

State of Connecticut

Workforce Investment Act Annual Report



July 2014 - June 2015

December 2015

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

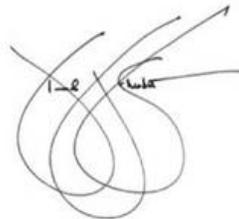
Impressive accomplishments, beyond the anticipated attainment of programmatic goals and performance measures, resulted in Program Year 2014 (PY14) through the dedicated efforts of the Connecticut Department of Labor and the state's five workforce investment boards. From the continuation of successful, established regional initiatives to the development of new, innovative workforce investment projects, events, and activities, all were essential to the positive outcomes achieved by the state in the final year of activity under the Workforce Investment Act (WIA).

In the pages that follow, Connecticut's WIA Annual Report for PY14 details the costs and outcomes of WIA-funded employment and training activities for Adults, Dislocated Workers and Youth, showcases exemplary programs, highlights regional achievements, and describes the wide array of services provided to both citizens and businesses of the state. In addition, the tables included herein offer extensive data, with both statewide and local area information presented. The introduction to the report demonstrates the significant steps that were taken and progress that was made toward the transition to the Workforce Innovation and Opportunity Act (WIOA).

During Program Year 2015, in collaboration with the Connecticut Employment and Training Commission (CETC), the Connecticut Department of Labor will focus on further transitioning to WIOA, successfully implementing its requirements, and achieving planned goals.



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On the cover:

Upper left (North Central WIB) - See page 38 for details.

Upper right (Eastern WIB) - See page 36 for details.

Center (South Central WIB) - Photo is courtesy of Melanie Stengel Photography. See page 43 for details.

Bottom left (North Central WIB) - Sonia Marshall, Online Learning Center Facilitator, instructs Rona Holmes and James Morris II at the American Job Center in Hartford.

Bottom right (Southwest WIB) - See page 30 for details.

State of Connecticut
Workforce Investment Act Annual Report
July 1, 2014 – June 30, 2015

In this, the final year of activity under the Workforce Investment Act (WIA), the Connecticut Department of Labor (CTDOL), the state's five Workforce Investment Board partners, state and local agencies, and community organizations once again achieved successful programmatic outcomes and made significant strides in furthering the state's economic growth. Throughout Program Year 2014 (PY14), WIA participants were offered innovative local programs and services as well as a wide range of education and training opportunities to enhance their employment goals. Connecticut employers also benefited from the host of initiatives and workforce development options made available to them. While efforts were appropriately focused on accomplishing the state's WIA goals, a great deal of time and energy were dedicated to preparing for and transitioning to the Workforce Innovation and Opportunity Act (WIOA).

In advance of the enactment of the Workforce Innovation and Opportunity Act by Congress, the Department of Labor's Office of Workforce Competitiveness (OWC) provided an overview of the impending legislation at the June 2014 meeting of the Connecticut Employment and Training Committee (CETC). At the CETC's September 2014 meeting, the CETC Chair and OWC Executive Director reported further on WIOA and presented an initial planning schedule with key 2015-2016 target dates. Preparations for the transition to WIOA continued throughout the fall, with CTDOL, OWC, and Governor Malloy's office maintaining communication with United States Department of Labor (USDOL) Region 1 federal representatives and other national officials to stay abreast of implementation guidance to states. In addition, discussions about implications on programs and services were initiated with Connecticut's five Workforce Development Boards (WDB) and state agency partners.

In December 2014, the CETC authorized the CETC chairperson to submit the 2015 CETC Annual Plan in a format to set a framework for WIOA implementation in Connecticut and, in March 2015, CTDOL convened a two-day workshop with its state agency partners (Adult Education, Department of Rehabilitation Services, Department of Social Services, and Department of Education) to review WIOA operational changes and reach consensus on general planning and implementation. In April, a WIOA Steering Committee was convened by CTDOL with workshop participants to further coordinate operational planning. The state agency participants provided an essential information base to support unified state planning and service delivery and, subsequently, WDBs were invited to join the committee. Four work groups have been established to develop operational details in the areas of:

- Administration/Governance;
- Service Design and Delivery (One-Stop Operations);
- Employer Engagement (Industry Partnerships, Sector Strategies, Career Pathways); and
- Technology, Data, Outcomes (Performance Accountability).

Proposed WIOA operational policies, procedures, and strategies developed by these work groups will be reviewed by the Steering Committee and forwarded as recommendations for CETC endorsement.

Beginning in July 2014, CTDOL's Employment Services (ES) Operations participated in various meetings, conferences and webinars regarding WIOA, including a WIOA Town Hall Meeting offered by USDOL in October 2014 that provided an opportunity for attendees to discuss the changes outlined in the federal legislation. In April 2015, Employment Services and the Office of Workforce Competitiveness attended USDOL Employment and Training Administration's Sector Strategies Technical Assistance Initiative in Boston. This two-day conference included discussions on the jobs-driven approach to sector strategies, including apprenticeship, career pathways, employer engagement, partnership development and labor market information. Also during PY14, to ensure employers' needs continue to be addressed and job seekers are prepared for an effective job search, ES Operations invited employers across the state to attend a presentation highlighting CTDOL's three core job seeker workshops (Résumé Basics, Job Search Strategies and Interviewing Strategies and Techniques). Presentations were conducted at a number of CTDOL offices in June 2015, and, at each, employer input was solicited to assist ES in evaluating the quality and relevance of the information provided to job seekers. These presentations also offered ES the opportunity to provide businesses with information on CTDOL resources available to them, such as Rapid Response, Shared Work, STEP UP, and IWT.

