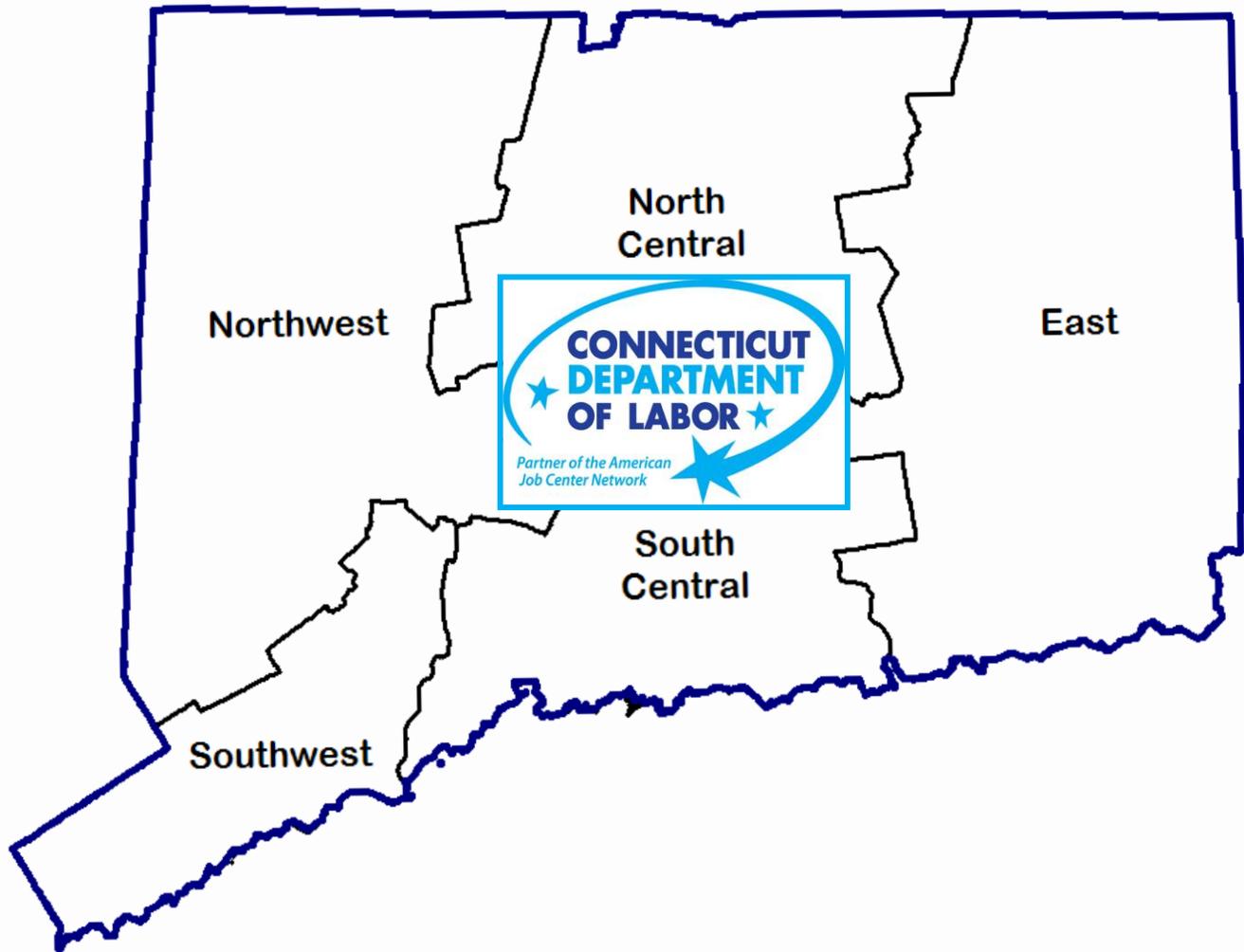


State of Connecticut



Workforce Investment Act Annual Report

July 2013 - June 2014

November 2014

*A Message from
the Connecticut Department of Labor
and
the Connecticut Employment and Training Commission*

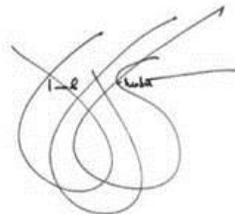
Many positive outcomes were attained in the programs, services, and activities Connecticut provided with Workforce Investment Act (WIA) funding during Program Year 2013 (PY13). And, as in past program years, the Connecticut Department of Labor continued to work in partnership with the state's five Workforce Investment Boards to serve the vast array of employment and training needs of businesses and citizens of the state. An overview of the efforts undertaken and achievements attained are described throughout the state's WIA Annual Report for PY13.

In addition to offering details associated with WIA program outcomes, such as data and costs, highlights of workforce activities and notable projects are included within the report. Regional initiatives and successes are showcased for each Workforce Investment Board, with a section therein dedicated specifically for youth-related accomplishments.

Although the state met and often exceeded its designated program goals and made significant progress in preparing a skilled workforce, much work remains to further statewide economic growth. In Program Year 2014, the Connecticut Department of Labor will continue to focus on furthering such growth and support workforce investment endeavors, in collaboration with the Connecticut Employment and Training Commission (CETC).



Sharon M. Palmer
Commissioner
Department of Labor



Donald J. Shubert
Chairman
CETC



TABLE OF CONTENTS

| | |
|---|----|
| Workforce Investment Act (WIA) Annual Report Introduction | 1 |
| Governor’s Initiatives | 1 |
| The Jobs Funnel | 1 |
| Connecticut’s Youth-Related Initiatives | 2 |
| Coordinated State Initiatives | 4 |
| Subsidized Training and Employment Program (Step Up) | 4 |
| Incumbent Worker Training Program | 6 |
| STRIVE (Support and Training Result in Valuable Employees) | 6 |
| STRIDE (Skills, Transitional support, Respect, Integrity, Direction, and Employment) | 7 |
| State Evaluations, Review, and Guidance of Workforce Investment Activities and Performance | 8 |
| Compliance Monitoring | 8 |
| Data Validation | 9 |
| State Special Project Evaluation | 9 |
| Administrative Review and Technical Assistance | 10 |
| WIA Participant and Employer Survey Results | 11 |
| Performance and Accountability | 13 |
| Continuing Workforce Activities | 14 |
| CTWorks Business System | 14 |
| Rapid Response and National Emergency Grants | 15 |
| Outreach Efforts by the Office of Research | 17 |
| Employment and Training | 18 |
| Jobs First Employment Services Integration in the One-Stops | 20 |
| Job Corps | 20 |
| Serving People with Disabilities | 22 |
| Disability Employment Initiative | 23 |
| Serving Our Veterans | 23 |
| Notable Projects and Events | 25 |
| Connecticut Learns and Works Conference | 25 |
| Workforce Investment Boards’ Innovative Practices, Challenges, and Exemplary Programs | 26 |
| Waivers and Their Influence on Performance | 41 |
| Cost of Workforce Investment Activities | 44 |
| Performance Outcomes of State Measure: Credential Attainment By Adults and Dislocated Workers | 46 |
| Discussion of Activities Funded By WIA 5% Statewide Funds | 47 |
| Tabular Section | 49 |
| Map of Connecticut’s Workforce Investment Board Areas | 61 |

On the cover: *During Program Year 2013, the Connecticut Department of Labor launched a new agency logo, pictured at the center of the Connecticut map that displays the state’s five workforce investment board areas. The logo reflects a change as well, that of “CTWorks” to “American Job Center.”*

State of Connecticut
Workforce Investment Act Annual Report
July 1, 2013 – June 30, 2014

Connecticut's Workforce Investment Act (WIA) Annual Report for Program Year 2013 (PY13) reflects a myriad of positive outcomes and programs successes that were achieved through the dedicated efforts of the Connecticut Department of Labor (CTDOL), the state's five Workforce Investment Board (WIB) partners, state and local agencies, and community organizations. Well-established, successful programs and services were offered during PY13, as were promising, innovative opportunities in education and training. Local initiatives, many of which engaged employers, were developed with the goal of fostering economic growth and, throughout the year, the focus of continuing to grow a skilled workforce that meets and sustains the needs of the state's businesses remained strong. The summaries and data included in this comprehensive report highlight the state's overall accomplishments and offer details by region.

Governor's Initiatives

The Jobs Funnel

During PY13, Jobs Funnel projects continued to help individuals begin careers in the construction trades. Services provided through the Jobs Funnel projects include outreach/recruitment, assessment, case management, pre-employment preparation (consisting of math, remediation, life skills workshops, customized training, and/or pre-apprenticeship training), job placement, and retention support services.

The projects are made possible by public-private joint efforts around the state:

- Capital Workforce Partners' North Central Region Jobs Funnel Program is operated in collaboration with the Connecticut Department of Labor (CTDOL), the City of Hartford, City of New Britain, City of Bristol, the Hartford Foundation for Public Giving, the Connecticut Technical High School System, multiple community-based agencies, minority contractors, American Job Centers, and several building trade unions.
- The New Haven Jobs Funnel, Construction Workforce Initiative 2, Inc., includes partners from CTDOL, New Haven Building Trades, Connecticut State Building and Construction Trade Council, Yale University, Joint Apprenticeship Training Directors Committee of Connecticut, and Alexion.
- The Northwest Construction Careers Initiative brings together CTDOL, the American Job Center in Waterbury, community-based organizations, reentry programs, the school system, building trades and other service providers.

- Partners in the Bridgeport Jobs Funnel include CTDOL, the Fairfield Community Foundation, the City of Bridgeport, community organizations, the New England Regional Council of Carpenters, AFL-CIO United Labor Agency, Career Resources, Inc. and Environmental Management Geological Consultants.
- Partners in the Eastern CT Workforce Investment Board Jobs Funnel include CTDOL, the AFL-CIO United Labor Agency and the Central Labor Councils in eastern Connecticut.

In addition to the above, the Connecticut Department of Labor's Office of Workforce Competitiveness (OWC) oversees the Green Jobs Funnel Initiative, a \$5.8 million federal grant that expands the state's successful Jobs Funnel model through collaboration with the state's Workforce Investment Boards and the Construction Workforce Initiative 2, Inc. Under this grant funding, the Jobs Funnels are able to work with both newcomers to the construction trades and union "benched" tradespersons. This grant will promote career pathways in the green construction industry for 975 unemployed and underemployed workers in seven Connecticut communities.

Since their inception, funnels have placed more than 3,957 individuals in a variety of construction-related jobs in both union and non-union settings and apprenticeship training programs.

Connecticut's Youth-Related Initiatives

Connecticut has been proactively working with youth to increase their employment skills and connect them with hiring employers. Many agencies and organizations have joined forces over the years to work toward increasing the capacity and success of youth programs and services. Knowledge sharing, the efficient use of funding, and putting best practices in place have resulted in positive gains that benefit youth.

Some of the youth efforts that were in place during PY13 included:

- Youth Service Bureaus

Youth Service Bureaus (YSB), pursuant to Connecticut General Statutes at Section 10-19m, are agencies operated by municipalities to plan, evaluate, coordinate, and implement a network of resources and opportunities for children, youth, and families.

The Connecticut Youth Services Association (CYSA), a professional organization serving as the collective voice for Connecticut's YSBs, promotes the provision of quality services for Connecticut's children, youth and families. Services are provided for juvenile justice and diversion, mental health, youth development, community outreach, and child welfare. CYSA has been instrumental in bringing the YSB voice to the table concerning important legislative matters such as school safety, juvenile justice issues, and mental health.

Youth Service Bureaus partner with many state and local agencies on various initiatives that promote community health for children, youth, and families. In PY13, these services were increased across the state. There are currently 102 Youth Service Bureaus serving 145 communities in Connecticut.

For additional details, see www.ctyouthservices.org/ysblist.php.

- Connecticut Employment and Training Commission (CETC) Youth Employment Committee

The Connecticut Employment and Training Commission (CETC) Youth Employment Committee is the lead entity for youth workforce policy in Connecticut. Youth, ages 11-21, are the focus of efforts by the committee to ensure youth achieve productive work and life-long learning by age 21. During PY13, the committee developed recommendations for a Career Pathways System that will support the preparation of youth for education and employment and submitted a report, titled “Career Pathways System,” to the Connecticut Employment and Training Commission. Included in efforts to create the system is the alignment and integration of current youth development programs and initiatives so the system leverages and builds upon existing resources.

The system includes evidence-based elements that meet the educational, career, and developmental needs of students, including but not limited to, dual-enrollment and early-college experiences, job shadowing, and internships. Other basic elements include the development of student success plans or other structures introduced by the Connecticut Department of Education that can contribute to a career development system for all Connecticut students. The system incorporates industry- and business-approved, nationally-recognized certifications to ensure that youth obtain credentials that allow them to compete in a global economy. These efforts are intended to yield skilled individuals who will help sustain economic growth in the state. For additional details, see www.ctdol.state.ct.us/OWC/CETC/Committees/Youth/Youth.htm, the source of information provided here.

- Department of Children and Families - Summer Youth Employment Program

The Department of Children and Families (DCF) Summer Youth Employment Program (SYE) is a collaborative effort between DCF and the Department of Labor (CTDOL) developed to ensure that DCF-involved youth throughout the state are able to participate in a subsidized summer employment program. CTDOL, Connecticut’s five workforce investment boards (WIBs), and selected local community organizations and businesses provide coordination and oversight of work readiness skill development and summer employment work experience for six weeks during the summer.

Since the partnership between DCF and DOL began in 2011, funding for the SYE program has increased each year. For the period ending June 30, 2014, a total of

\$592,500 was designated for the program. During the summer of 2013, 291 youths were served and, during the subsequent school year, 43 youths were served. The year-round component, added in 2013 to allow selected youth who successfully completed the summer program to continue with year-round training and employment services, includes classroom and on-the-job training, job placement, and OSHA certifications.

The majority of the annual funding goes directly to fund youth wages at various employment sites in the retail, automotive, health care, and social service sectors. A maximum of 5% is provided for administrative costs and a maximum of 10% is used for soft skill building activities such as résumé writing, dressing appropriately, and interview skill building.

DCF is encouraged by the ongoing success of the SYE program and continues to develop additional services to provide youth in its care with opportunities that will lead to gainful employment and self-sufficiency.

- First Congressional Youth Cabinet

The First Congressional Youth Cabinet (CYC), created by Congressman John Larson in 2008, provides civic-minded youth an opportunity to further develop their interests and serve the community. Each high school in Connecticut's first congressional district is represented on the CYC by two students who reside in the district and attend the school. The CYC provides an opportunity for the students, who are nominated by their schools, to represent the youth of their municipality through a sustained partnership with a member of Congress. Such dialogue allows for the potential development of federal policies that may benefit youth.

- Workforce Investment Boards

Connecticut's Workforce Investment Boards also contributed toward the advancement of youth during PY13. Details on the efforts of each board are described in this WIA Annual Report at "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs" in a section designated for Youth activities.

Coordinated State Initiatives

Subsidized Training and Employment Program (Step Up)

The Subsidized Training and Employment Program (Step Up) is an initiative of the Connecticut Department of Labor and the state's five Workforce Investment Boards. The Step Up Program, established in 2011 by state legislation (Public Act 11-1, October Special Session), provides incentives to small businesses and manufacturers to hire new employees, thereby creating jobs and promoting the growth of the economy. There are three program options available to employers through Step Up and each is funded for \$10 million, for a total of \$30 million.

Employers may hire more than one eligible participant, but any eligible person may only participate in one of the three Step Up components.

The three program options and the criteria for participation under each are as follows:

| <u>Small Business Program</u> | |
|--|--|
| <p>Maximum subsidy per new hire: \$12,000</p> <p>Participating employers may have no more than 100 full-time equivalent employees at the time of any new hire under this program.</p> <p>Note: Public Act 12-1, June 12 Special Session, expanded participation to employers with up to 100 employees (the former threshold, set by Public Act 11-1, October Special Session, was 50 employees).</p> <p>Program has been extended to 12/31/14.</p> | <p>Prospective employees must:</p> <ul style="list-style-type: none"> • be unemployed prior to hire; • have an adjusted family income of less than or equal to 250% of the federal poverty level; and • reside in a municipality with either: <ul style="list-style-type: none"> - a higher than average unemployment rate, or - a population of at least 80,000 |
| <u>Small Manufacturer Training Grant Program</u> | |
| <p>Maximum subsidy per new hire: \$12,500</p> <p>Program has been extended to 12/31/14.</p> | <p>Prospective employees must:</p> <ul style="list-style-type: none"> • be unemployed prior to hire |
| <u>Unemployed Armed Forces Member Program</u> | |
| <p>Maximum subsidy per new hire: \$12,500</p> <p>Program will end when funding has been fully expended.</p> | <p>Prospective employees must:</p> <ul style="list-style-type: none"> • be unemployed prior to hire, and • be an honorably-discharged or disabled veteran of any branch of the US military with at least 90 days of service prior to separation. <p>Note: Public Act 13-63 expanded Public Act 12-1, which created this program component, to include any unemployed, honorably-discharged veteran, not only those from post-9/11 war zones.</p> |

The subsidies under Step Up are made as reimbursements to the employer for wages paid, on a sliding scale for up to \$20 per hour per new Step Up hire during the first six months of employment. The sliding scale of reimbursement is paid according to the following rates:

- 100% for the first 30 days of a new hire’s employment,
- 75% for days 31 through 90,
- 50% for days 91 through 150, and
- 25% for days 151 through 180.

