Exceeded</i> |
| | Younger Youth | 52.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,199 | \$3,708 | <i>Exceeded</i> |
| | Dislocated Workers | 0.921 | 0.857 | Met |
| | Older Youth | \$2,855 | \$2,919 | <i>Exceeded</i> |
| Credential/Diploma Rate | Adults | 48.9% | 74.5% | <i>Exceeded</i> |
| | Dislocated Workers | 46.5% | 79.1% | <i>Exceeded</i> |
| | Older Youth | 48.7% | 77.8% | <i>Exceeded</i> |
| | Younger Youth | 55.0% | — | |
| Skill Attainment Rate | Younger Youth | 57.0% | 90.3% | <i>Exceeded</i> |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 0 | 4 | 11 |

| | | | |
|-------------------------|----------------------------------|---------------------------|-----|
| Local Area Name | Total Participants Served | Adults | 155 |
| New Haven Region | | Dislocated Workers | 149 |

| | | | |
|------------------------------------|----------------------|---------------------------|-----|
| | | Older Youth | 46 |
| | | Younger Youth | 268 |
| ETA Assigned # 09035 | Total Exiters | Adults | 109 |
| | | Dislocated Workers | 75 |
| | | Older Youth | 34 |
| | | Younger Youth | 154 |

| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|-----------------------------|------------------------------|--------------------------|-----------------|
| Customer Satisfaction | Program Participants | 69.0 | 69.6 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 68.8% | 66.7% | Met |
| | Dislocated Workers | 74.6% | 77.6% | <i>Exceeded</i> |
| | Older Youth | 66.6% | 75.0% | <i>Exceeded</i> |
| Retention Rate | Adults | 74.0% | 77.9% | <i>Exceeded</i> |
| | Dislocated Workers | 78.6% | 93.4% | <i>Exceeded</i> |
| | Older Youth | 75.8% | 71.4% | Met |
| | Younger Youth | 58.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$4,176 | <i>Exceeded</i> |
| | Dislocated Workers | 0.898 | 0.919 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$2,568 | Met |
| Credential/Diploma Rate | Adults | 54.3% | 63.5% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 76.3% | <i>Exceeded</i> |
| | Older Youth | 43.7% | 47.6% | <i>Exceeded</i> |
| | Younger Youth | 51.0% | 72.0% | <i>Exceeded</i> |
| Skill Attainment Rate | Younger Youth | 52.0% | 100.0% | <i>Exceeded</i> |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 0 | 3 | 13 |

| | | | |
|---|----------------------------------|---------------------------|-----|
| Local Area Name Southeast (New London) Region | Total Participants Served | Adults | 100 |
| | | Dislocated Workers | 143 |

| | | | |
|------------------------------------|----------------------|---------------------------|----|
| | | Older Youth | 35 |
| | | Younger Youth | 50 |
| ETA Assigned # 09040 | Total Exiters | Adults | 26 |
| | | Dislocated Workers | 80 |
| | | Older Youth | 33 |
| | | Younger Youth | 39 |

| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|-----------------------------|------------------------------|--------------------------|-----------------|
| Customer Satisfaction | Program Participants | 67.0 | 79.1 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 67.8% | 74.2% | <i>Exceeded</i> |
| | Dislocated Workers | 73.5% | 72.9% | Met |
| | Older Youth | 65.6% | 60.0% | Met |
| Retention Rate | Adults | 77.1% | 85.2% | <i>Exceeded</i> |
| | Dislocated Workers | 83.8% | 90.2% | <i>Exceeded</i> |
| | Older Youth | 77.9% | 80.0% | <i>Exceeded</i> |
| | Younger Youth | 37.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$3,566 | <i>Exceeded</i> |
| | Dislocated Workers | 0.875 | 0.912 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$2,801 | Met |
| Credential/Diploma Rate | Adults | 65.1% | 84.5% | <i>Exceeded</i> |
| | Dislocated Workers | 62.0% | 72.7% | <i>Exceeded</i> |
| | Older Youth | 45.7% | 58.8% | <i>Exceeded</i> |
| | Younger Youth | 40.0% | 25.0% | Not Met |
| Skill Attainment Rate | Younger Youth | 57.0% | 74.7% | <i>Exceeded</i> |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 1 | 3 | 12 |