Preparatory efforts for WIOA by other CTDOL units entailed significant planning and detailed work to transition day-to-day operations to the mandates of the new federal legislation. Unemployment Insurance (UI) Operations was one of a number of units that attended informative webinars about WIOA and UI staff also attended quarterly meetings with the WDBs in Waterbury and Bridgeport to receive and share updates with workforce partners. WIA Administration's efforts included the modification of contract language, revisions to the agency's website, the development of new application forms, and the establishment of WIOA policies and procedures. Given the essential components of data collection and reporting under WIOA, Performance and Accountability staff assessed the Act's requirements, consulted with other CTDOL units and representatives from the State Department of Education and the Department of Rehabilitation Services to gather information on potential data needs, and began to formulate and identify prospective solutions. Performance and Accountability joined with WIA Administration to periodically meet with the WDBs to provide updates, discuss areas of concern, and develop next steps.

CTDOL also hosted a statewide Business Engagement Forum in May 2015 to bring workforce system representatives together with employers to begin a dialogue on WIOA business engagement and partnership development strategies. In June, Governor Malloy designated the CETC to serve as the State Workforce Development Board under the alternative entity provisions of WIOA, adding several new members to strengthen business and labor representation. As the transition progresses, CTDOL, OWC, and state agency partners will continue to closely monitor developments, share key interpretations and analysis of directives, participate in WIOA webinars and workshops, and offer guidance to ensure the state is compliant with the new Act and successful in carrying out its provisions.

With time and experience, valuable workforce connections and systems have been built under WIA. In the coming year, Connecticut intends to continue many of its well-established, successful programs and services, which are described in detail in this WIA Annual Report along with specific outcomes. As Program Year 2015 unfolds, new offerings, partnerships and innovations will be sought after and developed not only to comply with the Workforce Innovation and Opportunity Act, but to further the state's positive growth.

Governor's Initiatives

The Jobs Funnel

Connecticut's Jobs Funnel projects continued to help individuals begin careers in the construction trades during Program Year 2014. Services provided through the Jobs Funnel projects included 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 were made possible by public-private joint efforts around the state, as follows:

- Capital Workforce Partners' North Central Region Jobs Funnel Program operated in collaboration with the Connecticut Department of Labor (CTDOL), American Job Centers, Hartford Foundation for Public Giving, the cities of Hartford, New Britain, and Bristol, the Connecticut Technical High School System, multiple community-based agencies, minority contractors, and building trade unions.
- The New Haven Jobs Funnel, Construction Workforce Initiative 2, Inc., included 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 brought 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 included 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 included 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 administered the Green Jobs Funnel Initiative, a \$5.8 million federal grant that expanded the state's successful Jobs Funnel model through collaboration with the state's Workforce Investment Boards and the Construction Workforce Initiative 2, Inc., and other state and local community partners. Under this grant funding, the Jobs Funnels worked with both newcomers to the construction trades and union "benched" tradespersons. The grant promoted career pathways in the green construction industry to unemployed and underemployed workers in seven Connecticut communities. Overall, this grant initiative, which ended on June 30, 2015, served 1,548 individuals and recorded 1,087 job placements.

Since their inception, the jobs funnels have placed more than 4,182 individuals in a variety of construction-related jobs with apprenticeship training programs, union and non-union companies, and in other employment settings.

Connecticut's Youth-Related Initiatives

During PY14, Connecticut continued to proactively work with youth to increase their employment skills and connect them with hiring employers. Over the years, many agencies and organizations have joined forces 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 PY14 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 PY14, these services were increased across the state. There are currently 99 Youth Service Bureaus serving 142 communities in Connecticut.

- 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. The committee develops strategies to expose Connecticut youth to the world of work and increase opportunities for young people to identify career options and pursue career pathways, with a focus on targeted industry sectors critical to state economic growth. The committee also recommends policies and strategies supporting a mix of in-school and out-of-school experiences aligned with academic instruction. These strategies introduce young people to career-related knowledge and skills and their use in the workforce, to help them make informed choices about paths to prepare for careers and adult life. These efforts are intended to seed the state's talent pipeline with skilled individuals to support and sustain state economic growth. The committee's broad objective is to ensure

that all Connecticut youth are prepared for productive work and life-long learning by age 21. Additional details and the source of information provided here may be found at www.ctdol.state.ct.us/OWC/CETC/Committees/Youth/Youth.htm.