After 180 days, the subsidy ends and the employer pays the full wage. Wages above the allowed subsidy amount and after the allowed period of the subsidy are the employer's responsibility.

The chart below reflects Step Up activity from February 2012 (the start date of contracts with the Workforce Investment Boards) through July 4, 2014:

| | Participating Employers | New Hires |
|---------------------------------------|-------------------------|------------------------------|
| Small Business | 407 | 1,300 including 60 veterans* |
| Small Manufacturing | 245 | 1,068 including 69 veterans* |
| Armed Forces - new in 2013 (PA 13-63) | 136 | 190 |
| Total | 788 | 2,558 |

* The veteran hires included in these two counts occurred prior to July 1, 2013

During PY13, staff of CTDOL's WIA Administration Unit, which administers the program, met with local Step Up program coordinators from the WIBs to discuss implementation issues, employer verifications, marketing tools provided by CTDOL, sharing of "best practices," and other topics. WIA staff also conducted monitoring of the Step Up program, which included visits to Step Up-funded worksites in each WIB area and interviews with employers and employees participating in the program. The feedback received during monitoring was very positive. Additional details about Step Up activities in each of the WIB areas are included in the section of this report entitled "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs."

Incumbent Worker Training Program

For Program Year 2013, the Connecticut General Assembly passed legislation that combined the 21st Century Job Training Program, which had been administered by the Connecticut Department of Labor, with the Incumbent Worker Training Program, which had been operated by the workforce investment boards. This new Incumbent Worker Training Program was administered in PY13 by the Connecticut Department of Labor. Details on the consolidated program are located in the "Employment and Training" section of this report, at "Business Services."

STRIVE (Support and Training Result in Valuable Employees)

STRIVE, a low-cost, high-impact job-readiness program available in Bridgeport, New Haven and Hartford, offers the unemployed the opportunity to gain key skills during three-week workshops in a simulated workplace environment. Operated by community-based organizations, the structured training is centered on personal responsibility, attitude, and soft skills development. STRIVE's training program is short by design, with a goal to help the unemployed make critical adjustments and enter employment as quickly as possible. Under contract with the Connecticut Department of Labor, Career Resources-STRIVE Bridgeport,

Career Resources-STRIVE Hartford and Career Resources-STRIVE New Haven each received \$90,000 to serve STRIVE participants during PY13.

The STRIVE philosophy is based on four principles:

1. Significant numbers of people who have been considered “unemployable” want to work and can succeed in employment.
2. Personal development, not just technical skills, is critical to anyone’s success in the workplace.
3. Employment offers the best, and most rapid, leverage in overcoming problems for the economically disadvantaged.
4. On-going support is essential for individuals as they gradually stabilize their circumstances and move forward.

In PY13, Connecticut’s STRIVE programs offered priority of service to ex-offenders, non-custodial parents, veterans and people with disabilities. During the program year, 147 individuals enrolled in the program. A total of 150 STRIVE program graduates, who enrolled in STRIVE in PY13 or prior program years, were placed in jobs in PY13, and 145 continued in those jobs after 90 days.

STRIDE (Skills, Transitional support, Respect, Integrity, Direction, and Employment)

In State Fiscal Year 2013-2014, the Connecticut Department of Labor allocated \$590,000, through a memorandum of agreement with the Connecticut State Colleges & Universities, to Quinebaug Valley Community College to fund STRIDE, a re-entry program, which serves a targeted group of men and women, both pre- and post-release, from the Niantic Annex Correctional Institution, York Correctional Institution in Niantic, Bridgeport Correctional Center, and Corrigan-Radgowski Correctional Center in Uncasville. Since the inception of the program in 1999, STRIDE’s successful model has helped to lower the recidivism rate of those participating in the program to 8% as compared to 47% for ex-offenders with no re-entry program.

To be eligible to participate in STRIDE, an incarcerated individual must:

- Have a confirmed release date prior to June of the current state fiscal year;
- Be within 90 days of release;
- Be a non-custodial parent of a child under age 18; and
- Have a child/children on, or previously on, state assistance, such as TFA, SAGA/LIA, HUSKY, or SNAP.

For those in supervised community placement or on parole, individuals must have been incarcerated and must have participated in STRIDE pre-release.

The program offers job readiness, job search and job placement assistance and provides services designed to support self-sufficiency and the successful re-integration into the community including:

- 10-week pre-release classroom instruction and case management
- Assessment of job entry and job retention skills

- Linkage to community-based resources for transitional supports
- Transportation for job-related activities
- Career mapping for the future
- Understanding of work-related values and long-term goal development
- Overview and navigation of American Job Center services
- Encouragement to pursue continuing education through adult education or the Connecticut Community College system
- Connections to training or internships
- Resources and referrals to assist with on-line job searches
- Post-placement support

The class curriculum and post-release services are collaboratively designed to assist the men and women in successfully re-entering the workforce and resuming their parental roles upon release. The program also links participants to community-based transitional services that support employment goals.

During the 2013-2014 State Fiscal Year, 559 individuals were recruited for the STRIDE Program and 201 were served. A total of 94 individuals were placed in full- or part-time jobs and 36 retained employment.

State Evaluations, Review, and Guidance of Workforce Investment Activities and Performance

Compliance Monitoring

Compliance monitoring, as set forth in 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 five regional Workforce Investment Boards (WIBs) in 2013-2014, in accordance with Workforce Investment Act (WIA) Regulations at Section 667.410(b)(1). In addition, the Connecticut Employment Program Summer Youth payrolls of 2013 were monitored in each of the WIBs.

The annual WIA compliance monitoring included a review of financial management, consisting of financial reporting, cost allocation methodology, cash management, allowable costs, payroll controls, audit requirements, procurement and property controls. In addition, WIA active client files were sampled and reviewed for eligibility verification for Adults, Dislocated Workers, and Youth in all five areas.

As a result of the Connecticut Employment Program Summer Youth payroll review, it was determined that all vendors that were monitored had adequate controls in place to safeguard the funding of this program. However, some suggestions for improvements were offered by the CTDOL monitors for procedures already in place.

The state’s Temporary Assistance for Needy Families (TANF) program, Jobs First Employment Services (JFES), was monitored in each of the five Workforce Investment Boards, in conjunction with WIA compliance monitoring.

In addition, other grants administered by CTDOL were monitored in each of the Workforce Investment Boards during the 2013-2014 monitoring review process, in accordance with contract requirements.

All recommended corrective action from the 2012-2013 monitoring review was completed and adequate controls appeared to be in place. Overall, the 2013-2014 monitoring review results showed that all five Workforce Investment Boards were in compliance with federal and state administrative requirements. Any findings were satisfactorily resolved and the WIBs made continuous improvements through the implementation of new policies and procedures during the program year.

Data Validation

In October 2013, upon the submission of PY12 performance data to USDOL, monitoring staff from the Connecticut Department of Labor WIA Administration Unit began conducting data validation reviews of that program year. The purpose of this review is to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, improve program management and monitoring, and improve program results.

WIA participant files from all five Workforce Investment Board areas were reviewed against individual PY12 data validation records which were drawn through a random sampling process. The reviews, which were conducted in accordance with USDOL ETA policy, included a total of 1,031 records. Data validation results were submitted to USDOL ETA by CTDOL upon completion of the validation process. Overall, reported data was found to be consistent with file documentation. Ongoing data validation priorities include the reporting of WIA services and activities consistent with WIA policies and improving data accuracy, from the point of data entry to the maintenance of supporting documentation.

State Special Project Evaluation

In December 2013, the Connecticut Employment and Training Commission's (CETC) Career Advancement Committee released "A Review of Contextualized Learning and Its Importance to Career Advancement for Adults in Connecticut." This comprehensive paper reflects a culmination of the Career Advancement Committee's efforts, first begun in 2010. Led by CETC representatives and with workgroup members from community colleges, adult education, workforce investment boards, various state agencies, and philanthropic organizations, the Committee initially sought to identify "effective models for supporting career advancement," as described in the report. As a result of a literature review that was undertaken to accomplish this, contextualized learning was identified as a promising practice.

The Committee's next step, as detailed in the report, was to recommend to the CETC that a plan for the state be developed regarding "essential components for contextualized learning programs,...assessing participant outcomes, and funding mechanisms to support effective services." In response, CETC's 2012 annual plan recommended increased support for implementing contextualized learning programs, specifically for low-skill adults. Maximizing the use of WIA funding and considering effective models were also suggested. With technical assistance and support from various agencies, the Career Advancement Committee was tasked

with tracking the impact of contextualized learning programs and making funding recommendations. According to the report, site visits were conducted and Connecticut programs were reviewed “to identify how providers are using contextualized learning to increase the skills of their clients and the challenges and opportunities associated with these efforts.” The report, which is available on the Connecticut Department of Labor’s website at <http://www.ctdol.state.ct.us/OWC/CETC/Committees/Career/ContextualizedLearning.pdf>, presents the workgroup’s findings and includes recommendations regarding contextualized learning to be adopted in Connecticut.

Administrative Review and Technical Assistance

Periodic administrative reviews of the Workforce Investment Boards’ WIA program performance, conducted by staff of CTDOL’s WIA Administration Unit, are essential to the effective delivery of WIA services at the local level. Monitoring progress toward the achievement of performance goals, which includes identifying and rectifying areas of concern, leads to strengthening the accuracy of program reporting, greater program efficiencies, and increased focus on system improvements.

Reviews involve the collection, compilation and analysis of WIA performance data and programmatic and fiscal information. Aspects of the WIA program which are subject to administrative review include, but are not limited to:

- Adherence to and compliance with USDOL ETA and CTDOL policies
- Eligibility for the WIA program, including barriers and priority of service
- Review and closure of open activities in the *CTWorks* Business System
- WIA performance for Adult, Dislocated Worker and Youth participants
 - Program exit data
 - Projected versus actual participants served
 - Costs per participant
- Fund utilization rate
- Trends in workforce development and the use of individual training accounts
- WIA outcome measures, including achievement of negotiated program goals
- Case notes in documenting and describing service delivery
- Analysis of budget versus service delivery projections, within and across WIBs, compared by or between program years

CTDOL periodically modifies components of its review process to focus on WIB- or program-specific issues and trends. In PY13, CTDOL continued to modify and update several monitoring tools, including spreadsheets for the WIA Report and the WIA Formula Funds Budget, enabling greater analysis of and focus on particular program or budget areas, as well as ease in comparing budgets and costs between WIBs.

CTDOL’s administrative review applies the concept of “best practices,” an approach that has proven to lead to programmatic and operational successes, such as implementation of a collaborative contract review process with the state-funded Jobs First Employment Services (JFES) Welfare to Work program.

In the spring of 2014, CTDOL's WIA Administration Unit created a new WIA Program Monitoring Tool for staff monitors to use during the team's reviews of local programs. The new tool, designed with step-by-step review guidance for monitors, includes a comprehensive array of program components to be monitored as well as citations to the Workforce Investment Act and Code of Federal Regulations. During two-day PY13 program reviews at each of the five Workforce Investment Boards, component reviews included:

- Priority of Service and Customer Choice
- Priority and Special Populations
- On-the-job and Customized Job Training programs
- Supportive Services and Needs-Related Payments Monitoring

The monitoring process also involved interviewing WIB staff; obtaining and reviewing written policies, forms, and guidance issued by the WIB for each program component; team discussion of issues identified requiring correction by the respective WIB; and an exit conference with WIB staff.

Monitoring reports with observations, suggestions and requests for revised policies will be issued to the WIBs in the fall of 2014.

Staff of the Connecticut Department of Labor's WIA Administration Unit also provided technical assistance to the state's five WIBs throughout Program Year 2013. WIA-related policy issuances were disseminated to WIBs to provide essential program information and guidance. Policies issued during PY13 included:

- USDOL ETA Form 9130 Reporting per TEGL 13-12 (as to unliquidated obligations)
- WIA Cash-On-Hand Policy (as to requirements for funding draw-downs)
- WIA Waiver Utilization Reporting
- Handling and Protection of Personally Identifiable Information (PII)
- Record Retention and Reconciliation of WIA Participant Files
- 2014 Federal Poverty Guidelines

In addition, WIA staff offered the WIBs on-going assistance through in-person, telephone and e-mail consultations. WIA staff continued to provide guidance to WIB staff on completion of modified WIA reports and budget forms.

The combination of training, technical assistance, and policy issuances are critical elements in ensuring that WIA services provided through the WIBs are efficient, effective, and compliant with policy. These oversight activities also lead to continued progress in increasing the accuracy and consistency of reported programmatic data.

WIA Participant and Employer Survey Results

During PY13, the Connecticut Department of Labor continued to conduct customer satisfaction surveys of WIA participants and employers who utilized services provided through the American Job Centers. Gauging customer satisfaction provides valuable information that can help CTDOL determine system strengths and identify areas that require improvement. Surveys

allow for another dimension of accountability and program oversight and offer timely customer feedback. Feasible adjustments to program operations can be made by CTDOL as a result of responses, including additions or modifications to systems and processes to support continuous improvement.

For the participant survey, *CTWorks* Business System (CTWBS) ad-hoc reporting was used to identify WIA participants with last service dates that fell within the appropriate parameters. Employers selected for the customer satisfaction survey were determined via a SQL script that was run against the CTWBS production database to identify employers receiving substantial WIA services. Surveys were then sent to the selected participants' and employers' email accounts through ListServ and www.instant.ly.

During PY13, an error was discovered in the ListServ email process which resulted in far fewer survey responses than anticipated, especially in comparison to the response rate from ListServ in past years utilizing the same technique. A mail server error disrupted the ListServ process that forwards the survey to employer and participant customers. A new process which combines both paper and on-line surveys will be implemented for the future to ensure a greater survey completion rate.

The participant and employer surveys each included three questions regarding the quality of services provided through the American Job Centers and whether expectations of the services provided were met. Although a rating scale was utilized for survey answers, respondents were able to provide comments. The survey results on a statewide basis were as follows:

Participants¹

A total of 569 participants were asked to participate in the customer satisfaction survey. Most of the respondents indicated that reason for seeking assistance through the American Job Centers and the WIA program was to receive training and ultimately obtain employment. One common suggestion by participants was that individuals should be made better aware of the services offered. This demonstrates the need for a better marketing strategy in regard to services offered by the American Job Center. The results of the survey were as follows:

- 79% were satisfied with the services provided by the American Job Centers
- 75% believed the services provided met or exceeded their expectations
- 75% believed the services provided met or exceeded their expectations of an ideal set of services

Employers¹

A total of 138 employers were asked to participate in the customer satisfaction survey. While employers appreciated the efforts of the American Job Center staffs, they indicated a need for

¹ Of the participants and employers sent surveys, less than 1% responded. Of those who responded, 91% were participants and 9% were employers. Results are not intended to make any inferences beyond the survey's respondents.

better communication of the services and programs provided. The results of the survey were as follows:

- 50% were satisfied with the services provided by the American Job Centers
- 67% believed the services provided met or exceeded their expectations
- 67% believed the services provided met or exceeded their expectations of an ideal set of services

Performance and Accountability

The Connecticut Department of Labor's (CTDOL) Performance and Accountability Unit is primarily tasked with the collection, compilation, evaluation, reporting, and distribution of performance and demographic data for state and federal programs that are administered and delivered by the agency, in collaboration with its partners and subcontractors. These programs include the Workforce Investment Act (WIA), Veterans' services, Wagner-Peyser, Trade Adjustment Assistance (TAA), Jobs First Employment Services (JFES), Unemployment Insurance, Foreign Labor Certification, Migrant and Seasonal Farmworkers, and the Connecticut Individual Development Account Initiative. In addition to reporting-related responsibilities, Performance and Accountability Unit staff provides technical support, as needed, to units administering these programs.