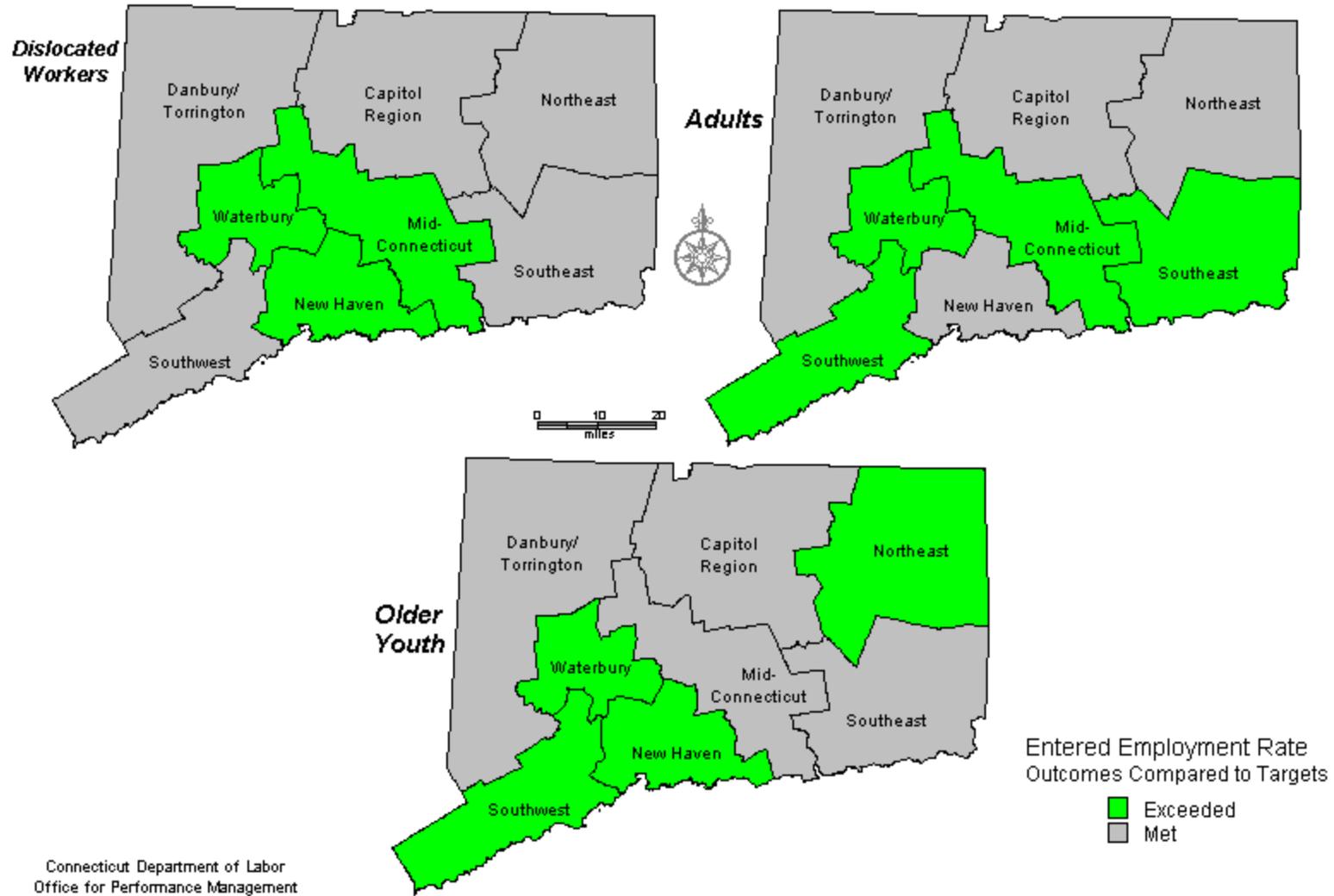
| | | | |
|--|----------------------------------|---------------------------|-----|
| Local Area Name Waterbury Region | Total Participants Served | Adults | 137 |
| | | Dislocated Workers | 97 |