- 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) that was developed to ensure that DCF-involved youth throughout the state are able to participate in a subsidized summer employment program. Since the partnership began in 2011, CTDOL, Connecticut's five workforce investment boards (WIBs), and selected local community organizations and businesses have provided coordination and oversight of work readiness skill development and summer employment work experience for six weeks during the summer.

For the period ending June 30, 2015, a total of \$592,500 was designated for the program. During the summer of 2014, 321 DCF youth were served in SYE with a 71% successful completion rate. 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.

- Workforce Investment Boards

Connecticut's workforce investment boards (WIB) also contributed toward the advancement of youth during PY14. The WIBs' efforts are detailed 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), a statewide initiative of the Connecticut Department of Labor and the state's five workforce investment boards, was established in 2011 by Public Act 11-1 (October Special Session) to provide wage subsidies as an incentive for small businesses, manufacturers, and pre-apprenticeships to grow and retain high quality jobs. Since its inception, a total of \$30 million has been allocated to STEP UP for

the program’s small businesses, manufacturing and pre-apprenticeship components, and an additional \$10 million has been allocated to the Unemployed Armed Forces Member component of Step Up. The program is funded by the State Bond Commission.

Step Up, which has been enacted and expanded over several years (Public Acts 11-1; 12-1; 13-63, 14-38; 15-127), allows employers to hire more than one eligible participant, but any eligible person may only participate in one of the four Step Up components.

The chart included with this summary depicts program participation criteria as well as maximum grant and wage reimbursement amounts for each of STEP UP’s four components:

STEP UP Components				
	Small Business	Small Manufacturer	Armed Forces	Pre-Apprentice
Eligible Employers	Maximum 100 full-time employees, minimum of 50% of working days, preceding 12 mos.	Maximum of 100 employees, minimum of 50% of working days, preceding 12 months	No restrictions	Maximum of 100 full-time employees, minimum of 50% of working days, preceding 12 months
	Operations in Connecticut			
	Registered with the state as a business for a minimum of 12 months			
	In good standing with payment of state and local taxes			
Eligible Employees	Unemployed <i>immediately</i> prior to employment		Unemployed prior to employment	Student at public or private high school, prep school or college; or up to 18 year old and employed under written agreement with apprenticeship program sponsor for maximum of 2,000 hours or 24 months
	Resident of a municipality with unemployment rate > = state unemployment rate as of 9/1/2011 or a minimum of 80,000 population		Member of armed forces	
	Family income: maximum of 250% of federal poverty level, adjusted for family size.		Honorably discharged after a minimum of 90 days of service OR separated earlier due to service-connected disability rated by the VA	
Grant Amounts	100% hourly wage, 1-30 calendar days	Up to \$2500, 1st full calendar mo.	100% wage <i>excluding benefits</i> , 1-30 calendar days	100% of cost of OJT, 1-30 calendar days
	75% hourly wage, 31-90 calendar days	Up to \$2400, 2nd mo.	75% hourly wage, 31-90 calendar days	75% hourly wage, 31-90 calendar days
	50% hourly wage, 91-150 calendar days	Up to \$2200, 3rd mo.	50% hourly wage, 91-150 calendar days	50% hourly wage, 91-150 calendar days
	25% hourly wage, 151-180 calendar days	Up to \$2000, 4th mo.	25% hourly wage, 151-180 calendar days	25% hourly wage, 151-180 calendar days
		Up to \$1800, 5th mo.		
		Up to \$1600, 6th mo.		
Wage/Grant Maximums	\$20/hour	\$12,500/person	\$20/hour	\$10/hour

After 180 days, the subsidy ends and the employer pays the full wage. Any wages above the subsidy amount are the employer’s responsibility.

As of June 30, 2015, the cumulative, unduplicated number of employers participating in STEP UP includes:

- 391 in the small manufacturing program,
- 582 in the small business program, and
- 249 in the Armed Forces program.

As a result of STEP UP, 3,716 previously unemployed individuals have become employed, in fields ranging from engineering and tool making to graphic design, accounting and insurance. As of the close of PY14, the average subsidy to a small business or manufacturer was \$10,190 per new employee. With an average wage of \$15.18 per hour for small business and manufacturing and \$18.11 per hour for veterans, STEP UP is not only creating new, quality jobs, but jobs that pay living wages.

STRIVE (Support and Training Result in Valuable Employees)

During PY14, STRIVE's intensive job-readiness program continued to be offered in Hartford, New Haven and Bridgeport. Operated by community-based organizations, the structured training is centered on personal responsibility, attitude, and soft skills development. The program includes an orientation and training in a simulated work environment over a three-to-four-week period, and also offers job placement and personalized job search assistance. Although participation is not subject to income, residence, or any other eligibility criteria, priority is given to ex-offenders, non-custodial parents, veterans and individuals with disabilities, and all must be willing to adhere to the program guidelines and rules described during orientation.

Each site that offers STRIVE, which is a national program, may make program modifications based on local circumstance and needs, but all follow STRIVE's national standards and core elements, and are reviewed bi-annually by national staff. Another common factor across all sites is that STRIVE's services remain available to program graduates once they become employed. Graduates earn lifetime job placement assistance as well as access to supportive services, such as help in resolving workplace conflicts and reinforcement of the positive messages and lessons that were learned in training.