To submit and generate various federal reports, the unit utilizes the federal Electronic Data Reporting and Validation System (EDRVS) and, for each report, develops the related "extract" file. Prior to report submittal, the Performance and Accountability Unit collaborates with program administrators to ensure that program data is reviewed and accuracy is confirmed.

The Performance and Accountability Unit works closely with the WIA Administration Unit, gathering data that is critical to the decision process for negotiations with the Workforce Investment Boards (WIBs) to establish state WIA performance goals. Performance data and reports generated and submitted by the unit are two essential elements that help ensure Connecticut is meeting its WIA performance goals. In determining performance results for WIA, Wagner-Peyser, Veterans, and TAA, Connecticut continues to utilize in-state wages as well as the Wage Record Interchange System (WRIS) and Federal Employment Data Exchange System (FEDES).

The unit is also responsible for collecting and submitting Data Element Validation results to the U.S. Department of Labor (USDOL). In PY13, the Performance and Accountability Unit created complex business requirements that aligned with federal specifications to modify the WIA Performance Reporting System in Connecticut. The unit's staff worked closely with CTDOL's Information Technology Unit staff to create, test, and implement revisions to the WIA extract for numerous data elements to ensure the revised reports would be submitted timely and accurately to USDOL. The unit also identified operational changes necessary to capture required data.

Additionally, the Performance and Accountability Unit synthesizes raw Unemployment Insurance (UI) data and generates First Payment Time-lapse and Non-Monetary reports each month for the Connecticut Department of Labor administration. These reports are used to

determine whether claimants receive their benefits within the timeframes set by the federal government. Graphs and charts are used to represent the data so that managers can quickly view and assess any issues that may exist and take corrective measures, if needed. The unit also prepares a monthly report for CTDOL's Office for Veterans Workforce Development. This report is used by Veterans staff throughout the agency to contact UI claimants who are U.S. military veterans, to assist in job search and other supportive services.

The Performance and Accountability Unit administers the *CTWorks* Business System (CTWBS), a centralized computer-based business system that supports employment and training services across multiple agencies and locations throughout the state. This system is the repository of the majority of CTDOL-administered program data and is accessed by the agency to prepare numerous state and federal reports.

Performance and Accountability staff also prepares CTDOL's section of the Governor's Budget Narrative, and designs surveys and analyzes results for CTDOL's WIA, Rapid Response, Business Services, Research, and the Communications Units.

Continuing Workforce Activities

***CTWorks* Business System**

The *CTWorks* Business System (CTWBS) supports the operational and management needs of the State of Connecticut in the administration of employment and training services under the Workforce Investment Act (WIA), Jobs First Employment Services (JFES), and Wagner-Peyser (labor exchange). More than 1,000 staff members from Connecticut's five Workforce Investment Boards, the Connecticut Department of Labor, and the Connecticut Department of Social Services (DSS) utilized the case management and reporting functions within CTWBS in PY13.

During PY13, staff of CTDOL's Performance and Accountability Unit continued to work closely with DSS and CTDOL's Welfare to Work Unit during DSS's system modernization. System needs were identified and addressed. In addition, procedures and processes were modified to accommodate changes that resulted from the modernization project.

As PY13 concluded, there were over 1,083,083 clients in CTWBS who were receiving or had received employment and training services. Throughout the program year, Performance and Accountability Unit staff worked with program administrators and managers to assist with enhancing data entry procedures as well as data retrieval for the benefit of system users. As the amount of data continues to grow, it is important to keep data relevant and pursue the development of increasingly efficient reporting methods to ensure that administrators, managers, and staff have the tools necessary to meet expected program outcomes.

During PY13, the Connecticut Department of Administrative Services, on behalf of Connecticut Department of Labor, entered into a contract with Geographic Solutions, Inc. to provide and host a cost-effective, web-based MIS and case management commercial-off-the-shelf system that supports the administration, management, and reporting of workforce development activities for various federal and state programs. This new system, CThires, will replace the

current *CTWorks* Business System. Connecticut Department of Labor and partner staff will continue working with this vendor into PY14 to further define system requirements, populate system tables, develop interfaces, convert data, test, train system users, and implement the system.

Rapid Response and National Emergency Grants

The state Rapid Response (RR) Unit, in conjunction with local Workforce Investment Boards and other One-Stop partners, is responsible under WIA regulations (Part 665, Subpart C) for carrying out rapid response activities in the state. WIA Title I formula funding supports all Rapid Response activities in the state. Headed by the Connecticut Department of Labor, the RR Unit reaches out to employers contemplating or experiencing layoffs and plant closings. Employers, affected workers, and their unions are provided information on layoff aversion, mass layoff/plant closing and other labor laws, unemployment insurance, WIA, and One-Stop employment services. The RR Unit also makes referrals to, and coordinates services with, CTDOL units, other agencies, and programs for special intervention or supportive services applicable to dislocated workers.

During the period of July 2013 to June 2014, the RR Unit made 287 initial outreach calls regarding potential layoffs and responded to 48 WARN notices affecting 3,605 workers. The RR staff made 140 employer and/or union visits and provided 182 presentations to 3,781 impacted workers, which included 28 on-site job search and/or career planning workshops, four Trade Act benefit seminars, and 10 webinars for workers at companies that opted not to have on-site meetings.

Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 2,805 dislocated workers, including human resources managers and union representatives. Additionally, 680 webinar invitations were sent to workers who were part of large layoffs, but whose employers declined on-site visits. As a means of increasing awareness of RR services, the RR Unit also helped staff nine statewide job fairs, providing information to 2,850 job seekers.

The RR Unit submitted nine Trade Adjustment Assistance Act (TAA) petitions on behalf of workers whose jobs were believed to be affected by increased imports or a shift in production to a foreign country. Four of the nine petitions, covering 319 workers, were certified TAA eligible. Three petitions were denied, one petition was terminated as workers were deemed eligible under a prior certification, and one was pending investigation at the close of the program year.

WIA Section 173 provides authorization for the U.S. Secretary of Labor to issue National Emergency Grants (NEGs) to states, local areas and other entities to respond to dislocation events under various circumstances, pursuant to federal guidelines at www.doleta.gov/neg. NEG funding temporarily expands the service capacity of WIA Dislocated Worker training and employment programs at the state and local levels. NEGs generally provide resources to states and local workforce investment boards to quickly reemploy laid-off workers by offering training to increase occupational skills.

Economic dislocation events that may qualify for a National Emergency Grant include:

- Plant closures;
- Mass layoffs affecting 50 or more workers at a single site of employment;
- Closures and realignments of military installations;
- Multiple layoffs in a single local community that have significantly increased the total number of unemployed individuals in a community;
- Emergencies or natural disasters declared eligible for public assistance by the Federal Emergency Management Agency (FEMA); and,
- Other events, as determined by the Secretary of Labor.

During PY13, Rapid Response Unit staff oversaw the day-to-day administration of the following National Emergency Grants awarded to CTDOL:

- **North Central Multicompany (Regular NEG)** - CTDOL was awarded \$420,518 to provide employment and training services to 100 workers displaced from 10 different companies located in the region served by the North Central Workforce Investment Board – Capital Workforce Partners (CWP). CWP began operating the program on July 1, 2012. As of June 30, 2014, a total of 103 displaced workers were served: 103 received intensive re-employment services; 29 enrolled in occupational skills training; and 41 entered employment following services. USDOL approved a one-year extension to June 30, 2015 to continue to serve affected workers under this grant.
- **CT Hurricane Sandy (Disaster NEG)** - CTDOL received a total of \$610,207 in grant funds to assist with Hurricane Sandy clean-up efforts. The October 31, 2013 grant end date was extended to June 30, 2014. A key collaborator was the Connecticut Department of Energy & Environmental Protection for identifying and overseeing local projects on public lands. Through CTDOL contracts with the Eastern Connecticut Workforce Investment Board and The Workplace, Inc., a total of 44 Dislocated Workers were placed in temporary employment to assist in storm recovery efforts. Participants received initial training including First Aid/CPR and OSHA 10 Certification. Ten participants exited the program to new employment, benefited by skills obtained on-the-job. Other participants, upon completion of the temporary jobs, were referred to the American Job Center for re-employment services. Participants worked on the following storm recovery projects:
 - Air Line State Park Trail (Thompson & Pomfret) and Bluff Point State Park (Groton) – Over seven miles of trails cleared of storm damage.
 - Rocky Neck State Park (East Lyme) – The project included building and replacing sections of storm-damaged boardwalk and rebuilding additional sections that had salvageable parts as well as repairing and rebuilding storm-damaged picnic tables at the park.
 - Silver Sands State Park (Milford), Osbornedale State Park (Derby), and Indian Well State Park (Shelton) – Projects included clean-up and removal of brush, downed trees, stumps, debris; roadside post and rail

repair; boardwalk decking replacement and bollard repair; marsh and trail clearing; reservoir/beach berm clean-up.

- Office of Emergency Management/Disaster Relief Center (Milford) – Administrative support to city’s disaster relief coordination.
- **Job-Driven (JD) NEG (Regular NEG)** - On June 27, 2014, the CTDOL was notified of a grant award totaling \$3,392,350 to implement a job driven strategies program for Dislocated Workers, particularly the long-term unemployed. The successful grant application, prepared by CTDOL’s Rapid Response Unit staff, was a collaborative effort involving the agency’s Office of Apprenticeship Training and three workforce investment boards – Eastern CT Workforce Investment Board, Northwest Regional Workforce Investment Board, and Workforce Alliance (the workforce investment board of the South Central region). The approved grant implementation period is July 1, 2014 to September 30, 2016.

Outreach Efforts by the Office of Research

On behalf of the Department of Labor, the agency’s Office of Research staff engaged in numerous outreach activities during PY13. Presentations focused on labor market information (LMI) that would be of interest and helpful to education, government and business leaders as well as to jobseekers and those who provide job search and employment assistance, such as career counselors. In addition to LMI, presentations included discussion of some of the many on-line tools available to jobseekers through CTDOL’s website as well as through federal and American Job Center partners’ websites.

During WIA Program Year 2013, Research staff presented labor market information and offered outreach activities at a variety of community and professional events around Connecticut, including those held at:

- Social services agencies
- Reemployment/job seeker support groups
- Municipal libraries
- Universities (career counselors and social workers training)
- One-Stop Career Centers
- Business/employer groups

Hundreds of jobseekers attended many of the events and benefited from the presentations. In addition, individuals who assist jobseekers (librarians, volunteers at support groups, etc.) who were in attendance gained the same valuable information, resulting in the potential for the information to reach hundreds of other individuals.

The Office of Research also presented labor market information to regular meetings of the Connecticut Employment and Training Commission (CETC), the state’s Workforce Investment Board. Staff of the Office of Research also made a presentation and provided additional labor market information to the Commission on Connecticut’s Future. Established in 2013 by Public Act 13-19, this commission’s focus is economic renewal in Connecticut. Some of these

presentations were broadcast on the Connecticut Network (CT-N) cable channel and remain available to the public.

Employment and Training

Wagner-Peyser

Under the Wagner-Peyser Act, CTDOL Employment Services (ES) receives federal funding to provide universal access to an integrated array of labor exchange services. ES focuses on providing a variety of employment-related labor exchange services including, but not limited to, job search assistance, job referral, and placement assistance for job seekers, reemployment services to unemployment insurance claimants, and recruitment services to businesses with job openings.

The Connecticut State Labor Exchange, CT.jobs (www.ct.jobs), is a self-service job bank that provides a range of employment services for both job seekers and businesses. These services include the preliminary and broad matching of job seekers to potential employers based on qualifications, desired location, salary, and other criteria. CT.jobs operates in alliance with US.jobs, the national labor exchange which is endorsed by the National Association of State Workforce Agencies. CT.jobs enables job seekers to search thousands of employment opportunities representing all types of occupations, including Connecticut state agency jobs, and refer themselves to positions of interest. As part of a national labor exchange with other states, CT.jobs includes job listings from other states for job seekers interested in relocating. Job seekers can also post their résumés on-line for business representatives to view. Connecticut businesses can create an account with CT.jobs. CT.jobs verifies and approves employers to post W-2 jobs and search the résumé bank for qualified candidates at no cost. Technical assistance is provided to both employers and job seekers.

In PY13, employers posted 36,709 new Connecticut job orders and a total of 1,714 new account requests from businesses were processed by CT.jobs. In addition, 107,028 jobs were indexed and downloaded to CT.jobs from the National Labor Exchange. Indexing identifies links to jobs on corporate web sites, enabling job seekers to click on a job title from their search results and navigate directly to the job listing on the corporate web site. Job seekers entered 9,594 new résumés into the system.

Also during the program year, 191,372 Wagner-Peyser participants received services (staff-assisted or self-service). A total of 252,288 staff-assisted services were provided and 48,762 American Job Center (AJC) customers benefited from a host of services including:

- Assistance with career choices and job searches;
- Job search resources (i.e., fax machines and computers with Internet connection);
- Workshops on résumé writing, interviewing, and career exploration; and
- Information about specific companies and labor market trends.

In addition, more than 9,338 individuals received résumé preparation services at CTDOL-sponsored events and AJCs. Résumé preparation services were provided by staff with board-certified credentials from the Professional Association of Résumé Writers (PARW). During PY13, CTDOL continued a training initiative which resulted in additional staff receiving

PARW's credential, further enhancing both the professional development of staff and the quality of the résumés developed at AJCs.

Reemployment Services for Unemployment Insurance (UI) Claimants

During PY13, CTDOL staff continued to focus on UI claimants to be served by the Enhanced Reemployment Services (ERS) program. ERS identifies UI claimants who are likely to exhaust their benefits, are unlikely to return to their previous occupations, and will need job search assistance services to make a successful transition to new employment. Orientation sessions were conducted for 10,072 ERS participants. Sessions included the provision of labor market information, career guidance, information on CT.jobs (www.ct.jobs), an overview of AJC services, and details on UI benefit rights and responsibilities. Many of these ERS participants also benefited from more direct, individual employment services and training, resulting in the provision of 30,102 additional reemployment services to facilitate their return to work.

Also during the program year, staff-assisted reemployment services were provided to 40,731 UI claimants. These customers were provided job information and assistance, as well as information about specific companies and labor market trends.

As required by the Middle Class Tax Relief and Job Creation Act of 2012, CTDOL provided reemployment services and reemployment and eligibility assessments (RES/REA) to 14,922 claimants collecting Emergency Unemployment Compensation (EUC). During PY13, a total of 18,465 EUC claimants were sent letters to attend a mandatory meeting at their local AJC to review the eligibility requirements associated with receiving EUC benefits and review their work search approach and efforts. Information on the services available through the AJCs, labor market and career information, and tools for assessing an individual's skills were also provided. Claimants who did not appear for their scheduled appointment were referred to the Adjudications Unit.

Business Services

Business Services helps Connecticut's employers to hire, train and retain workers by analyzing the needs of businesses and customizing solutions. Between July 2013 and June 2014, Business Services staff helped Connecticut businesses with more than 480 recruitments attended by approximately 7,523 job seekers.

The Incumbent Worker Training (IWT) Program provides Connecticut businesses with the necessary resources to invest in the state's workforce by upgrading employee skills, thereby helping businesses to remain competitive and avert layoffs. During PY13, the CTDOL expended approximately \$700,000 in Incumbent Worker Training funds and contracted with 88 Connecticut employers. A total of 2,061 employees participated in these trainings. These counts do not include the three statewide contracts with CCSU's Institute of Technology and Business Development, CONNSTEP, and the Middlesex Chamber of Commerce. While the legislation governing the Incumbent Worker Training Program required that a minimum of 50% of the Incumbent Worker Training funds go to new employers, CTDOL expended 81% of the funds with new employers, far surpassing the legislative requirement. Employers are required to

provide a 50% or greater match for each of these training programs, which included training in manufacturing, allied health, green technology, and other industries.

Jobs First Employment Services Integration in the One-Stops

Connecticut families receiving state cash assistance, Temporary Family Assistance (TFA), also receive employment services from the Connecticut Department of Labor's (CTDOL) Jobs First Employment Services (JFES) program. CTDOL contracts with the five Workforce Investment Boards (WIBs) to provide employment-related services for JFES participants. These services are integrated in the One-Stop Centers around the state.