| | | | |
|------------------------------------|----------------------|---------------------------|-----|
| | | Older Youth | 17 |
| | | Younger Youth | 139 |
| ETA Assigned # 09045 | Total Exiters | Adults | 86 |
| | | Dislocated Workers | 58 |
| | | Older Youth | 9 |
| | | Younger Youth | 79 |

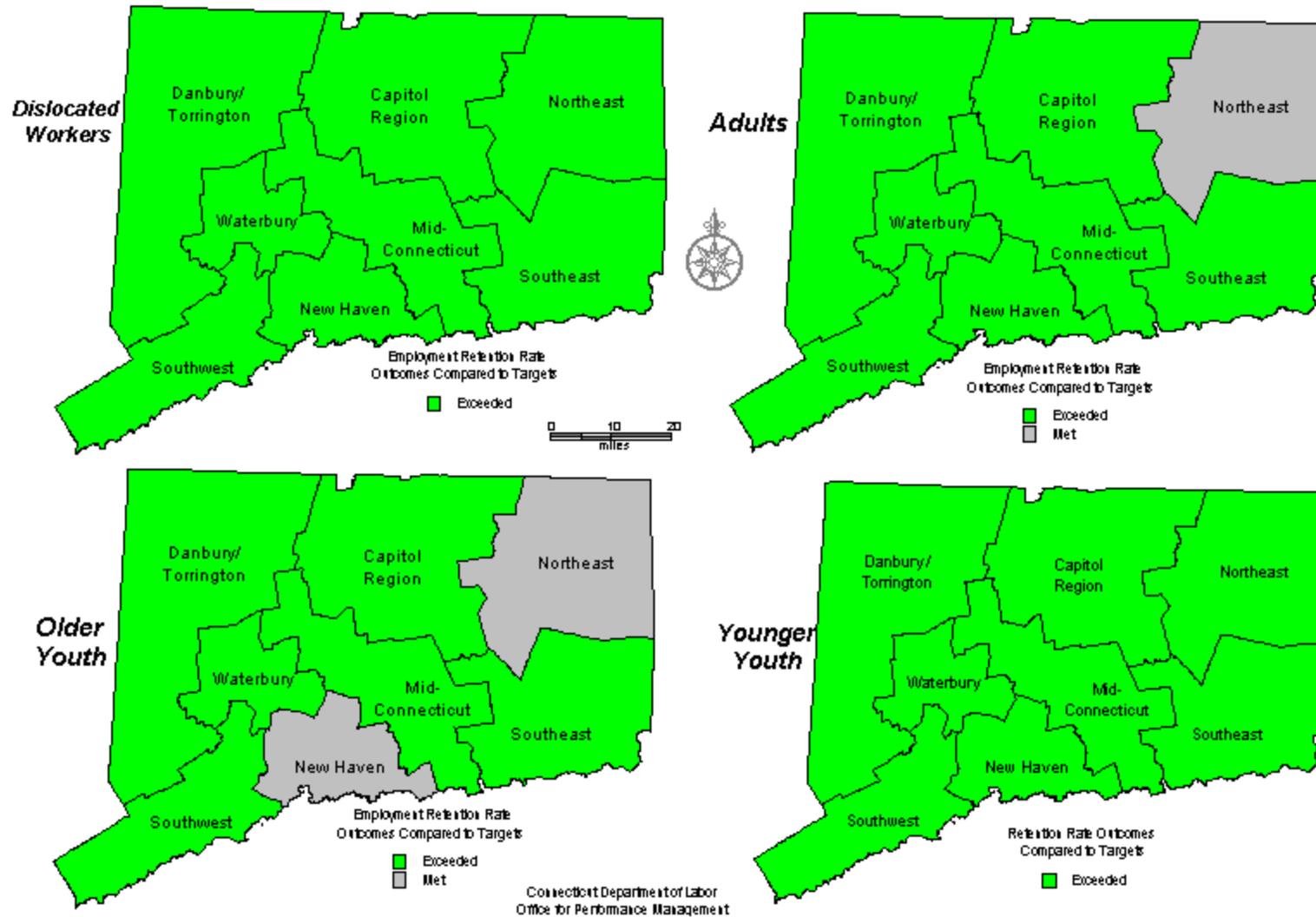
| | | Negotiated Performance Level | Actual Performance Level | Status |
|---|-----------------------------|------------------------------|--------------------------|-----------------|
| Customer Satisfaction | Program Participants | 69.0 | 74.7 | <i>Exceeded</i> |
| | Employers | | | |
| Entered Employment Rate | Adults | 74.1% | 76.5% | <i>Exceeded</i> |
| | Dislocated Workers | 76.6% | 79.7% | <i>Exceeded</i> |
| | Older Youth | 66.6% | 86.7% | <i>Exceeded</i> |
| Retention Rate | Adults | 80.2% | 91.7% | <i>Exceeded</i> |
| | Dislocated Workers | 85.9% | 87.9% | <i>Exceeded</i> |
| | Older Youth | 77.9% | 80.0% | <i>Exceeded</i> |
| | Younger Youth | 83.0% | 100.0% | <i>Exceeded</i> |
| Earnings Change/Earnings Replacement in Six Months | Adults | \$3,071 | \$3,956 | <i>Exceeded</i> |
| | Dislocated Workers | 0.910 | 1.027 | <i>Exceeded</i> |
| | Older Youth | \$3,140 | \$3,035 | Met |
| Credential/Diploma Rate | Adults | 54.3% | 78.3% | <i>Exceeded</i> |
| | Dislocated Workers | 51.7% | 79.0% | <i>Exceeded</i> |
| | Older Youth | 49.8% | 80.0% | <i>Exceeded</i> |
| | Younger Youth | 55.0% | 69.2% | <i>Exceeded</i> |
| Skill Attainment Rate | Younger Youth | 83.0% | 69.0% | Met |