Under contract with the Connecticut Department of Labor, Career Resources-STRIVE Bridgeport, Career Resources-STRIVE Hartford and Career Resources-STRIVE New Haven each received \$85,500 to serve STRIVE participants during PY14. During the program year, 245 individuals were enrolled in the program. A total of 156 participants were placed in employment and 74 continued in those jobs after 90 days.

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

In PY14, the Connecticut Department of Labor allocated \$560,500, 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, Corrigan-Radgowski Correctional Center in Uncasville, and Willard-Cybulski Correctional Institution in Enfield. 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:

- Be currently incarcerated at one of the participating STRIDE correctional facilities;
- 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 the age of 25;
- Have a child/children on, or previously on, a Connecticut state assistance program such as TFA, LIA (SAGA), HUSKY, or SNAP;
- Be committed to becoming employed and plan to remain in Connecticut; and
- Be able to make and keep scheduled appointments with STRIDE staff, both on a pre- and post-release basis.

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
- 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
- Assistance 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 Program Year 2014, 752 individuals were recruited for the STRIDE Program and 314 were served. A total of 93 individuals were placed in full- or part-time jobs and 52 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 2014-2015, in accordance with Workforce Investment Act (WIA) Regulations at Section 667.410(b)(1).

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.

The Connecticut Employment Program Summer Youth payrolls of 2014 were monitored in each of the WIBs as well. As a result of this 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 monitor for the 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 2014-2015 monitoring review process, in accordance with contract requirements.

All recommended corrective action from the 2013-2014 monitoring review was completed and adequate controls appeared to be in place. Overall, the 2014-2015 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.

WIA Data Validation

In October 2014, following the submission of PY13 performance data to USDOL, monitoring staff from the Connecticut Department of Labor WIA Administration Unit conducted data validation reviews of the PY13 data. The purposes of this review are to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, and improve program management, monitoring, and program results.

WIA participant files from all five workforce investment board areas were reviewed against individual PY13 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 913 records. Upon completion of the validation process, CTDOL submitted data validation results to USDOL ETA. Overall, reported data was found to be consistent with file documentation; however, date-related elements (program participation, core/intensive/training, exit, etc.) had the highest rates of fail.

Over the past few years, CTDOL has focused particular attention on working with WIBs to ensure that the accuracy of date-related data improves. CTDOL has also reinforced the need to maintain documentation, such as attendance records and copies of credentials, in participant files to support reported activities and attainment of performance measures. In addition, following federal compliance reviews, various WIA policies have been issued by CTDOL on performance-related topics and specific program requirements. As compliance with policies by WIBs and their subcontractors continues, there will be improvements in data. Since data validation entails a review of program activity that took place in prior program years, it can take two to three years from the notification of new or changed policy and implementation thereof to see improvements reflected in data. For example, as a result of policy issuances, oversight, and monitoring efforts, case note entry has improved over time.

State Special Project Evaluation

Connecticut's Public Act 14-217, "An Act Implementing Provisions of the State Budget for the Fiscal Year Ending June 30, 2015 – Statewide Plan to Provide Education, Training, and Job Placement in Emerging Industries," required the Connecticut Employment and Training Commission (CETC), in collaboration with the WIBs, to develop a statewide plan and funding proposal to implement, expand, or improve contextualized learning, career certificate, middle-college, and early-college programs, and examine how strategies to do so can provide cost-effective education and training that lead to job placement and career advancement in manufacturing, health care, construction/green technology, and other emerging industries driving Connecticut's economy.

The CETC Statewide Plan Work Group, represented by the WIBs and state agencies with oversight responsibility for the targeted programs, was formed to develop the plan ("Education, Training and Job Placement in Emerging Industries: A State Plan Addressing Contextualized Learning, Early College and Career Certificate Programs.") A comprehensive review of industry workforce demand and workforce supply resulted in the following recommendations:

- Develop consistent, evidence-based program standards, across funding streams;
- Promote focused investment in training directly linked to employment in high value industries, at the middle-skill jobs level and higher;
- Identify promising strategies, replicate successful models and guide implementation of early-college initiatives;
- Develop and maintain a clearinghouse providing readily accessible information on early-college, contextualized learning and career certificate programs; and
- Use the WIOA unified state strategic planning process, to be coordinated by CETC, to integrate the related programs as key components of a coherent statewide career pathways system.

The CETC will regularly report on the status of these programs and related improvement efforts to the Connecticut General Assembly's Higher Education and Employment Advancement Committee.

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'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) program.