Although a PY13 allocation adjustment reduced the provision of some direct services to JFES participants, the WIBs coordinated an array of seamless services for 15,678 TFA recipients enrolled in the JFES program and implemented the "Integrated Basic Education and Skills Training (I-BEST)" program based on the State of Washington's nationally-recognized model. I-BEST is an evidence-based model that provides technical skills training simultaneously with basic adult education. Classes are co-taught by an adult education instructor and a specialist in the appropriate vocational technical field, with jointly-designed curriculum. The I-BEST model has been proven to help participants improve their basic skills, learn English and/or earn a high school diploma while attaining an industry-recognized credential. Many of the JFES I-BEST pilot programs included a post-program subsidized employment or internship component.

Job Corps

During PY13, Job Corps Centers in Connecticut continued to operate under the U.S. Department of Labor's cost-cutting measures implemented in PY12. The number of Job Corps student enrollment slots was not increased back to traditional operating levels, continuing instead at the permanent reduction of eighty-six slots statewide. Despite this, for those youth who participated, the program year brought many successes.

Through Job Corps, youth have the opportunity to receive educational and career technical training, thereby gaining the skills needed to become employable, independent citizens. This federally-funded program offers both residential and non-residential placements for youth ages 16-24 (no upper age or income limits for those with disabilities). Youth receive intensive, wrap-around services including recruitment, life skills training, social skills training, career and mental health counseling, basic health care, residential housing, a bi-weekly living allowance, an annual clothing allowance, driver education, on-the-job training, high school diploma and high school equivalency attainment, academic and career technical training, employability skills training, job placement and retention, and support services after graduation. On-site day care for children of non-residential students is also offered and students with disabilities are assisted with accommodations to be successful in the Job Corps programs.

Administered by the U.S. Department of Labor Employment and Training Administration, the success of Job Corps is largely due to the collaborative efforts of program operators which include CTDOL, local Workforce Investment Boards, state and local agencies, and other organizations. In PY13, CTDOL collaborated with other state and local agencies to provide a variety of services to support the goals of the centers and increase student participation and

employability. Numerous workshops are provided on-site at Job Corps, career counselors are available at American Job Center (AJC) locations for Job Corps students to receive individualized services, and, on a regular basis, students visit the AJC to utilize available resources. CTDOL staff also works closely with program graduates and employers to make successful employment matches.

A variety of trades are offered at two Connecticut Job Corps locations. New Haven Job Corps Center offers Culinary Arts, Health Occupations (Certified Nursing Assistant, Clinical Medical Assistant, and Emergency Medical Technician), Facilities Maintenance, and Carpentry. Trades available at the Hartford Job Corps Academy include Business Technology/Insurance & Financial Services, Advanced Manufacturing, and Health Occupations (Certified Nursing Assistant and Clinical Medical Assistant). Students who qualify for the Advanced Career Training program are eligible to continue their education at local colleges and universities or may transfer to another Job Corps Center that offers advanced training in the field of their choice.

New Haven Job Corps

Five New Haven Job Corps students graduated from Gateway Community College's Transportation Career Trainee Program which was made possible by CT-MET, Connecticut's Manufacturing, Energy and Transportation Grant Initiative. For four months, students attended class at Gateway Community College after putting in a full day of training at Job Corps. They attended school at night, studying various needs in the transportation industry, such as maintenance, repair, operations, and working on roads, rails, busses, trains and engines. Students also learned about locomotive electrical components, blueprint and schematic diagram reading, troubleshooting, electrical measuring, electrical circuits, signaling equipment and infrastructures, and earned industry credentials. The program, sponsored by the Transportation Communications Union, prepares trainees for careers in the transportation, bus, and rail industries.

Participant Kevin Therriault praised the program saying, "I never thought I would graduate from a college program, Job Corps has opened up a tremendous amount of opportunities for me." William Staton echoed these sentiments stating, "Job Corps is an amazing program that exposes you to many fields, I never had the opportunity to go to college but Job Corps staff helped me to believe in myself and my abilities, the program at Gateway was hard, but I learned a lot – it was a great experience." Fabian Liriano, who also attended the program, felt that without the support of the Job Corps program and his peers he would have never succeeded. He made many bonds with peers and staff who work to motivate and keep each other positive. Attending Job Corps enabled him to earn his high school diploma, driver's license, OSHA 10 Certification, CPR Certification and a building maintenance trade.



*New Haven Job Corps students (left to right)
Kevin Therriault, Fabian Liriano, and
William Staton*

Hartford Job Corps

The Hartford Job Corps Academy has established strong, mutually beneficial relationships with several employers within the greater Hartford area, which has resulted in positive outcomes for Job Corps youth. Carey Manufacturing has hired a number of students and graduates. The company's Thursday - Sunday full-time work schedule allows students to continue advancing their education and training through the Hartford Job Corps Academy's college program during the week. Har-Conn Chrome has also hired Job Corps students and graduates for full-time internships and jobs and has expressed an interest in getting more involved in the technical training of students by having manufacturing students complete certain required training items such as metal plating on-site at their West Hartford facility. This enhanced partnership between Har-Conn Chrome and the Hartford Job Corps Academy will help fill the need for a skilled manufacturing workforce in Connecticut.

Speed Networking Event

CTDOL sponsored a speed networking event that brought together twenty-five students from both the Hartford and New Haven Job Corps and twenty members of the business community from several different industry areas. The goal of the event, which was held at CTDOL's central office in Wethersfield, was to help students gain experience speaking with business professionals in a social setting without the pressure of intimidation associated with formal interviews. Business professionals were encouraged to share their expertise, knowledge and practical advice with students who have aspirations to thrive in their future professions. The format of the event allowed students to rotate through six tables of business professionals and spend fifteen minutes asking questions, which allowed all the participants time to meet and network. The event concluded with feedback and further networking through a luncheon.

Serving People with Disabilities

The Connecticut Department of Labor and the Departments of Rehabilitation Services and Social Services along with other state agencies and community-based organizations offer assistance and guidance on opportunities and options for individuals with disabilities. CTDOL is also a member of the Governor's Committee on Employment of People with Disabilities. The Committee's mission of addressing the workforce development needs of individuals with disabilities is supported by CTDOL and remains a focus of the agency.

CTDOL's website at www.ctdol.state.ct.us/gendocs/pwd.htm highlights a variety of disability resources for employers and jobseekers. This website was a collaborative project between CTDOL and the Governor's Committee on Employment of People with Disabilities and offers information on assistive technology, tax credits, workplace accommodations, and disability employment initiatives in Connecticut.

From January through March 2014, statewide training sessions were conducted by the State Equal Opportunity Officer to provide a review of federal and state Equal Opportunity policies and information. These sessions were presented to a total of thirty-one CTDOL and WIB Equal Opportunity Officers/Representatives as part of a "train-the-trainer" curriculum conducted in

local workforce investment areas around the state. The disability-related assistance module highlighted Universal Access/Reasonable Accommodations, the Americans with Disability Act (ADA), Assistive Technology, the Commission on the Deaf and Hearing Impaired (CDHI), and Communicating with and about People with Disabilities.

Disability Employment Initiative

In October 2013, Connecticut was one of eight states to receive a grant under the U.S. Department of Labor's Disability Employment Initiative (DEI). Awarded to CTDOL's Office of Workforce Competitiveness, the three-year, \$3,058,706 grant implements strategic approaches for enhanced employment services to individuals with disabilities in the public workforce investment system.

The Disability Employment Initiative builds upon previous CTDOL efforts, such as the Disability Program Navigator initiative, by hiring disability resource coordinators and case managers with expertise in disability and workforce issues to provide a full range of employment assistance, coordinate services, and leverage funding to meet the needs of job seekers with disabilities in the American Job Centers.

To improve services to customers of the workforce system who also receive Social Security Administration (SSA) benefits, the DEI requires its grantees' participation in the Social Security Administration's Ticket to Work Program. The Northwest Regional Workforce Investment Board and Capital Workforce Partners were selected to become active Employment Networks in the Ticket to Work Program, thereby expanding the Connecticut workforce investment system's capacity to serve eligible beneficiaries.

The DEI grant will provide for capacity building efforts to serve jobseekers with disabilities through extensive staff training. The purchase and installation of up-to-date assistive technology for the American Job Centers will be funded under the grant. The DEI grant also supports "extensive partnerships and collaboration across multiple workforce and disability service systems," as described in the U.S. Department of Labor's news release at <http://www.dol.gov/opa/media/press/eta/ETA20131995.htm>.

Serving Our Veterans

Funding from the USDOL VETS Program totaling \$1,747,000 for Program Year 2013 resulted in the provision of services to more than 5,700 veterans by CTDOL's Office for Veterans Workforce Development (OVWD) staff. In addition to providing information on various benefits for eligible veterans, the following were offered during the transition from military to civilian life:

- Employment assistance
- Veterans' preference
- Unemployment insurance
- Job search workshops
- Career coaching
- Résumé preparation

- Training opportunities
- Electronic tools:
 - Job & Career ConneCTion
 - Connecticut's Reemployment Portal
- Vet-related legislative updates/current events

Transitioning services were also provided by OVWD staff to Connecticut's National Guard and Army Reserve troops returning from Iraq and Afghanistan. More than 400 service members at four demobilization briefings were provided with information and referrals for numerous benefits; state and federal employment and training programs, including WIA and Step Up; education resources; and other assistance. In addition, Unemployment information was provided to those who were discharging from active military service. OVWD staff participated in numerous 30, 60, and 90-day follow ups with these units and their families. This important process for retuning troops is accomplished through the joint efforts of staff from the U.S. Department of Veterans Affairs, state Department of Veterans' Affairs, USDOL, and the Connecticut Military Department.

OVWD staff also assisted in the Department of Defense's Yellow Ribbon Reintegration Program. The program helps service members of the military reserves, Connecticut National Guard and their families by providing information and guidance on a variety of services and benefits available to them throughout deployment and during reintegration. CTDOL offers information on the workforce system, job search, and unemployment.

In September 2013, veterans in need were provided services by OVWD staff at Stand Down. This event, held at the State Veterans' Home in Rocky Hill, offered an opportunity for veterans who are homeless, chronically unemployed, or having difficulty adjusting in society to receive assistance that included résumé writing, on-line job searches, and registration for employment services.

In April 2014, OVWD sponsored the 10th annual *Heroes4Hire Career Fair*. This event drew 89 employers and more than 1,000 veterans. In addition to having the chance to meet with representatives from companies with job openings, veterans were provided information on veterans' benefits, vocational rehabilitation, résumé critique assistance, education and career options, and career development guidance.

Also in PY13, CTDOL's staff members continued their work with the Oasis Centers program, which is operated through Connecticut's Board of Regents for Higher Education. Oasis Centers are located on the campuses of Connecticut universities and state and community colleges, offering a place where veterans can gather and meet with state and federal benefit providers. The OVWD staff provides veterans with labor market information and offers assistance with occupational exploration, research into education options, résumé and cover letter preparation, interviewing skills, and job bank employment searches.

A collaborative pilot program between OVWD and the Department of Social Services was put into motion that expedites services to veterans who meet criteria for cash assistance, SNAP, and other benefits. The program also provides training and employment services through the workforce system to assist participants in becoming job ready. As part of the pilot, DSS

simplified their intake form; with an affirmative indication of U.S. military service on the on-line application, veterans are directed to a DSS advisor dedicated to providing program services and an appointment is set. Following self-attestation, military service status is confirmed via registration with OVWD staff, the DD-214 (military discharge document) or other VA-related sources. This process eliminates the standard procedure of reporting to a DSS office, meeting with eligibility intake staff, completing paperwork, and scheduling an appointment to complete the intake process, thereby reducing the need for veterans to make travel arrangement or wait for services. The number of veterans provided services by both CTDOL and DSS increased from 339 to 489 within the first year of the collaboration between the two agencies. The on-line application link, www.ctvets.org, is located on the OVWD website and explains the program and criteria.

Another OVWD initiative, Vets to Cops and Vets to Firefighters, has proven beneficial. The program has assisted veterans interested in beginning careers in law enforcement and as first responders. More than 10 veterans have been hired as police officers and 22 have been assigned training slots at a Connecticut police academy. There are two residential academies in Meriden, with a state and municipal training facility located on the same grounds. There are also four satellite academies which are located in Waterbury, Bridgeport, New Haven and Hartford. Recruits are assigned to the academy closest to the municipality they will be working in. In the event there are no available training slots, the recruit will be assigned to an academy where training can begin. Unexpectedly, the same preparation assisted 3 veterans to secure gainful employment with the federal correctional system. WIA funding and staff have assisted veterans with short-term training, workshops, preparing for job-related applications and testing, computer basics, and other remedial training to help veterans get up to speed with job readiness skills or grade level knowledge.

Notable Projects and Events

Connecticut Learns and Works Conference

The 20th annual Connecticut Learns and Works Conference, an event designed to highlight education and workforce development, was held on May 16, 2014 in Westbrook, Connecticut. The program offered eight different workshops focusing on education collaboration with present-day workforce needs, with a focus on training opportunities, career pathways, manufacturing employment, and the benefits of using social media to communicate with potential employers and network with career and industry groups. The annual conference is tailored toward counselors, educators, case managers, employment and training professionals, job developers, recruiters and private sector businesspersons.

Labor market information and addressing the hiring needs of Connecticut's businesses and companies were both featured in workshops, along with STEM initiatives for young women and for girls in middle school. The 2014 conference theme was "Imagine More: Energizing, Learning and Working." The keynote address was delivered by Principal Michael Maziarz, Hartford High School, Academy of Engineering and Green Technology. The Academy was recently involved in an initiative to help create and develop a renewable energy system to power and heat three classrooms and support the charging of six laptop computers for 80 students and their teacher in Saldang, Nepal.

The conference was attended by 285 participants and offered the following workshops:

- Advanced Manufacturing and Relationships With Post-Secondary Institutions
- Building Bridges: Manufacturers and Teachers Collaborate For STEM
- Healthcare Career Paths
- LMI: Economic Update
- Maximizing and Managing Your Brand On the Internet
- Middlesex Community College Center For New Media
- What Employers are Looking For
- Women In STEM Pipeline: From Middle School To the Workplace

**Workforce Investment Boards’
Innovative Practices, Challenges, and Exemplary Programs**

Northwest (Northwest Regional Workforce Investment Board)

Northwest Construction Careers Initiative

The Northwest Construction Careers Initiative (NCCI) strives to achieve outreach and recruitment of residents in the Northwest region for career opportunities in the construction building trades. During PY13, NCCI continued to offer a coordinated system of outreach, recruitment, assessment, case management, and placement for program participants. The system brings together community-based organizations, direct-services providers such as the American Job Center in Waterbury, the local school systems, the building trades, and other community groups to achieve specific goals.

The NCCI operates as a program within the Northwest Regional Workforce Investment Board (NRWIB); the Board administers the City of Waterbury’s Good Job Ordinance, a local hire ordinance that requires contractors on publicly-funded construction and construction-related projects to employ at least 30% of Waterbury residents on project crews. This has allowed NCCI to achieve a participant job placement rate for participants of over 95%.

NCCI worked in partnership with the United Labor Agency (ULA) in order to offer over 45 benched union tradespersons various trainings to increase their skillsets in the fields of: Solar Photovoltaic and Solar Thermal, Rigging and Signaling, and special Paint Coating Application training. NCCI also joined the ULA in providing specialty task training to the plumbers’ and operating engineers’ unions to satisfy special Utility Company training requirements for the natural gas pipeline work that is coming Connecticut.

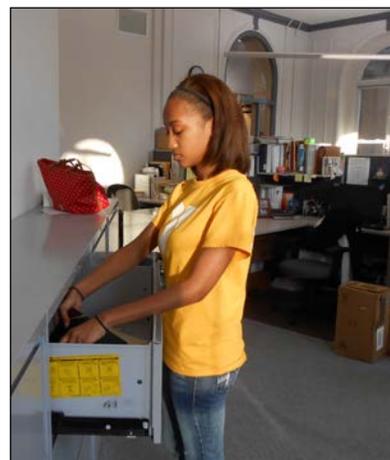
NCCI staff was also responsible for coordinating two rounds of Brownfield Job Training during PY13; of those two rounds, 27 participants successfully completed the intensive five-week training. Those participants also received training from the Painter and Allied Trades Union in order to become Green Tradesmen certified. Several rounds of Asbestos, Lead and Hazwoper refreshers and OSHA classes were held, serving close to 50 participants during this time. In total, NCCI staff has assisted in securing close to 200 job placements during PY13.