| | | | |
|--|---|---------------------------------------|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) | Met (80% to 100% of Target) | Exceeded (Above 100% of Target) |
| | 0 | 2 | 14 |

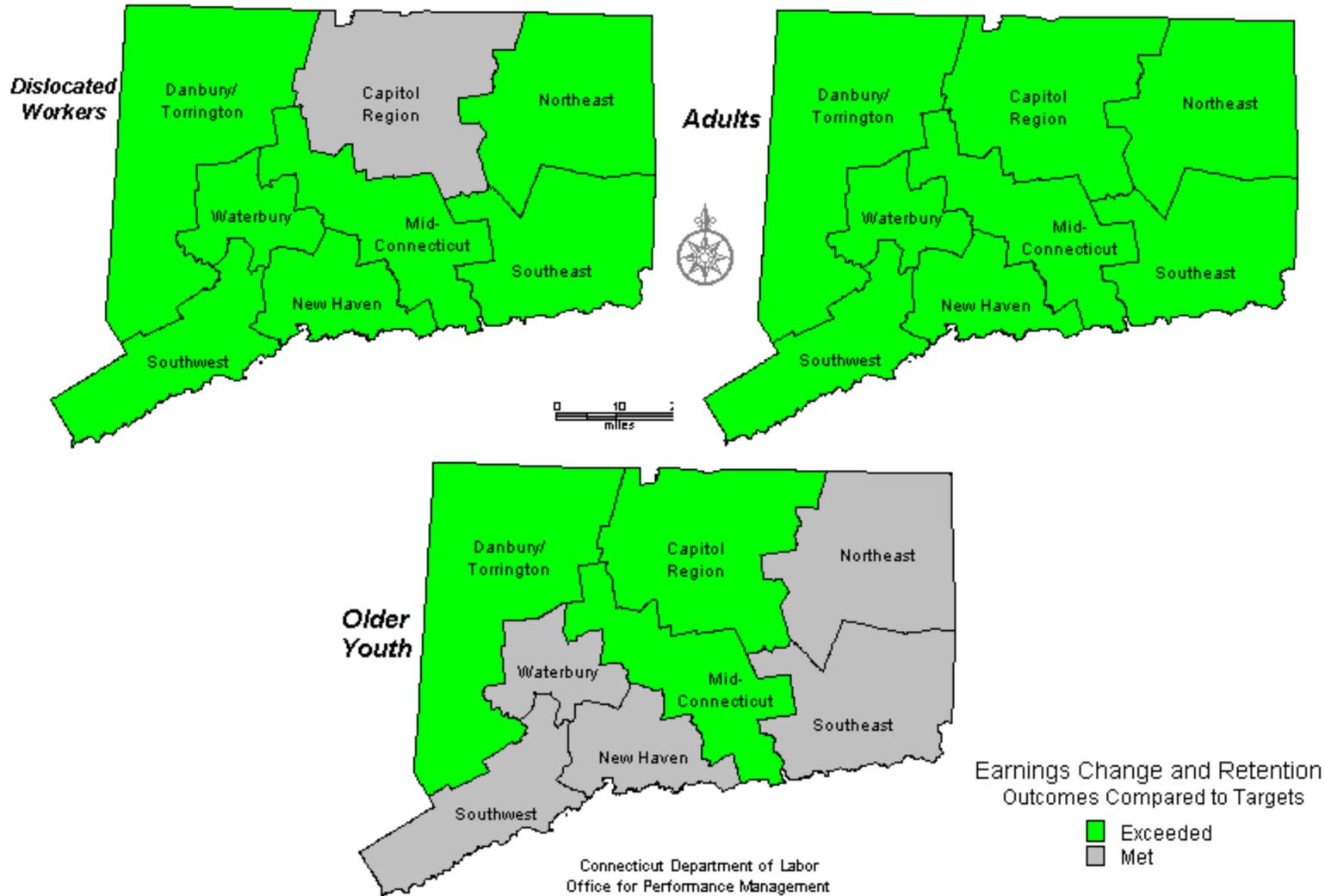
Performance Outcomes - Entered Employment