Following the modification of CTDOL's monitoring tool during PY14 to make the document more concise and efficient, CTDOL utilized the improved tool to perform compliance program monitoring with each WIB. Designed with step-by-step review guidance for monitors, the tool includes a comprehensive array of program components to be monitored as well as citations to the Workforce Investment Act and Code of Federal Regulations. In preparing for the transition from WIA to WIOA, CTDOL took the opportunity during monitoring to emphasize areas that will also be key components under the new legislation. During two-day PY14 program reviews at each of the five Workforce Investment Boards, component reviews included:

- WIB Board of Directors
 - Sunshine Provision
 - Membership Requirements
 - Youth Councils
 - 5 Year Plan
 - Grievance Policies
- American Job Center Operator Memorandum of Understanding (MOU)
- Youth Activities - Out of School Youth

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. A monitoring letter will be sent to the WIBs by fall 2015 that will include statewide and local observations, best practices, suggestions for improvements, and requests for revised policies, as applicable.

Staff of the Connecticut Department of Labor's WIA Administration Unit also provided technical assistance to the state's five WIBs throughout Program Year 2014. WIA-related policy issuances were disseminated to WIBs to provide essential program information and guidance. Policies issued during PY14 included:

- Basic skills testing - sunset, implementation and recording of new tests for the National Reporting System
- Final PY13 WIA performance outcomes
- Reporting requirements for CTDOL WIA cumulative quarterly financial report (9130a)
- Quarterly financial reporting requirements for the Job Driven National Emergency Grant
- Programmatic reporting - quality progress reports for the Job Driven National Emergency Grant
- Electronic mailing group account for the submission of contracts and related documents
- 2015 Federal Poverty Guidelines

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

In PY14, CTDOL also modified and updated the WIA Formula Funds Budget to enable greater analysis of and focus on particular program or budget areas and allow for ease in comparing budgets and costs between WIBs. CTDOL also modified monitoring tools and components of its review process to focus on WIB- or program-specific issues and trends.

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 PY14, the Connecticut Department of Labor continued to conduct customer satisfaction surveys of WIA participants and employers who utilized services provided by the American Job Centers (AJC). 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.

After some technical issues developed with the utilization of ListServ and www.instant.ly for WIA customer satisfaction surveys during PY13, CTDOL reviewed its survey process. In consultation with the local workforce investment boards, it was decided that a new approach to surveys would be required. In January 2015, the surveys were transitioned to a web-based product, SurveyMonkey. With this product, customers and employers who received WIA services would be able to complete the survey from any computer in the AJC or in their homes. Customers and employers who did not have access to a computer were provided with hard copy surveys to complete and return, then AJC staff data-entered results. Although the total number of surveys provided to participants and employers could not be captured in PY14 as Connecticut transitioned to a new survey method, this data collection capability is expected to be a feature incorporated into the state's forthcoming business system.

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 207 participants completed customer satisfaction surveys. Analytics of participant responses by SurveyMonkey indicated that participants made significant use of the American Job Centers for workshops, especially those centered on computer skills. This highlights job seekers' demands for the basic computer skills needed to not only conduct a job search, but meet the requirements of employers in today's labor market. The results of the survey were as follows:

- 67% were very satisfied with the services provided by the American Job Centers
- 56% believed the services exceeded their expectations
- 62% believed the services provided were very close to the ideal set of services

Employers¹

A total of 29 employers completed customer satisfaction surveys. Analytics of employer responses by SurveyMonkey indicated that employers found services at the American Job Centers to be helpful, responsive and excellent. The employers especially appreciated the staffs efforts in understanding and maximizing benefits available for employers. The results of the survey were as follows:

- 86% were very satisfied with the services offered by the American Job Centers
- 61% believed the services provided exceeded their expectations
- 50% believed the services provided were very close to ideal

¹ Results are not intended to make any inferences beyond the survey's respondents.

Over the course of PY14, with SurveyMonkey's products in place, the response rates increased steadily as staff promoted the web-based surveys to participants and employers. Links to the surveys are available on each of the five workforce investment board websites and are also available as follows:

- Participant: <https://www.surveymonkey.com/r/?sm=Wwuj2eHBep1ibYNBHay%2f3Q%3d%3d>
- Employer: <https://www.surveymonkey.com/r/?sm=MT%2fsru8Qmy1Eob5XZISk0w%3d%3d>

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 addition to its numerous reporting responsibilities, the Performance and Accountability Unit also 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. With CTWBS scheduled to be partially replaced by Geographic Solutions' business system, CTHires, in November 2015, and fully replaced in June 2016, the Performance and Accountability Unit worked closely with the Geographic Solutions team during PY14 to populate tables and map CTWBS and other data for conversion to the new system. Unit staff members also defined detailed privilege groups, thereby establishing for future users of CTHires the appropriate system rights to record, view, and oversee demographic, service, and other data in the new system.

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.

Performance and Accountability staff also prepares CTDOL's section of the Governor's Budget Narrative, and designs surveys and analyzes survey results for CTDOL's Rapid Response, Business Services, Research, and 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). Approximately 900 staff members from Connecticut's five Workforce Investment Boards, the Connecticut Department of Labor (CTDOL), and the Connecticut Department of Social Services (DSS) utilized the case management and reporting functions within CTWBS in PY14.