Step Up

The Northwest Regional Workforce Investment Board promotes the State of Connecticut's Step Up program to employers throughout the Northwest region and, throughout PY13, has issued 164 Step Up agreements with several different companies. The success of this effort can be attributed largely to the collaborative efforts of the NRWIB staff, CTDOL and Chambers of Commerce within the region. The partnership with the Department of Labor's Waterbury staff and its Veterans' representatives has also been integral to the Veteran's portion of the Step Up program. Of the 164 Step Up agreements written, 34 were for Step Up Manufacturing, 98 were for Step Up Subsidized Employment, and 32 were for Step Up Armed Services. Employers in the region continue to applaud the program and are quick to point out that without these funds, hiring would remain stagnant.

Youth

The NRWIB funded nine youth programs for PY13, five in-school and four out-of-school programs. The Workforce Achievers Value Education (WAVE) program at Naugatuck Valley Community College and the Team Success program at Northwestern Connecticut Community College are both WIA-funded programs; during PY13, through the collaboration of these two programs, ten youth participants achieved their Associate's Degrees. All ten have moved on to four-year colleges. Each of these programs offers a unique integration of services and has resulted in the attainment of educational credentials and employment for nearly all participants in the program. The academic guidance, skill-building and individual support the students in WAVE and Team Success received contributed to these successful outcomes. In addition to the Associates Degrees earned, there were an additional twenty-eight participants who attained occupational skill certificates.



Youth participant Skye Flowers gained office skills while participating in the program.

These occupational skill certifications were offered through Western Connecticut Regional Adult & Continuing Education (WERACE) and Goodwill Industries. In all cases, these youths were able to secure gainful employment in fields such as nursing assistants, pharmacy technicians, phlebotomists, and in retail settings.

Once again, the WIB's Summer Youth Employment program was a rousing success with 743 youths served throughout the region's 41 municipalities. The program offered work-based learning opportunities at many different worksites and efforts were made to place youth at worksites that matched their interests to ensure a positive work experience. Of the 743 youths, 691 participated in the six-week programs offered through Connecticut Youth Employment funding; an additional 52 youths received services funded through the Department of Children and Families. The Board's contractors for the Summer Youth Employment Program were: Gear Up/NVCC, Waterbury YMCA, Waterbury Hospital, New Opportunities, Waterbury Police Activity League, Newtown Public Schools, and Youth Services for the towns of Wolcott, Danbury, Torrington, and Waterbury. Worksite assignments for the youths were in both the private and public sectors.

As for the WIB's in-school programs, seventeen youths attained their high school diplomas and all will be continuing on to receive post-secondary education. The in-school contactors for the Board included CONNCap/NVCC, Waterbury Youth Services, Waterbury Police Activity league, Connecticut Dance Theatre and Northwestern Connecticut Community College.

Waterbury Career Academy High School

During PY13, the NRWIB continued to contribute to the development and implementation of the new Waterbury Career Academy High School. NRWIB was initially charged with a research project in 2005 to determine the viability of the development of a high school whose curriculum would address the industry needs of Waterbury and surrounding municipalities. Construction of the \$65 million state-of-the-art facility began three years ago, resulting in its September 2013 opening. With the input of the WIB, industry strands were selected for curriculum development. Responding to the demands of industry, the four educational strands include Advanced Manufacturing, Allied Health, Human Services, and Computer Information Technology. The WIB assisted in convening industry partners for the creation of Advisory Panels that assisted with curriculum development as well as development of the selection criteria for students. The WIB and vested partners continue to remain active in the development of internships and externships, as well as mentors.

Southwest (The WorkPlace, Inc.)

Platform to Employment

The WorkPlace developed Platform to Employment (P2E) to address the need for the long-term unemployed to return to work and the employer need to recruit skilled workers. The program is a public-private partnership that gives businesses a risk-free opportunity to evaluate and consider hiring participants during an eight-week work experience program.

P2E offers individuals a five-week preparatory program, including skills assessment, career readiness workshops, employee assistance programs, coaching and more. Upon program completion, The WorkPlace assists participants in finding open positions at local companies. Placements are made on a trial basis, paid for by The WorkPlace. The expectation is that if the company is satisfied with the performance of the candidate, a full-time job will ensue.



Mike Morgan of The WorkPlace offered guidance to jobseekers at a P2E session.

Between July 2013 and June 2014 The WorkPlace offered two P2E cohorts for residents in the Southwest workforce investment area. Seventy-nine percent of the participants that completed the five-week career readiness program entered into a work experience. Of this population, ninety percent moved into permanent employment. Participants secured jobs with titles such as paralegal, administrative assistant, production planning logistics coordinator, library office assistant, human resources generalist and training instructor.

In May 2014, The WorkPlace learned that the Connecticut legislature appropriated \$3.6 million to expand Platform to Employment to include the entire state of Connecticut and serve 500 long-term unemployed individuals. Partners in this project will include the Connecticut Departments of Labor and Rehabilitation Services, and all five of the state's Workforce Investment Boards.

American Job Centers

The American Job Centers (AJC) are the hub of all workforce activity in our region. The WorkPlace has worked hard to ensure the AJCs are packed with a full array of services. Any job seeker can avail themselves of a multitude of workshops and career information. With strong partnership from state agencies, Veterans services, community action agencies and business, there are products and services to serve the diverse constituency base.

During PY13, the WorkPlace hired a full-time staff person for the Assisted Services Unit. The staff of this unit works closely with the state's vocational rehabilitation agencies to coordinate services and enhance the development of employment plans for customers with documented disabilities. Moreover, the AJC is housed with adaptive technology to facilitate the needs of customers using this center.

Ongoing efforts to provide supportive services led to the expansion of the Community Resource Center (CRC). CRC staff provides information and assistance to customers in need of addressing and eliminating barriers that prevent or hinder their ability to seek and/or maintain employment. Information is available on shelter, food, education, health care, legal aid, transportation, financial counseling, and child and elder care needs. The WorkPlace has also partnered with community action agencies to provide energy and rental assistance onsite and, as an additional benefit, the CRC assists customers with tax returns as a designated IRS Volunteer Income Tax Assistance Center.

With the changing demographics of the AJC's customer base, The WorkPlace entered into a contract with a vendor to provide higher skill workshops to the more experienced dislocated worker population. These workforce trainings concentrated on a higher level of skills than the core workshops offered to the general public. A sample of program titles include Personal Style and Effective Collaboration; Time Management; Embracing Diversity in the Workplace; and Organizing for Success. The workshops are delivered as a series, allowing dislocated workers to select those best suited for their current needs.

PY13 proved to be productive, with AJC staff efforts resulting in the development of over 350 individual training accounts (ITAs). The majority of ITAs were for training in the health care industry, with transportation and information technology following closely.

Add Us In/DiversityWorks

Add Us In/DiversityWorks is a consortium-led initiative focused on changing the culture of the workforce development and vocational rehabilitation systems to better accommodate and serve people with disabilities, including lesbian, gay, bisexual, and transgender (LGBT) individuals

with disabilities. It has been a successful year engaging businesses to identify, adapt, and replicate promising practices that can influence the recruiting, hiring and retention of people with disabilities.

In October 2013, The WorkPlace hosted a Disability Employment Awareness Month (DEAM) job fair to engage businesses and create a venue to introduce jobseekers. This event also served as a means to bridge the gap between businesses interested in recruiting and hiring people with disabilities and familiarizing themselves with resources available through the Add Us In/*DiversityWorks* program. Two jobseeker workshops entitled “Navigating a Job Fair” and “Disability Disclosure: If To, When To and How To” were presented during the event. Additionally, rooms were available for employers to conduct interviews during the job fair. A total of 325 jobseekers attended, with consortium members and 26 employers from non-profits, small businesses, and corporations also attending. In preparation for the job fair, stipend internship opportunities were created. Interns assisted with staffing, engaging jobseekers, outreach, and event marketing.

To further engage the business community and expand disability awareness, a film series was held which highlighted successes achieved by people with disabilities. This community-based, informative film series attracted employers, hiring personnel, and members of the community. Sign language interpreters were on-site, and presentations on various disability topics and issues were delivered by experts in the field.

Add Us In/*DiversityWorks* also developed a new brochure for employers interested in growing their business. The brochure provides information regarding services available through the program and communicates the business case for hiring people with disabilities. A copy of the brochure is available at www.workplace.org.

Supportive Services for Veteran Families

Supportive Services for Veteran Families (SSVF) is a program to stabilize housing and prevent homelessness among veterans in Fairfield and New Haven Counties. The WorkPlace provides eligible veteran families with outreach, case management, and assistance in obtaining benefits from the U.S. Department of Veterans Affairs and other benefits, which may include: health care services, daily living services, personal and financial planning services, transportation services, and housing counseling.

The program’s objective is to achieve stability through a short-term, focused intervention. SSVF employs a Housing First model focused on helping individuals and families access and sustain permanent rental housing as quickly as possible, while facilitating access to services that will help the veteran’s family keep their housing. SSVF focuses on increasing income through employment and benefits while addressing issues that can interfere with veteran's housing stability.

During the last year, 263 veteran households were served. Of those households served 26% included children, 89% were homeless, and 86% either had no income or very low income.

The SSVF staff assessed each household's needs upon entry. Based on the assessment outcome, an individual housing stability plan was established as the blueprint to stable housing. The plan outlined the responsibility of both the household and the SSVF case manager, the steps each would take, and anticipated outcomes. All unemployed veterans were registered with Connecticut's Step Up hiring incentive program which includes a component for veterans. SSVF workforce specialists worked one-on-one with veterans and provided employment counseling, job search assistance, and connections to the Connecticut Department of Labor's veterans services as well as to vocational training programs.

Veterans who were not already engaged with VA services were connected to those services. Referrals were made to community providers for services such as rent and utility assistance, financial counseling, transportation, moving services, food and clothing. When there were no existing community services available to help the household, SSVF provided temporary financial assistance to ensure they could obtain and retain stable housing.

On November 3, 2013, in recognition of Veterans Day, The WorkPlace hosted the "Service to Country and Community Recognition Luncheon" for veterans. Port 5 in Bridgeport served as the gathering place for a team from The WorkPlace and the Connecticut Department of Labor's Office for Veterans Workforce Development to say "thank you" to veterans who honorably served their nation in the military and continue to add to the quality of the community. During the event, five veterans were honored for their service. With the intent of honoring veterans' life accomplishments that may otherwise go unrecognized, honorees were selected for their service and sacrifice to the country and their continued service to the community. They were chosen and vetted by a committee of five fellow veterans.



Emcee Christopher Caruso of CTDOL looked on as veteran and award recipient Bob Stone addressed those attending the "Service to Country and Community Recognition Luncheon."

Youth

Summer Earn & Learn Program

For PY13, the WorkPlace continued its delivery of a comprehensive summer earn and learn program. Building upon the success of the prior programs, PY13 added a formalized curriculum and additional labor market reviews for youth. With funding from the Connecticut General Assembly through the Connecticut Department of Labor and the Department of Children and Families, the 2013 Summer Earn & Learn Program was able to place over 350 youth from southwestern Connecticut into summer career exploration positions.

The program's career exploration model provides youth, ages 14-21, with one week of preparatory training followed by six-weeks of work experience at employer sites. The

WorkPlace contracted with area vendors to deliver the PBS LiteracyLink: Workplace Essential Skills Employment Curriculum. This curriculum strengthened the soft skills of participating youth and prepared them to be at employer sites.

Youth were provided the opportunity to work up to 20 hours per week for \$9.00 per hour for up to seven weeks. As in prior years, summer employment sites included employers from the healthcare, retail, financial, and service industries. The program gives priority to youth from low-income households and offers more than just needed income; it creates meaningful work experiences for the youth and provides employers with motivated youth who are prepared to work. The WorkPlace kept in place the tradition of partnering with area banks to provide financial literacy and the opportunity for youth to open bank accounts to increase savings, cash checks and begin a formal relationship with local financial institutions.

The WorkPlace's Summer Earn & Learn Program has become a vital part of the WIB's youth development portfolio. Many of the youth that participate in the summer program move on to participate in the year-round Workforce Investment Act program, post-secondary school or employment.

Year-round Youth Program

The WorkPlace's YouthWorks division is tasked with connecting today's youth to successful futures. For PY13, The WorkPlace's model provides a three-tier approach that includes educational advancement and National Retail Federation's (NRF) National Professional Certification in Customer Service, followed by an opportunity to attain industry-specific certification or work experience.

With so many area youth testing below national standards, the goal was to create a model that infused educational and world of work skills. Youth spend up to three months in the educational advancement component. They are assessed and an individual plan is constructed to increase their educational skill sets. For PY13, in-school contracts were developed with the Bridgeport Board of Education for three local high schools. The second tier, National Professional Certification in Customer Service by NRF, provides our youth with polished customer service skills that allow for them to enter into a multitude of industries. Through The WorkPlace's vendor base, more than 80 youth earned the NRF's National Professional Certification in Customer Service. Lastly, the industry-specific tier of the model focuses on two distinct tracks. Youth that are college bound receive SAT preparation and FASFA services. Those that are moving into employment are matched with employers in their chosen industries.



Henryriana Maxelix participated in the WIA year-round youth program.

Overall, YouthWorks has created strong relationship with the community, the educational system, and employers. Moving forward, The WorkPlace we will seek to build upon these relationships and afford more youth access to career development.

Eastern (Eastern CT Workforce Investment Board - EWIB)

Manufacturing Pipeline Initiatives

During PY13, the Eastern CT Workforce Investment Board (EWIB) worked diligently with the Eastern Advanced Manufacturing Alliance (EAMA) to meet the mutual goals of ensuring that both a skilled pipeline for future workers and educational pathways are in place to advance regional manufacturing needs.

EAMA has grown over the last couple of years from a Windham county-based consortium of plastic manufacturers to a current membership spanning four counties representing aerospace, shipbuilding, medical devices, and more. As EAMA membership has expanded, so too has the number of employers expressing training needs. Since the Eastern workforce investment board area includes one of Connecticut's four designated Advanced Manufacturing Centers (AMC), located within Quinebaug Valley Community College (QVCC), utilizing the AMC was an excellent fit for addressing training needs. The Advanced Manufacturing Machine Technology program, designed to meet the needs of regional employers, has been successful in both training students, many whose participation was supported by EWIB WIA funding, and placing them into EAMA companies. Additionally, EWIB facilitated several sessions with QVCC, Three Rivers Community College (TRCC), the vocational technical system, and regional employers to identify expanded needs for training specifically in metal fabrication. Other efforts include ongoing work to restore the welding training capacity at Grasso Technical High School in Groton and the ability to expand fabrication capacity at TRCC, as articulated by the community college, within Connecticut's Trade Adjustment Assistance application.

As an example of the power of regional coordination, EWIB, EAMA, and TRCC joined the Connecticut Center for Advanced Technology in hosting the region's first Manufacturing Mania event for more than 100 middle school students in October 2013. The students participated in team-based activities that replicated the manufacturing process, had the opportunity to talk with area manufacturing exhibitors, and toured TRCC manufacturing labs. Individual EAMA manufacturers also hosted open house tours of their facilities, inviting area high school students to attend with their parents.

EWIB will be expanding its partnership with EAMA in the coming year by becoming the headquarters of the organization.

American Job Centers – Eastern Region

During the past year, CTWorks offices in the Eastern Workforce Investment Board area, and around the state, were rebranded as the American Job Centers, with new signs but the same first class services being provided to customers – job seekers and area businesses. During the year, 14,422 unique job seekers came through the doors in eastern Connecticut making nearly 60,000 visits to the centers. Over 1,440 workshops, providing information and training on topics such as Interviewing, Job Search, Health Careers, or STEM Careers, were offered and more than 8,200 people attended them.

EWIB offers a blend of the services needed to assist job seekers overcome many barriers to employment. For example, in PY13, EWIB was awarded a Supplemental Nutrition Assistance

Program (SNAP) grant and with its partners, the Access Agency and Thames Valley Council for Community Action (TVCCA), began reaching out to provide job search assistance to food stamp (SNAP) recipients. EWIB also continues to operate the Ticket to Work Program for job seekers who receive Social Security Disability Insurance (SSDI) or Supplemental Security Income (SSI). During PY13, staff worked with 61 clients, 27 who obtained employment and/or received follow up services. To meet the human service needs (food, shelter, transportation) of jobseekers, EWIB continues to fund staff that connects customers to state and regional services to stabilize their lives so they can be ready for job search. Additionally, the Eastern region continued its free on-line training, driven by the region's size and demographics. In the past year, EWIB issued 1,025 licenses through its free Wired for Work Metrix program. Job seekers completed nearly 3,000 courses, with 72% in business and IT areas and 28% in healthcare.