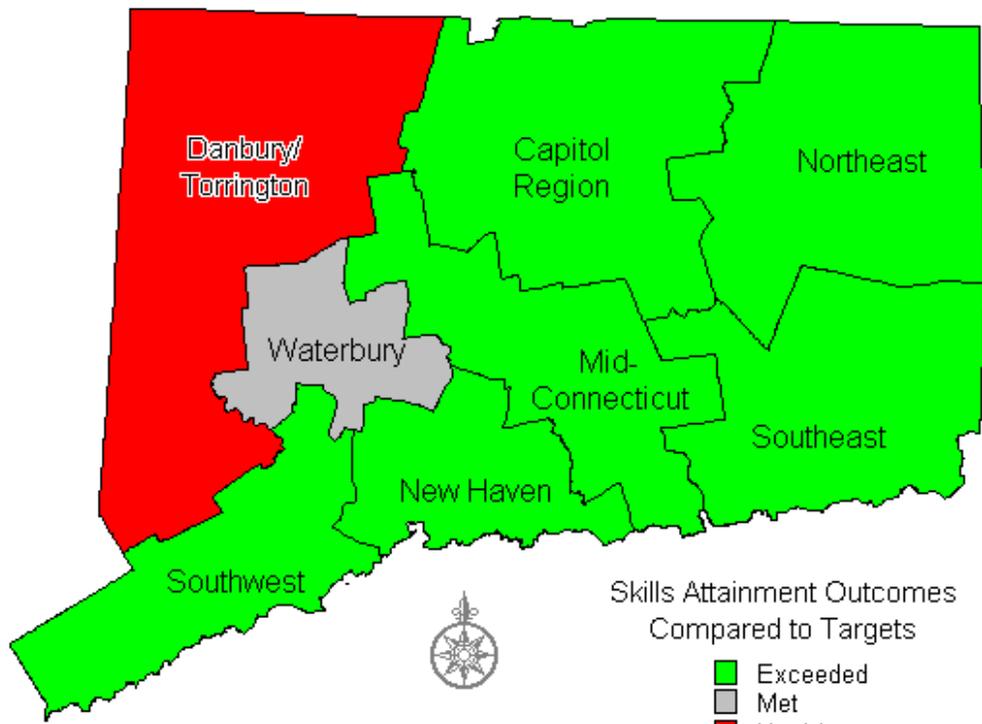


Performance Outcomes - Retention Rate

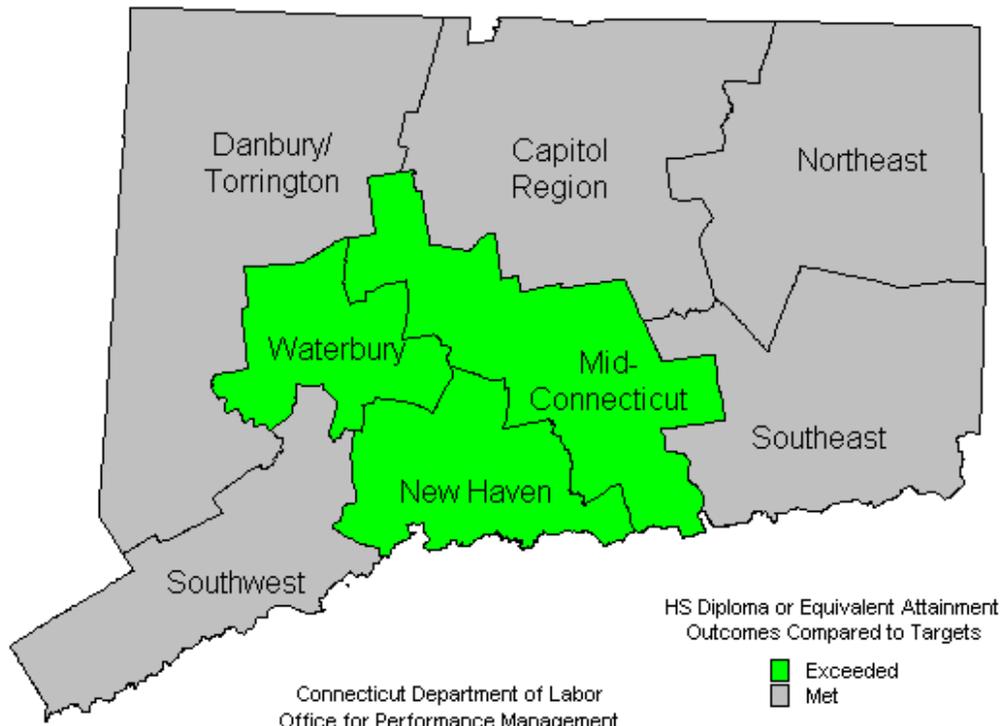


Performance Outcomes - Earnings Change and Retention Rate





**Performance Outcomes -
 Skill and Diploma Attainment**



Performance Outcomes - Customer Satisfaction