To further support DSS's ongoing system modernization that was initiated during a prior program year, staff of CTDOL's Performance and Accountability Unit continued to work closely with DSS and CTDOL's Welfare to Work Unit during PY14. In addition to identifying and addressing system needs, procedures and processes were defined in detail and modified to accommodate some changes resulting from the modernization project.

As PY14 concluded, there were 1,131,678 clients in CTWBS who were receiving or had received employment and training services. Throughout the program year, Performance and Accountability Unit staff continued to work with program administrators and managers to assist with enhancing data entry procedures as well as data retrieval for the benefit of system users. Performance and Accountability Unit staff continued to maintain efficient, dependable reporting methods throughout PY14, despite growing amounts of system data, to ensure that administrators, managers, and staff had the tools necessary to meet expected program outcomes.

In Program Year 2013, the Connecticut Department of Administrative Services, on behalf of the 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. During PY14, CTDOL and partner staff worked with the Geographic Solutions, Inc. team to define system requirements, populate system tables, develop interfaces, begin data conversion, and take other steps toward

system implementation. It is expected that the new system, CTHires, will fully replace CTWBS by June 2016.

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 statewide. 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 2014 to June 2015, the RR Unit made 212 initial outreach calls regarding potential layoffs and responded to 28 WARN notices affecting 1,694 workers. The RR staff made 47 employer and/or union visits and provided 63 presentations to 984 impacted workers, which included 8 on-site job search and/or career planning workshops, one Trade Act benefit seminar, and 20 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 1,710 dislocated workers, including human resources managers and union representatives. An additional 292 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 10 statewide job fairs and two company-specific job fairs, providing information to 3,010 job seekers.

The RR Unit submitted five 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. Two of the five petitions, covering 22 workers, were certified TAA eligible. Three petitions were 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. 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 PY14, Rapid Response Unit staff oversaw the day-to-day administration of the following National Emergency Grants awarded to CTDOL:

- **North Central Multi-Company** - 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). The grant period began on July 1, 2012 and ended on June 30, 2015. In total, CWP served 105 displaced workers under this grant (five above the original plan of 100 participants): 105 received intensive re-employment services; 31 enrolled in occupational skills training; and 80 entered employment (67 full-time and 13 part-time) following services. At the NEG end date, 11 participants still engaged in job search will continue to be served under the WIOA Dislocated Worker Program.
- **Job Driven National Emergency Grant** - CTDOL was awarded \$3,392,350 to implement a job driven strategies program for dislocated workers, particularly the long-term unemployed. CTDOL’s Office of Apprenticeship Training (OAT) and three local Workforce Investment Boards (WIB) – Northwest Regional WIB, Eastern CT WIB, and Workforce Alliance – provided services under this grant that commenced on July 1, 2014. As of June 30, 2015, grant expenditures totaled \$568,542 and the following were achieved:
 - OAT registered 22 manufacturing employers as apprenticeship sponsors; and
 - The WIBs served a total of 46 dislocated workers: 46 received intensive re-employment services; 41 enrolled in occupational skills training (of which, 27 entered On-the-Job Training); 16 received supportive services; and 3 entered OJT/OJT-related employment following services.
- **Sector Partnership National Emergency Grant** - On June 26, 2015, the CTDOL was awarded a grant totaling \$3,889,995 to partner with its local Workforce Investment Boards for regional planning to identify new or growing employment opportunities, sector strategies for building talent pipelines, and enhanced employment and training services for dislocated workers in the implementation of a Sector Partnership NEG. The grant period is July 1, 2015 to June 30, 2017.

Outreach Efforts by the Office of Research

During PY14, on behalf of the Connecticut Department of Labor, the agency’s Office of Research staff engaged in numerous outreach activities. 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 offered information on helpful on-line resources available to jobseekers through CTDOL's website as well as through federal and American Job Center partners' websites.

During WIA Program Year 2014, 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 Economic Development Summit
- Adult Education Workforce Development Forum (Connecticut State Department of Education)
- 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 (counselors, 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. In addition, the Office of Research has responded to data requests from and provided training to staff of the Workforce Investment Boards and their vendors. The training focused on how to access both labor market information and on-line job search tools to assist jobseekers.

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, 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 PY14, employers posted 42,448 new Connecticut job orders and a total of 1,652 new account requests from businesses were processed by CT.jobs. In addition, 112,260 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 6,159 new résumés into the system.

Also during the program year, 161,637 Wagner-Peyser participants received services (staff-assisted or self-service). A total of 153,515 staff-assisted services were provided and 28,668 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 9,042 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 PY14, 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 PY14, 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 7,434 ERS participants. Sessions included the provision of labor market information, career guidance, information on CT.jobs, an overview of AJC services, and details on UI benefit rights and responsibilities. Many ERS participants also benefited from more direct, individual employment services and training, resulting in the provision of approximately 20,803 additional reemployment services to facilitate their return to work.

Also during the program year, staff-assisted reemployment services were provided to 21,898 UI claimants. These customers were provided job information and assistance, as well as information about specific companies and labor market trends.