All of these services at the American Job Centers in Connecticut's Eastern region are about helping people find jobs and helping employers find the right employee. The Step Up Program in the region provided employers support to hire 160 individuals, including 48 veterans. Employers also hired and trained 50 workers with the support of a H-1B STEM on-the-job training program. Overall, in the past year, more than 5,400 people have found jobs via AJCs in the Eastern region.

Funding For Storm Sandy Clean-Up Continues the Conservation Corps Model

In 2012, Storm Sandy swept a quarter-mile section of the Rocky Neck State Park boardwalk out to sea. This and other storm damage sustained at several Connecticut state parks qualified for federal funding under a National Emergency Grant (NEG). In July 2013, the Eastern CT Civilian Conservation Corps (ECCC), a subsidized learn and work employment program, hired more than a dozen long-term, out-of-work adults to rebuild the boardwalk. EWIB contracted with EASTCONN, a regional educational service center that had run similar programs with out-of-school youth, to operate the program.

Led by two EASTCONN crew leaders, 27 unemployed adults from eastern Connecticut, ranging in age from 18 to 64, were hired for the boardwalk project. The workgroup, which included four veterans among the nine women and eighteen men, were transported to the Rocky Neck worksite each day and provided with job and skills training. In addition to repairing and/or replacing the boardwalk with the help of the state Department of Energy and Environmental Protection (DEEP) employees, the crew earned OSHA 10 and First-Aid/CPR certifications. While learning new skills reconstructing the boardwalk, participants also gained valuable training in résumé writing, job-related interpersonal skills, on-line job-search strategies, and workplace etiquette. Participants worked 32 hours a week and started at \$9.00 per hour.



Danielle Greenblatt, left, and Rainel Rocik repaired the boardwalk at Rocky Neck State Park that was damaged by Storm Sandy.

When the grant was extended through June 30, 2014, the crew, with several new members, was able to repair other Storm Sandy damage along the Air Line State Park Trail in northeastern Connecticut as well. The grant partners, the Connecticut Department of Labor, the Connecticut Department of Energy & Environmental Protection, EWIB, and EASTCONN, gathered for a completion and recognition ceremony to thank the participants for their service to the state park system.

Youth

Summer Youth Programs

Four hundred and forty two (442) student and young adults took part in EWIB's summer employment programs in 2013. The program included employability skill training and portfolio development to help prepare the young adults for participation in their summer job and understand the relevancy of their high school classes in the workplace. The programs were supported by multiple funding sources including: Connecticut Summer Youth (General Fund), Allied Health Policy Board, the Department of Children and Families, and carryover funding from the CTDOL and Department of Energy and Environmental Protection Connecticut Conservation Corps.

EWIB reached out to its regional philanthropic organizations and received funding from nine foundations including Chamber of Commerce of Eastern Connecticut, Dominion Resources, Charter Oak Federal Credit Union, Community Foundation of Eastern Connecticut, Dime Bank, Liberty Bank, People's United Community Bank, Sea Research/Mystic Aquarium, and Staples. The contributions from these entities provided additional summer employment opportunities, to more than 40 disadvantaged youth.

The majority of youth participated in six-weeks of work experience, for 25 hours per week, and received \$8.25 per hour. There were over 150 non-profit and for-profit worksites throughout the region. The youngest youth (14-15 years old) worked at group project sites that provided more structure and supervision. The older youth were assigned to town hall projects, park and recreation programs, opportunities at non-profit agencies, and for-profit businesses.

Eight youth who identified an interest in healthcare were selected for the Health Pipeline Program. Youth had to complete a core group of on-line courses and obtain certification in CPR and First Aid prior to beginning work at a healthcare facility. Participants worked at Lawrence & Memorial Hospital in New London and the Pequot Health Center in Groton.

North Central (Capital Workforce Partners)

On-line Learning

Thousands of on-line interactive courses, video-based simulations, and assessments are available through the North Central WIB's On-line Learning Centers. While the centers, located in each office in the North Central area, specialize in offering a range of skills for beginners, individual help is available for those with advanced computer and business skills as well. In PY13, a total of 2,575 jobseekers used the On-line Learning Centers, including dislocated workers, veterans, and those who could benefit from new skills to reenter the

workforce. Customers may access services on a drop-in basis. Facilitators are available to support customers, assisting them with everything from setting up accounts and passwords to fine-tuning résumés and applying for jobs on-line.

Through the year, WIA participants benefitted from training options that included:

- Computer Basics including the Internet, email, basic keyboard, typing and mouse skills
- Job Search Techniques including résumé preparation, on-line job search, applications and interview skills
- Tutorials on Microsoft products including Office, Word, Excel, PowerPoint, Access, and Outlook
- Assessments including desktop computing, workplace skills, and “Do What You Are” personality profile
- Career Planning including use of LinkedIn strategies

There were also numerous courses including:

- Making the Web Work For You
- Addressing Concerns in the Workplace
- Job Search and Interview Skills for Former Offenders
- Addressing Recovery Concerns
- Workplace Communication
- Disclosing Your Disability or Recovery Status
- Customer Service: Creating a Positive Customer Experience
- Veterans Job Search Techniques

Ex-Offender Retention Initiative

Capital Workforce Partners operates an ex-offender retention initiative at the Hartford Career Center, providing critical supports to ensure that newly employed ex-offenders are successful on the job and retain employment. Funding from the Hartford Foundation for Public Giving is matched with WIA dollars and services are coordinated through the American Job Center’s Career Center. Retention services include assistance with housing, obtaining a drivers license, transportation, the pardon process, career planning, and obtaining professional clothing. Other assistive resources include the Department of Rehabilitation Services for those individuals with disabilities, Department of Social Services for basic needs, Child Support Enforcement for deferral of child support payments and CTDOL’s Work Opportunity Tax Credit. Referrals are made to substance abuse services, family reunification programs, emergency fuel assistance, and to legal aid for assistance with the pardons process. This year, the program was expanded by adding an additional Retention Specialist and, as of June 2014, 82% of the 28 participants enrolled in from 2012-2013 were still employed and 81% of the 48 participants enrolled in 2013-14 were still employed.

Step Up

The Step Up program continued to be popular with employers in the North Central region during this past program year and was in very high demand. Promotion of Step Up on Capital

Workforce Partners' website and networking efforts by the WIB's business services team also contributed to the interest in the program. Employers, appreciative of the wage reimbursement and wage subsidies available through Step Up, created an increase in new hires by employing qualified and eligible individuals. The grants to small manufacturers offered under this initiative resulted in the hiring of 41 individuals at companies from July 1, 2013 through June 30, 2014. A total of 132 individuals were hired at small businesses in the North Central region under the subsidized component during the same period. The Veterans' Step Up program was also launched, with 45 veterans being placed.

Jobs Funnel

A.I. Prince Technical High School partnered with Capital Workforce Partners (CWP) on the development and implementation of adult training programs through the availability of state funding. During the spring of 2014, the partnership conducted training programs in CNC/Cabinet Making and Weatherization. These programs were created to provide opportunities to unemployed adults by means of extending the availability of classrooms, equipment and teachers beyond the high school day. The Hartford Jobs Funnel Program recruited, screened, and referred a total of 37 residents to the programs. Of the 37 referrals:

- 35 enrolled (18 in Weatherization and 17 in CNC/Cabinet Making)
- 25 completed the programs (three early exits were a result of securing full-time employment; three individuals self-terminated and four were dismissed)
- 27 entered employment (24 of those who completed training and the three who left program for employment opportunities)

Entrepreneurial Training for Dislocated Workers

CWP offered "The Business Roundtable" program to 25 dislocated workers in PY13. This is an intensive eight week program specifically designed for those who are seriously considering a career as an entrepreneur. The program covers several different aspects of starting a business. Three hours per week are dedicated to each topic in a structured, facilitated, confidential "think tank" type of forum that allows each participant ample opportunity to work on his or her specific business idea. Skill building is offered in eight different areas along with a highly interactive approach to vetting ideas and discovering the best practices for the entrepreneur's particular idea. The program also offers a weekly peer advisory board, specific skill building, and individual coaching. Program topics include:

- Identifying the Right Business For You And How To Set It Up
- Creating a Product Or Service That the Marketplace Wants
- Marketing and Positioning
- A Sales Plan
- Strategic Planning and Realistic Business Goals
- Financial Planning and Strategy
- Process and Procedure
- "Ask the Entrepreneur" Panel Discussion

The program has had promising results. As of June 30, nine participants had started up their businesses, and fifteen were in various stages of planning their business, while one person chose to take a job with another company. The program is facilitated by an Executive Coach who maintains a long-term relationship with participants to provide networking opportunities and support.

Youth

Our Piece of the Pie (OPP)

The WIA Youth Program, administered this year by Our Piece of the Pie (OPP), offered a credentialed program in Precision Machining, CNC Technology, and career competencies, provided by OPP in conjunction with Asnuntuck Community College. OPP invited staff and students for a hands-on tour of the Precision Machining class. The participants of the program showcased both their manufacturing and customer service competencies while describing the use and operation of several machines housed at the college. The program provided training at Asnuntuck Community College, while OPP provided wrap-around services designed to ensure retention and successful completion of training. OPP also prepared participants to earn the National Retail Federation Customer Service Certification. Participants were also trained in workplace safety and earned OSHA 10 certifications.



The only female in this WIA manufacturing program, Nastassia Scott (pictured here) was one of the success stories during Program Year 2013. Nastassia earned a certificate in Machining at Asnuntuck Community College, as well as credentials in Customer Service and OSHA. Following an internship with a company in Farmington, the business hired her full-time. Based on her success, Nastassia was nominated as a Capital Workforce Partners' Youth Workforce Star for PY13.

Human Resources Agency of New Britain

The Human Resources Agency (HRA) of New Britain offered yet another program for WIA Youth during PY13, offering training and education in Allied Health Careers. With training provided in partnership with Tunxis Community College, the 8-week program (60 hours) offered contextualized learning in Allied Health Basic Skills as well as a curriculum that incorporated math, science and English concepts relating to Allied Health, which subjects were provided at the HRA Youth Services Center.

Participants worked toward credentials in one or more of the following:

- GED or High School Diploma issued by New Britain Adult Education (participants enrolled were six months from obtaining their high school diploma);
- Allied Health Basic Skills Certificate issued by Tunxis Community College after 60 hours of classroom instruction;

- Allied Health Career Exploration Certificate issued by Tunxis Community College after 12 weeks of on-line education;
- Health Career Pathway Certificate issued by Tunxis Community College after 28 credits of continuing education toward a healthcare degree program.
- First Aid and CPR Certification.

HRA maintained an intensive case management model which focused on regular customer contact, meticulous tracking and follow-up and continual review of activities to address areas in need of attention. Participants met weekly with HRA staff to discuss progress, barriers that may arise, and to review the participant's goals and career plan. Each participant received a minimum of two hours per month of individualized counseling sessions to support their development in the academic portion of the program.

During this program year, the region's WIA Youth programs produced the following results: five youth attained their GED, five attained high school diplomas, and 73 young career builders earned occupational skills training credentials in the areas of allied health, culinary arts, manufacturing and construction.

South Central (Workforce Alliance)

Step Up

Step Up has been a major incentive for employers to hire and upgrade the skills of the unemployed and underemployed. Employers like the ease of the incentive program, which offers wage reimbursements and wage subsidies for up to six months to qualified employers who hire eligible individuals. During PY13, a total of 235 individuals in the South Central area were hired. In addition, Step Up for Veterans saw 28 men and women employed in various industries. Manufacturing-based employers hired machinists, inspectors, and technicians, and filled positions in other production-related areas as well as in shipping/receiving. Jobs in small business varied from construction workers, carpenters, and apprentices, to drivers, mechanics, and data clerks. The average wage was \$14.21 per hour for all participants, and those in manufacturing earned an average of \$15.13 per hour.

Next Steps

During PY13, Workforce Alliance's ex-offender re-entry program, Next Steps, served 240 individuals and made 143 job placements, with an average wage of \$11.10 per hour. Since Next Steps was launched in 2011, it has helped hundreds of ex-offenders obtain jobs, retain employment and overcome recidivism. A careful analysis of Connecticut Department of Labor records, prison records, and phone contact with customers undertaken in the winter of 2013 revealed that only 8.6% of the ex-offenders who successfully completed the program had returned to prison. This success rate, which is well below the state and national recidivism rates, makes Next Steps a model for encouraging the positive behaviors required to stay out of prison. The team approach provides clients with a range of information and techniques that go far beyond job search. These customers often experience complicated lives and personal difficulties often require intense training in life-skills, attitude, personal preparedness for the

workplace, and the basics of finding and keeping a job, all of which are offered through Next Steps.

H1-B Grant: Technical Skills Training Initiative

The Workforce Alliance's Technical Skills Training Initiative (TSTI) team reached the goals of its four-year, statewide grant in less than two years. TSTI provides incentives to help employers fill high-tech positions without importing foreign workers. The program, funded through the application fees employers pay for H1-B visas, offers on-the-job training with a 50%-75% reimbursement of wages during the training. Employers are able to select the worker, or may choose from a qualified, pre-screened candidate pool. In PY13, 314 contracts for training were negotiated. This initiative is exceptional in that the average wage is \$21.00 per hour. The career paths offered through the program, including information technology, engineering, and advanced manufacturing, can provide new opportunities for participants that include the long-term unemployed.

SNAP

The national Food Stamp program has been renamed Supplemental Nutrition Assistance Program (SNAP). The American Job Centers in the South Central WIB area offer an outreach program, created in October of 2013, in an effort to encourage food stamp recipients to upgrade their job search skills. The staffs of the South Central and Southwest WIBs, working in partnership with the state Department of Social Services (DSS), mail flyers to 1,500 SNAP recipients per month. The flyers invite SNAP customers to an orientation, describing the program and the many workshops and job search services available. Although the program is not mandatory, DSS considers job search activities an important part of their SNAP clients' efforts to become self-sufficient.

JFES Job Clubs

Jobs First Employment Services' Job Clubs, offered by American Job Centers, are an excellent way for customers to meet with Employment Specialists on a regular basis and stay motivated in organizing their lives to successfully job search. Prior to Job Club, clients attend a 3-week program, Career Edge, which offers web-based job search skills and customer service training. Guest speakers at the Job Clubs add variety and build enthusiasm. For instance, radio/television and newspaper journalist Veronica Douglas gave a presentation about her extraordinary career pathway that began with a high school ambition to be a hip-hop star, then led to a paid internship at a newspaper, which was followed by her own column and a career in newspaper and television journalism. The Job Club customers hung on every word. Job Clubs are a great way to share experiences, learn from peers, and release the tensions of a job search.



Guest speaker Veronica Douglas inspired those attending a JFES Job Club session.

Youth

Summer Youth Employment



On the job in Milford, program participant Joshua Galarza was a jack-of-all-trades.

The PY13 summer youth employment program offered employment to 1,380 youth, ages 14 to 24. Twenty-three of the region's thirty communities participated in the summer jobs program. The South Central WIB's community partners included mayors' offices, Community Services Departments, Chambers of Commerce and various foundations. With their help, participating youth found employment opportunities that were quite varied, and included a high-end horse stable in Higganum, a delicatessen in Portland, the YMCA in Middletown, many public works departments, and private real estate offices, to name just a few. Workforce Alliance's funding was enhanced by funding from several municipalities, including New Haven, Meriden, Middletown and East Haven, and from the private sector. Workforce Alliance also served 235

youth in year-round programs. At least 47 youth entered employment and/or post-secondary education and an additional 105 attained a degree/certificate.

Waivers and Their Influence on Performance

The Connecticut Department of Labor submitted a request for waivers of statutory and regulatory requirements under the Workforce Investment Act to USDOL and was granted approval of the following waivers. These approved waivers were incorporated by reference into the State Integrated Workforce Plan, which is in effect until June 30, 2017.

- Waiver of the requirement for a 50 percent employer contribution for customized training, to permit a sliding scale contribution for small and medium-sized businesses

Under this waiver, the following sliding scale is permitted based on the size of the business:

1. No less than 10% match for employers with 50 or fewer employees, and
2. No less than 25% match for employers with 51 - 250 employees, and
3. 50% match for employers with more than 250 employees.

Although Connecticut's workforce investment boards (WIBs) did not utilize this waiver in PY13, the availability of the sliding scale provides a potentially valuable tool for the WIBs in supporting Connecticut's small businesses and the employees thereof. Customized job training meets the occupational needs of employers, while participants gain employment opportunities and learn valuable skills.

- Waiver to increase the employer reimbursement for on-the-job training (OJT) at WIA Section 101(31)(B)

Under this waiver, the following reimbursement amounts are permitted:

1. Up to 90% reimbursement for employers with 50 or fewer employees, and
2. Up to 75% reimbursement for employers with 51 - 250 employees, and
3. 50% reimbursement for employers with more than 250 employees.

This waiver is beneficial for small to mid-sized businesses as it provides the financial incentive of a sliding scale for cost reimbursement for Connecticut employers providing OJT. On-the-job training is a viable option for WIA participants who prefer hands-on training to traditional classroom instruction. The paid training offered through OJT further benefits participants who gain new job skills. A goal of OJT is for the trainee to be hired by the OJT employer at the completion of training, which helps meet employer needs and results in a positive outcome for the trainee.

In PY13, two of the five WIBs utilized this waiver and reported that the match allowed for both increased participation by employers and flexibility for smaller employers.

- Waiver to permit local areas to use a portion of local area formula allocation funds to provide incumbent worker training (IWT) at WIA Section 134(a)

Under this waiver, local areas may use up to 10 percent of local Adult funds and 10 percent of Dislocated Worker funds for IWT as part of a layoff aversion strategy. This waiver allows the WIBs to leverage state funds for employers to develop training that will upgrade the skills of their employees, thereby allowing employers to remain competitive and avert layoffs.

During PY13, Connecticut's WIBs chose to direct critically needed WIA funds to serve the Adult and Dislocated Worker programs. Although the WIBs did not utilize this waiver during PY13, the availability of the waiver allows the flexibility to utilize it as needs arise.

- Waiver of the prohibition on the use of Individual Training Accounts (ITAs) for youth to allow flexibility in provision of training services to youth

Under this waiver, Workforce Investment Boards may utilize ITAs for Youth program participants to provide for training services. This waiver maximizes the flexibility in service delivery for WIA Youth by increasing customer choice and allowing for greater access to training in demand occupations. Also, by allowing ITAs for youth, those who are employment-focused rather than on an academic track may be better able to attain occupational goals.

In PY13, most of the WIBs utilized this waiver. Those that did reported a broader range in program availability for youth.

- Waiver of the requirement for competitive procurement of service providers for up to three youth elements (work experience, support services, and follow-up services) to ensure continuity of youth services

With this waiver, WIBs may allow AJCs or partner agencies to directly provide work experience, supportive services, and follow-up services to Youth rather than procuring such services. This waiver ensures continuity of service delivery for Youth and allows for the leveraging and coordination of resources for delivery of services.

One WIB reported utilizing this waiver in PY13. However, nearly all WIBs responded with “yes” to the survey question: “Does this WIB recommend that use of this waiver be continued?” One WIB is considering utilization of the waiver for the next contract period. The Southwest WIB, which reported utilizing the waiver in PY13, noted that it allowed for seamless follow-up services. The Southwest WIB also commented that although the waiver for the competitive procurement of work experience was not utilized, the waiver would be “valuable particularly during compressed funding notices.”

- Waiver of provision that prescribes a time limit on the period of initial eligibility for training providers

Section 122 of WIA requires that “each Governor of a State shall establish a procedure for use by local boards in the State in determining the eligibility of a provider...to continue to receive funds...for a program after an initial period of eligibility...” Since the implementation of WIA, Connecticut has been granted a waiver from USDOL from implementing the requirement to develop a subsequent eligibility process. This waiver minimizes the management burden of local Workforce Investment Boards by postponing the labor-intensive task of conducting the subsequent eligibility determination process for providers on the state’s Eligible Training Providers List (ETPL).

All WIBs utilize this waiver. While the majority recommended the continued use of this waiver, one WIB suggested the state create a subsequent eligibility policy. Alignment of local policies was also suggested, given that many regions share providers.

- Waiver of the seventeen statutory performance measures and authority to implement the Common Measures

The Connecticut Department of Labor, as the state administrator of the Workforce Investment Act, and the Connecticut Employment and Training Commission requested a waiver of Section 136(b), which defines the current WIA Title I performance measures. CTDOL requested and was granted a waiver to replace the seventeen statutory performance measures with the Common Measures:

- Adult/Dislocated Worker Entered Employment Rate
- Adult/Dislocated Worker Employment Retention Rate

- Adult/Dislocated Worker Average Earnings
- Youth Placement in Employment or Education
- Youth Attainment of a Degree or Certificate
- Youth Literacy and Numeracy Gains

The state's initiative to move forward with consolidated measures reflects the desire to simplify performance measurement and better evaluate the success of Connecticut's WIA employment and training programs. Benefits include streamlined performance measurement of Adults and Dislocated Workers and a single set of measures for all Youth participants, rather than reporting by Older and Younger Youth.

By implementing Common Measures, Connecticut's One-Stop system partners are able to focus on the core purposes of the workforce system – the employment of adults and skill attainment for youth. In addition, the implementation of Common Measures allows for increased program flexibility, better coordination of data collection, and more clearly defined and understood performance measures.

- Waiver of the requirement to provide incentive funding to local areas

The reduction in Governor's Reserve funds from 15% to 5% for Program Year 2013 restricted the state's ability to effectively carry out all of the required statewide workforce investment activities. This waiver, which was approved by USDOL on August 28, 2013, provides CTDOL with more flexibility in directing Governor's Reserve funds to those activities that best preserve basic functions of the statewide workforce investment system.

Cost of Workforce Investment Activities

During Program Year 2013, a total of \$23,191,108.00 was allocated to the workforce investment boards for WIA services, an increase from last year's allocation of \$19,359,815.00. Funds were distributed as follows:

| Program Year 2013 Fund Allocation | |
|-----------------------------------|-------------|
| Adult | \$7,107,064 |
| Dislocated Workers | \$8,339,167 |
| Youth | \$7,744,877 |

There were a total of 6,108* participants served during PY13, an increase from PY12 of 370 participants. Of those served, the Dislocated Workers program continued to see the largest

number of participants, with 2,882 participants served, which is 47% of the total WIA individuals served. A total of 2,079 Adults were served, comprising 34% of the total WIA participants served and a total of 1,147 Youth were served, comprising 19% of the total WIA individuals served.

| PY13 and PY 12 Cost Comparison Per Participant* | | | | |
|---|--------------|---------|--------------|---------|
| Program | PY13 | | PY12 | |
| | Participants | Cost | Participants | Cost |
| Adult** | 2,079 | \$3,418 | 1,765 | \$3,273 |
| Dislocated Workers | 2,882 | \$2,893 | 2,914 | \$2,345 |
| Youth | 1,147 | \$6,752 | 1,059 | \$6,373 |

| PY13 and PY 12 Cost Comparison Per Exiter*** | | | | |
|--|---------|----------|---------|----------|
| Program | PY13 | | PY12 | |
| | Exiters | Cost | Exiters | Cost |
| Adult** | 973 | \$7,304 | 893 | \$6,468 |
| Dislocated Workers | 1,576 | \$5,291 | 1,523 | \$4,488 |
| Youth | 490 | \$15,805 | 492 | \$13,718 |

Connecticut continues to recover from the recent recession, but at a slower rate than the nation. “During the March 2008 - February 2010 recession, Connecticut lost 119,100 jobs, of which half are now recovered. By comparison, the nation has now regained nearly all of the jobs lost (90.1%) in its last January 2008 - February 2010 employment downturn.” (J.C. Joo, *The Connecticut Economic Digest*, March 2014). Despite the slow recovery, Connecticut has continued to meet or exceed set performance goals through PY13, but is still striving to lower overall program costs while continuing to meet the needs of the program participants.

During PY13, Connecticut experienced a significant increase in the registration of long-term unemployed, defined in Connecticut as unemployed for 27 weeks or more, into the Dislocated Worker and Adult programs. Currently, 91% of WIA-registered Dislocated Workers fit Connecticut’s definition of long-term unemployed, with 69% of Connecticut’s registered Dislocated Workers having been unemployed for 53 or more weeks. The inclusion of long-term unemployed participants has begun to impact Connecticut’s performance and overall cost per participant. Of the long-term unemployed, “34% are earning 50% or less of their pre-unemployment earnings. Another 36% are earning between 50% to 90% of their prior earnings” (M. Srivastava, *The Connecticut Economic Digest*, February 2014). “Longer spells of unemployment will eventually cause an erosion of skills, further exacerbating the chances of finding unemployment” (M. Srivastava, *The Connecticut Economic Digest*, February 2014).

In spite of Connecticut’s modest employment growth and increase in the long-term unemployed participants, the Workforce Investment Act program, through the joint efforts of the Connecticut Department of Labor’s WIA Administration Unit and its workforce investment partners, continues to offer quality WIA-funded employment and training programs and services, and other impressive initiatives.

* Per ETA Form 9090, cumulative 4-Quarter Reporting Period ending 6/30/2014.

**Excludes those participants who only received self-service or informational activities per TEGL 17-05, Section 8B.

***Data is from ETA Form 9090, cumulative 4-Quarter Reporting Period ending 6/30/2014.

Performance Outcomes of State Measure:
Credential Attainment By Adults and Dislocated Workers

On July 1, 2011, the Connecticut Department of Labor implemented a new state performance measure regarding credential attainment by Adults and Dislocated Workers. The purpose of this measure is to provide performance data on the number of Adults and Dislocated Workers who, as of the reported end date of training, attained an industry-recognized credential in the program year. Attainment of the measure is determined as follows:

| |
|---|
| Of those in the denominator, the number of participants who obtain a credential by June 30th of the current program year |
| <i>divided by</i> |
| The number of participants who ended training during the four-quarter period beginning January 1st of the previous program year.* |

*The denominator includes all participants who end training regardless of completion status. Exit exemptions are included in the measure, but participants enrolled in on-the-job training or customized job training programs are excluded.

The following charts reflect the results of the state credential measure for PY13:

Adults

| WIB | Numerator | Denominator | Ratio |
|---------------|------------------|--------------------|--------------|
| East | 23 | 25 | 0.92 |
| North Central | 47 | 52 | 0.90 |
| Northwest | 67 | 80 | 0.84 |
| South Central | 73 | 85 | 0.86 |
| Southwest | 155 | 192 | 0.81 |
| Statewide | 365 | 434 | 0.84 |

Dislocated Workers

| WIB | Numerator | Denominator | Ratio |
|---------------|------------------|--------------------|--------------|
| East | 60 | 77 | 0.78 |
| North Central | 102 | 114 | 0.89 |
| Northwest | 227 | 322 | 0.71 |
| South Central | 104 | 120 | 0.87 |
| Southwest | 139 | 220 | 0.63 |
| Statewide | 632 | 853 | 0.74 |

Discussion of Activities Funded By WIA 5% Statewide Funds

The Workforce Investment Act (WIA) requires the Governor to allocate the majority of the WIA funds, via formula, to the local Workforce Investment Boards (WIB) which are responsible for setting local policy and directing the use of these formula-allocated funds in their regions. The Governor, by law, is allowed to reserve a percentage of the WIA funds in Connecticut for use in the administration and provision of statewide employment and training activities.

Program Year 2013 Governor’s Reserve funding for states remained significantly reduced by Congressional action and, for Connecticut, the funding level continued at 5%. During PY13, Connecticut delivered the following WIA statewide activities using the 5% statewide funds:

- Maintaining the state list of eligible training providers
- State administration of the adult, dislocated worker and youth workforce investment activities, by conducting performance evaluations, including programmatic monitoring, data validation, and customer satisfaction surveys
- Assisting in the operations of One-Stop delivery by providing core services, and providing access to intensive and training services
- Operating fiscal management and performance accountability system activities

- Supporting the *CTWorks* Business System, the state's WIA case management information system.

Activities related to monitoring, evaluation, and accountability provide essential information and guidance for the state and its workforce investment partners in regard to continuous improvement and program efficiencies. Also, of particular value to the workforce investment boards in achieving programmatic goals is performance data that is made available through the *CTWorks* Business System. By having access to this data on a timely basis, WIBs can analyze performance, determine areas in need of attention, and focus on solutions. By maintaining the state eligible training provider list, the WIBs are able to provide quality education and training to WIA participants, thereby improving outcomes for individuals.

TABULAR SECTION

As of PY11, Connecticut began reporting on Common Measures.
 Tables and cells that reflect the 17 measures are shaded.

Table A - Customer Satisfaction Results

| | Negotiated Performance Level | Actual Performance Level American Customer Satisfaction Index | Number of Completed Surveys | Number of Customers Eligible for the Survey | Number of Customers Included in the Sample | Response Rate |
|----------------------|------------------------------|--|-----------------------------|---|--|---------------|
| Program Participants | | | | | | |
| Employers | | | | | | |

Table B - Adult Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|--------------------------------|------------------------------|--------------------------|-------------|
| Entered Employment Rate | 69.1% | 72.5% | 513 |
| | | | 708 |
| Employment Retention Rate | 86.2% | 83.4% | 558 |
| | | | 669 |
| Six Months Average Earnings | \$12,295.00 | \$11,053.76 | \$5,847,439 |
| | | | 529 |
| Employment and Credential Rate | | | |

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 Rate | 63.0% | 29 | 71.4% | 20 | 46.2% | 12 | 56.3% | 36 |
| | | 46 | | 28 | | 26 | | 64 |
| Employment Retention Rate | 72.7% | 32 | 76.2% | 16 | 72.7% | 16 | 79.5% | 31 |
| | | 44 | | 21 | | 22 | | 39 |
| Six Months Average Earnings | \$9,323 | \$261,049 | \$15,908 | \$238,617 | \$15,073 | \$241,171 | \$11,895 | \$356,845 |
| | | 28 | | 15 | | 16 | | 30 |
| Employment and Credential Rate | | | | | | | | |

Table D - Other Outcome Information for the Adult Program

| Reported Information | Individuals Who Only Received Core Services | | Individuals Who Only Received Core and Intensive Services | | Individuals Who Received Training Services | |
|-----------------------------|---|-----------------|---|--------------------|--|--------------------|
| | Entered Employment Rate | 68.1% | 47 69 | 73.3% | 151 206 | 75.1% |
| Employment Retention Rate | 84.2% | 32 38 | 74.2% | 161 217 | 89.8% | 308 343 |
| Six Months Average Earnings | \$11,364 | \$363,659 32 | \$10,534 | \$1,495,760 142 | \$11,328 | \$3,398,510 300 |

Table E - Dislocated Worker Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level | |
|--------------------------------|------------------------------|--------------------------|-----------------------|
| Entered Employment Rate | 82.5% | 79.8% | 1,116 1,399 |
| Employment Retention Rate | 91.5% | 89.1% | 1,086 1,219 |
| Six Months Average Earnings | \$19,339 | \$16,348 | \$17,328,804 1,060 |
| Employment and Credential Rate | | | |

Table F - Outcomes for Dislocated Worker Special Populations

| Reported Information | Veterans | | Individuals With Disabilities | | Older Individuals | | Displaced Homemakers | |
|--------------------------------|-------------------------|-------------------|-------------------------------|-----------------|-------------------|--------------------|----------------------|---------------|
| | Entered Employment Rate | 74.0% | 54 73 | 71.9% | 23 32 | 74.4% | 215 289 | 100.0% |
| Employment Retention Rate | 84.7% | 61 72 | 85.7% | 36 42 | 86.3% | 196 227 | 55.6% | 5 9 |
| Six Months Average Earnings | \$19,055 | \$1,143,286 60 | \$15,688 | \$564,768 36 | \$16,657 | \$3,181,536 191 | \$14,088 | \$70,440 5 |
| Employment and Credential Rate | | | | | | | | |

Table G - Other Outcome Information for the Dislocated Worker Program

| Reported Information | Individuals Who Only Received Core Services | | Individuals Who Only Received Core and Intensive Services | | Individuals Who Received Training Services | |
|-----------------------------|---|-----------|---|-------------|--|--------------|
| | | | | | | |
| Entered Employment Rate | 84.3% | 70 | 75.0% | 195 | 81.1% | 657 |
| | | 83 | | 260 | | 810 |
| Employment Retention Rate | 90.0% | 54 | 89.5% | 221 | 88.3% | 669 |
| | | 60 | | 247 | | 758 |
| Six Months Average Earnings | \$15,485 | \$836,163 | \$14,542 | \$3,126,506 | \$16,526 | \$10,725,636 |
| | | 54 | | 215 | | 649 |