Business Services

Business Services helps Connecticut's employers to hire, train and retain workers by analyzing the needs of businesses and customizing solutions. During PY14, Business Services staff helped Connecticut businesses with more than 552 recruitments attended by approximately 7,559 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. CTDOL first administered this program in PY13 following legislation by the Connecticut General Assembly that combined CTDOL's 21st Century Job Training Program with the Incumbent Worker Training Program that had been operated by the workforce investment boards. During PY14, CTDOL expended approximately \$750,000 in Incumbent Worker Training funds and contracted with 78 Connecticut employers. A total of 3,609 employees participated in these trainings. While the legislation governing the Incumbent Worker Training Program required that a minimum of 50% of the IWT funds go to new employers, CTDOL expended 83% 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 American Job Centers

The Connecticut Department of Labor (CTDOL) administers the Jobs First Employment Services (JFES) program which provides a host of employment-related services to recipients of Temporary Family Assistance (TFA), Connecticut's federally-funded cash assistance program for low-income families under Temporary Assistance for Needy Families (TANF). CTDOL administers the program in partnership with the Connecticut Department of Social Services (DSS) and the five Workforce Development Boards (WDBs). The WDBs operate as intermediaries that subcontract with other organizations to provide direct services to JFES participants. These services are integrated in the American Job Centers around the state.

In PY14, the WDBs coordinated an array of seamless services for 15,885 TFA recipients enrolled in the JFES program and continued the implementation of the Integrated Basic Education and Skills Training (I-BEST) program. I-BEST is an evidence-based model that provides technical skills training simultaneously with adult basic 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 education skills while also attaining an industry-recognized credential. Many of the JFES I-BEST pilot programs included a post-program subsidized employment component.

Job Corps

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 efforts of CTDOL, local Workforce Investment Boards, state and local agencies, and other organizations, in collaboration with the Job Corps program operators. In PY14, CTDOL worked 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.

During PY14, Connecticut's Job Corps students attained the following:

- 408 completed their trade
- 177 received high school diplomas
- 505 obtained third-party certifications

New Haven Job Corps Center

Several New Haven Job Corps Center students found the time to help out some young learners after putting in a full day of their own dedicated to their Job Corps responsibilities. The students walked to a neighboring school to participate in the "Hour of Power." The program's focus was to assist elementary students in completing the day's assigned homework and offer help with reading, math, and other tasks. Guidance for "Hour of Power" was provided by a site coordinator from the State Department of Education. The New Haven Job Corps students were asked to return for a second year of tutoring third, fourth and fifth graders at the school.

Hartford Job Corps Academy



Job Corps student Tia Peynado

Hartford Job Corps Academy student Tia Peynado can already balance an account, process cash withdrawals, and has learned how to handle teller duties. Although she won't be entering the job market for a little while longer yet, when she does, she hopes to enter the accounting field. As part of the Academy's Advanced Career Training program, Tia began working as an intern at the Connecticut Labor Department Federal Credit Union in April 2015. She enjoyed her three months of experience in the credit union, noting that she learned quite a bit. Tom O'Neil, manager

of the credit union, praised Tia, stating, “She’s a pleasure to work with and has been a big help to us.”

Financial Education Expo

Connecticut Saves partners sponsored events during America Saves Week for students and staff at the Hartford Job Corps Academy and New Haven Job Corps Center. Their Financial Education Expo, “Take Financial Action,” was the first of its kind offered at the Job Corps centers. The event reached over 150 students and exposed them to organizations that assist with finances, retirement planning, and money management. Over 15 organizations participated in the event, which allowed students to gain knowledge on several topics related to finances. As they visited each organization, they engaged in short interactive activities that provided information on Social Security benefits, how to read a paystub, check writing, savings, interest, credit cards, fraud, identity theft, income tax preparation, insurance, defining needs vs. wants, and options regarding banks and credit unions. America Saves is a national campaign to promote savings and build wealth. The Connecticut Saves Coalition has been in existence for two years and has been working to educate Connecticut residents on the importance of savings.

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.

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.

The DEI requires grantees' participation in the Social Security Administration's Ticket to Work Program to improve services to customers of the workforce system who also receive Social Security disability benefits. As pilot WIBs under the grant, the Northwest Regional Workforce Investment Board and Capital Workforce Partners became active Employment Networks in the Ticket to Work Program. Their participation has expanded the Connecticut workforce investment system's capacity to serve eligible beneficiaries.

The grant also requires the state's participation in an evaluation component to measure the impact of the project, specifically in regard to outcomes for job seekers with disabilities. Under the grant, random assignments were made by the U.S. Department of Labor to identify pilot and comparison WIBs. As a result of these efforts, the North Central and Northwest WIBs participated during PY14 as the pilot regions, and the Eastern and Southwest WIBs participated as the comparison regions.