Table H.1 - Youth (14-21) Program Results

| Reported Information | Individuals Who Only Received Core Services | | Individuals Who Only Received Core and Intensive Services | | Individuals Who Received Training Services | |
|-----------------------------|---|-----------|---|-------------|--|--------------|
| | | | | | | |
| Entered Employment Rate | 84.3% | 70 | 75.0% | 195 | 81.1% | 657 |
| | | 83 | | 260 | | 810 |
| Employment Retention Rate | 90.0% | 54 | 89.5% | 221 | 88.3% | 669 |
| | | 60 | | 247 | | 758 |
| Six Months Average Earnings | \$15,485 | \$836,163 | \$14,542 | \$3,126,506 | \$16,526 | \$10,725,636 |
| | | 54 | | 215 | | 649 |

Table H.1.A – Outcomes for Youth Special Populations

| Reported Information | Public Assistance Recipients | | Veterans | | Individuals With Disabilities | | Out-of-School Youth | |
|--|------------------------------|----|----------|---|-------------------------------|----|---------------------|-----|
| | | | | | | | | |
| Placement in Emp. or Education Rate | 94.7% | 18 | 0.0% | 0 | 84.4% | 38 | 76.4% | 162 |
| | | 19 | | 0 | | 45 | | 212 |
| Attainment of Degree or Certificate Rate | 93.1% | 27 | 0.0% | 0 | 94.9% | 56 | 81.2% | 186 |
| | | 29 | | 1 | | 59 | | 229 |
| Literacy and Numeracy Gains | 35.71% | 5 | 0 | 0 | 75.00% | 21 | 59.57% | 224 |
| | | 14 | | 1 | | 28 | | 376 |

Table H.2 - Older Youth (19-21) Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level |
|-------------------------------|------------------------------|--------------------------|
| Entered Employment | | |
| Employment Retention Rate | | |
| Earnings Change in Six Months | | |
| Credential Rate | | |

Table I - Outcomes for Older Youth Special Populations

| Reported Information | Public Assistance Recipients | Veterans | Individuals With Disabilities | Out-of-School Youth |
|-------------------------------|------------------------------|----------|-------------------------------|---------------------|
| Entered Employment | | | | |
| Employment Retention Rate | | | | |
| Earnings Change in Six Months | | | | |
| Credential Rate | | | | |

Table J - Younger Youth Program Results

| Reported Information | Negotiated Performance Level | Actual Performance Level |
|----------------------------|------------------------------|--------------------------|
| Skill Attainment | | |
| Diploma or Equivalent Rate | | |
| Retention Rate | | |

Table K - Outcomes for Younger Youth Special Populations

| Reported Information | Public Assistance Recipients | Individuals With Disabilities | Out-of-School Youth |
|----------------------------|------------------------------|-------------------------------|---------------------|
| Skill Attainment | | | |
| Diploma or Equivalent Rate | | | |
| Retention Rate | | | |

Table L - Other Reported Information

| Reported Information | 12 Month Employment Retention Rate | | 12 Month Earnings Increase/Replacement | |
|----------------------|------------------------------------|-------|--|--------------|
| | Adults | 81.0% | 576 | \$5,548 |
| | 711 | | 664 | |
| Dislocated Workers | 88.5% | 1,130 | 125.1% | \$18,660,669 |
| | | 1,277 | | \$14,919,128 |
| Older Youth | | | | |

| Reported Information | Placements in Nontraditional Employment | | Wages At Entry Into Employment For Those Who Entered Unsubsidized Employment | | Entry Into Unsubsidized Emp. Related to Training of Those Who Completed Training Services | |
|----------------------|---|-------|--|-------------|---|-------|
| | Adults | 1.9% | 10 | \$4,976 | \$2,472,995 | 52.3% |
| | 513 | | 497 | | 241 | |
| Dislocated Workers | 1.8% | 20 | \$7,771 | \$8,455,099 | 56.9% | 374 |
| | | 1,116 | | 1,088 | | 657 |
| Older Youth | | | | | | |

Table M - Participation Levels

| Reported Information | Total Participants Served | Total Exiters |
|---------------------------------|---------------------------|---------------|
| Total Adult Customers | 27,251 | 19,828 |
| Total Adult (Self-Service only) | 22,326 | 17,292 |
| WIA Adults | 24,405 | 18,265 |
| WIA Dislocated Workers | 2,882 | 1,576 |
| Total Youth (14-21) | 1,147 | 490 |
| Younger Youth (14-18) | | |
| Older Youth (19-21) | | |
| Out of School Youth | 658 | 309 |
| In-School Youth | 489 | 181 |

Table N - Cost of Program Activities

| Program Activity | | Total Federal Spending |
|--|-------------------------------------|-------------------------------|
| Local Adults | | \$6,006,504 |
| Local Dislocated Workers | | \$6,806,468 |
| Local Youth | | \$6,415,736 |
| Rapid Response (up to 25%) WIA Section 134(a)(2)(B) | | \$2,377,390 |
| Statewide Required Activities (up to 5%) WIA Section 134(a)(2)(B) | | \$1,377,336 |
| Statewide Allowable Activities WIA Section 134(a)(3) | Program Activity Description | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| Total of All Federal Spending Listed Above | | \$22,983,434 |

Table O - Local Performance

| | | | | |
|---|----------------------------------|-------------------------------------|---------------------------------|-----------------|
| Local Area Name East Region | Total Participants Served | Adults | 5,939 | |
| | | Dislocated Workers | 457 | |
| | | Older Youth | 68 | |
| | | Younger Youth | | |
| ETA Assigned # 09085 | Total Exiters | Adults | 4,527 | |
| | | Dislocated Workers | 300 | |
| | | Older Youth | 37 | |
| | | Younger Youth | | |
| Reported Information | | Negotiated Performance Level | Actual Performance Level | Status |
| Customer Satisfaction | Program Participants | | | |
| | Employers | | | |
| Entered Employment Rates | Adults | 60.3% | 75.0% | <i>Exceeded</i> |
| | Dislocated Workers | 68.5% | 78.0% | <i>Exceeded</i> |
| | Older Youth | | | |
| Retention Rates | Adults | 85.0% | 87.0% | <i>Exceeded</i> |
| | Dislocated Workers | 88.0% | 92.0% | <i>Exceeded</i> |
| | Older Youth | | | |
| | Younger Youth | | | |
| Average Earnings / Earnings Change | Adults | \$10,000.00 | \$10,067 | <i>Exceeded</i> |
| | Dislocated Workers | \$16,000.00 | \$15,689 | Met |
| | Older Youth | | | |
| Credential/Diploma Rate | Adults | | | |
| | Dislocated Workers | | | |
| | Older Youth | | | |
| | Younger Youth | | | |
| Skill Attainment Rate | Younger Youth | | | |
| Employment/Education | Youth (14-21) | 75.3% | 76.0% | <i>Exceeded</i> |
| Degree or Certificate | Youth (14-21) | 77.5% | 89.0% | <i>Exceeded</i> |
| Literacy/Numeracy | Youth (14-21) | 56.5% | 69.0% | <i>Exceeded</i> |
| Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance) | | | | |
| Credential Attainment by Adults | | 61% | 92.0% | <i>Exceeded</i> |
| Credential Attainment by Dislocated Workers | | 61% | 77.9% | <i>Exceeded</i> |

| | | | |
|--|--|--|---|
| Overall Status of Local Performance | Not Met (Below 80% of Target) 0 | Met (80% to 100% of Target) 1 | Exceeded (Above 100% of Target) 10 |
|--|--|--|---|

Table O - Local Performance

| | | | | |
|---|--|--|--|---------------|
| Local Area Name North Central | Total Participants Served | Adults | 6,624 | |
| | | Dislocated Workers | 982 | |
| | | Older Youth | 125 | |
| | | Younger Youth | | |
| ETA Assigned # 09075 | Total Exiters | Adults | 5,229 | |
| | | Dislocated Workers | 474 | |
| | | Older Youth | 57 | |
| | | Younger Youth | | |
| Reported Information | | Negotiated Performance Level | Actual Performance Level | Status |
| Customer Satisfaction | Program Participants | | | |
| | Employers | | | |
| Entered Employment Rates | Adults | 64.5% | 62.0% | Met |
| | Dislocated Workers | 76.6% | 81.0% | Exceeded |
| | Older Youth | | | |
| Retention Rates | Adults | 83.0% | 85.0% | Exceeded |
| | Dislocated Workers | 90.2% | 88.0% | Met |
| | Older Youth | | | |
| | Younger Youth | | | |
| Average Earnings / Earnings Change | Adults | \$12,909.00 | \$11,532 | Met |
| | Dislocated Workers | \$18,555.00 | \$17,396 | Met |
| | Older Youth | | | |
| Credential/Diploma Rate | Adults | | | |
| | Dislocated Workers | | | |
| | Older Youth | | | |
| | Younger Youth | | | |
| Skill Attainment Rate | Younger Youth | | | |
| Employment/Education | Youth (14-21) | 74.6% | 74.0% | Met |
| Degree or Certificate | Youth (14-21) | 85.0% | 67.0% | Not Met |
| Literacy/Numeracy | Youth (14-21) | 23.2% | 40.0% | Exceeded |
| Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance) | | | | |
| Credential Attainment by Adults | | 85% | 90.4% | Exceeded |
| Credential Attainment by Dislocated Workers | | 85% | 89.5% | Exceeded |
| Overall Status of Local Performance | Not Met (Below 80% of Target) 1 | Met (80% to 100% of Target) 5 | Exceeded (Above 100% of Target) 5 | |

Table O - Local Performance

| | | | | |
|---|--|--|--|-----------------|
| Local Area Name Northwest Region | Total Participants Served | Adults | 3,194 | |
| | | Dislocated Workers | 567 | |
| | | Older Youth | 32 | |
| | | Younger Youth | | |
| ETA Assigned # 09080 | Total Exiters | Adults | 2,388 | |
| | | Dislocated Workers | 330 | |
| | | Older Youth | 25 | |
| | | Younger Youth | | |
| Reported Information | | Negotiated Performance Level | Actual Performance Level | Status |
| Customer Satisfaction | Program Participants | | | |
| | Employers | | | |
| Entered Employment Rates | Adults | 67.0% | 75.0% | Exceeded |
| | Dislocated Workers | 76.5% | 77.0% | Exceeded |
| | Older Youth | | | |
| Retention Rates | Adults | 82.0% | 85.0% | Exceeded |
| | Dislocated Workers | 89.0% | 88.0% | Met |
| | Older Youth | | | |
| | Younger Youth | | | |
| Average Earnings / Earnings Change | Adults | \$12,500.00 | \$11,598 | Met |
| | Dislocated Workers | \$18,297.00 | \$15,890 | Met |
| | Older Youth | | | |
| Credential/Diploma Rate | Adults | | | |
| | Dislocated Workers | | | |
| | Older Youth | | | |
| | Younger Youth | | | |
| Skill Attainment Rate | Younger Youth | | | |
| Employment/Education | Youth (14-21) | 80.0% | 84.0% | Exceeded |
| Degree or Certificate | Youth (14-21) | 80.0% | 80.0% | Met |
| Literacy/Numeracy | Youth (14-21) | 53.8% | 85.0% | Exceeded |
| Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance) | | | | |
| Credential Attainment by Adults | | 69% | 83.8% | Exceeded |
| Credential Attainment by Dislocated Workers | | 67% | 70.5% | Exceeded |
| Overall Status of Local Performance | Not Met (Below 80% of Target) 0 | Met (80% to 100% of Target) 4 | Exceeded (Above 100% of Target) 7 | |

Table O - Local Performance

| | | | | |
|---|---|---|---|-----------------|
| Local Area Name South Central Region | Total Participants Served | Adults | 4,295 | |
| | | Dislocated Workers | 415 | |
| | | Older Youth | 88 | |
| | | Younger Youth | | |
| ETA Assigned # 09090 | Total Exiters | Adults | 3,149 | |
| | | Dislocated Workers | 282 | |
| | | Older Youth | 55 | |
| | | Younger Youth | | |
| Reported Information | | Negotiated Performance Level | Actual Performance Level | Status |
| Customer Satisfaction | Program Participants | | | |
| | Employers | | | |
| Entered Employment Rates | Adults | 71.0% | 77.0% | Exceeded |
| | Dislocated Workers | 81.0% | 82.0% | Exceeded |
| | Older Youth | | | |
| Retention Rates | Adults | 80.0% | 77.0% | Met |
| | Dislocated Workers | 89.5% | 89.0% | Met |
| | Older Youth | | | |
| | Younger Youth | | | |
| Average Earnings / Earnings Change | Adults | \$11,400.00 | \$11,193 | Met |
| | Dislocated Workers | \$17,500.00 | \$15,614 | Met |
| | Older Youth | | | |
| Credential/Diploma Rate | Adults | | | |
| | Dislocated Workers | | | |
| | Older Youth | | | |
| | Younger Youth | | | |
| Skill Attainment Rate | Younger Youth | | | |
| Employment/Education | Youth (14-21) | 75.3% | 79.0% | Exceeded |
| Degree or Certificate | Youth (14-21) | 85.0% | 93.0% | Exceeded |
| Literacy/Numeracy | Youth (14-21) | 66.0% | 68.0% | Exceeded |
| Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance) | | | | |
| Credential Attainment by Adults | | 74% | 85.9% | Exceeded |
| Credential Attainment by Dislocated Workers | | 78% | 86.7% | Exceeded |
| Overall Status of Local Performance | Not Met (Below 80% of Target) 0 | Met (80% to 100% of Target) 4 | Exceeded (Above 100% of Target) 7 | |

Table O - Local Performance

| | | | | |
|---|--|--|--|-----------------|
| Local Area Name Southwest Region | Total Participants Served | Adults | 4,350 | |
| | | Dislocated Workers | 461 | |
| | | Older Youth | 166 | |
| | | Younger Youth | | |
| ETA Assigned # 09070 | Total Exiters | Adults | 2,972 | |
| | | Dislocated Workers | 190 | |
| | | Older Youth | 52 | |
| | | Younger Youth | | |
| Reported Information | | Negotiated Performance Level | Actual Performance Level | Status |
| Customer Satisfaction | Program Participants | | | |
| | Employers | | | |
| Entered Employment Rates | Adults | 74.7% | 78.0% | <i>Exceeded</i> |
| | Dislocated Workers | 81.9% | 85.0% | <i>Exceeded</i> |
| | Older Youth | | | |
| Retention Rates | Adults | 85.6% | 88.0% | <i>Exceeded</i> |
| | Dislocated Workers | 91.3% | 90.0% | Met |
| | Older Youth | | | |
| | Younger Youth | | | |
| Average Earnings / Earnings Change | Adults | \$11,500 | \$10,382 | Met |
| | Dislocated Workers | \$17,800 | \$16,278 | Met |
| | Older Youth | | | |
| Credential/Diploma Rate | Adults | | | |
| | Dislocated Workers | | | |
| | Older Youth | | | |
| | Younger Youth | | | |
| Skill Attainment Rate | Younger Youth | | | |
| Employment/Education | Youth (14-21) | 76.0% | 77.0% | <i>Exceeded</i> |
| Degree or Certificate | Youth (14-21) | 88.9% | 95.0% | <i>Exceeded</i> |
| Literacy/Numeracy | Youth (14-21) | 67.0% | 64.0% | Met |
| Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance) | | | | |
| Credential Attainment by Adults | | 67% | 80.7% | <i>Exceeded</i> |
| Credential Attainment by Dislocated Workers | | 63% | 63.2% | <i>Exceeded</i> |
| Overall Status of Local Performance | Not Met (Below 80% of Target) 0 | Met (80% to 100% of Target) 4 | Exceeded (Above 100% of Target) 7 | |

Table P – Veterans Priority Of Service

| Reported Information | Total | Percent Served |
|--|--------------|-----------------------|
| Covered Entrants Who Reached the End of the Entry Period | 106 | |
| Covered Entrants Who Received a Service During the Entry Period | 106 | 100% |
| Covered Entrants Who Received a Staff-Assisted Service During the Entry Period | 106 | 100% |

Table Q – Veterans’ Outcomes By Special Populations

| Reported Information | Post 9/11 Era Veterans | | Post 9/11 Era Veterans who Received at Least Intensive Services | | TAP Workshop Veterans | |
|------------------------------------|-------------------------------|-----------|--|-----------|------------------------------|-----|
| | | | | | | |
| Entered Employment Rate | 66.7% | 8 | 80.0% | 8 | 0.0% | 0 |
| | | 12 | | 10 | | 0 |
| Employment Retention Rate | 72.7% | 8 | 72.7% | 8 | 0.0% | 0 |
| | | 11 | | 11 | | 0 |
| Six Months Average Earnings | \$19,560 | \$156,481 | \$19,560 | \$156,481 | \$0 | \$0 |
| | | 8 | | 8 | | 0 |