The DEI grant provides for capacity building efforts to serve jobseekers with disabilities through extensive staff training. In PY14, American Job Center staff received training on disability awareness and etiquette, universal design, cognitive limitations, mental health, deafness and deaf culture, and American Sign Language. Up-to-date assistive technology has been purchased and installed for the American Job Centers under the grant. Through the DEI, CTDOL collaborated with several state agencies and community organizations on the first of four planned career fairs under the grant. The "Diverse Ability Career Fair" was held in Rocky Hill in April 2015. Forty-eight employers participated, seeking to fill entry-level to advanced positions in a variety of industries such as manufacturing, finance, healthcare, transportation, distribution, and education. More than 600 job seekers attended the event. A second Diverse Ability Career Fair, to be held in Waterbury, is planned for October 2015.

Serving Our Veterans

Funding from the USDOL VETS Program totaling \$1,884,000 for Program Year 2014 resulted in the provision of services to more than 6,000 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
- Job search workshops
- Career coaching
- Résumé preparation
- Training opportunities
- Electronic tools:
 - Job & Career ConneCTion
 - Connecticut's Reemployment Portal
- Vet-related legislative updates/current events

The decrease in the number of veterans served from the previous year is a positive indication that the state's lower unemployment rate reflects employment gains by veterans. In addition,

the state had a limited number of Connecticut National Guard and U.S. Armed Forces Reserves called to active duty and/or deployed. Given these factors, there were fewer demobilization events on OVWD's schedule. The reduced demand for pressing services allowed OVWD to focus on full implementation of Veterans Program Letter (VPL) 03-14, which mandates how all services will be delivered throughout the nation. Written and issued by USDOL/VETS with the intention of identifying those most in need or having a serious barrier to employment, VPL 03-14 applies to all American Job Centers (AJC) and partner agencies in each Service Delivery Area. OVWD was tasked with creating a training program to introduce general employment services staff to the program. The training, written in accordance with VPL 03-14, was provided at all AJCs and satellite offices; 127 CTDOL and 87 partner staff took part in the training. In addition to the training, the "Triage Form" was developed to better gather essential intake information from each veteran upon entry to an AJC. Low income guidelines are explained on one of the "Triage" sheets to help identify veterans and veterans' families that may be entitled to additional supportive services, in which case an appropriate referral is made.

In September 2014, veterans in need were provided services by OVWD staff at Stand Down. This event, held annually at the State Veterans' Home in Rocky Hill, offered employment and training services, registration with the Office for Veterans Workforce Development, and referrals to supportive services, many of which service providers were present at Stand Down. Opportunities were available for veterans who are homeless, chronically unemployed, or having difficulty adjusting in society. CTDOL services included registration for employment services and assistance with résumé writing and on-line job searches.

In April 2015, OVWD sponsored a *Heroes4Hire* job fair. This event drew 93 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 PY14, OVWD staff continued working 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. In the last year, several private colleges embraced the idea, opening Oasis Centers for the veterans who are attending classes on campus. With the additional centers opened, OVWD's outreach activity and employment services increased. 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 employment searches.

OVWD and the Department of Social Services collaborated on a pilot program designed to expedite services to veterans meeting criteria for cash assistance, SNAP, and other potential benefits. The program also provides training and employment services through the workforce system to assist participants in becoming job ready. With affirmative indication of U.S. military service on an 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. The initial pilot, Waterbury AJC, provided data showing a 100+

increase in veterans applying for and being granted additional supportive assistance. The model is now in place at the Bridgeport AJC and DSS office. The pilot is in its infancy, but is expected to produce the same positive outcomes it did in the Waterbury region.

The Subsidized Training and Employment Program (STEP UP) has been getting more interest from employers, large and small. One of the program's components, "STEP UP for Vets," was promoted by CTDOL throughout the program year via its website, at numerous conferences and presentations, and through employer outreach. As a result, this STEP UP component (officially named The Unemployed Armed Forces Member Subsidized Training and Employment Program) has proven to be a significant factor in businesses expanding their workforce and veterans obtaining employment, as data provided in the STEP UP summary of this WIA Annual Report shows. To further promote the program, six additional STEP UP conferences were scheduled for the summer and fall of 2015. OVWD expects to see even more growth through "STEP UP for Vets" during PY15.

Notable Projects and Events

Connecticut Learns and Works Conference

The Connecticut Learns and Works Conference, in its 21st year, provided the opportunity, as it does annually, for the showcasing of education and workforce development initiatives and programs designed for innovative practices, all with the goal of keeping Connecticut's workforce and the next generation of workers skilled, with up-to-date, cutting-edge knowledge. The conference also offers a rich venue for attendee collaboration and networking opportunities. Participants often exchange information on training opportunities and career pathways, explore growth potential in areas such as advanced manufacturing, financial, and other careers, discuss the benefits of utilizing labor market information, and share the latest developments in technology and its usage in both educational classroom settings and workplace environments.

This year's conference, held on May 15, 2015 in Rocky Hill, hosted 270 attendees. New York Times best-selling author and Millennial Workplace Expert, Lindsey Pollak, was the keynote speaker. Pollak's address was well-suited to the conference's theme, "Successful Generations Securing Connecticut's Workforce Future," which centered on successful generations at work and how they interact to secure Connecticut's workforce future.

The following nine workshops were offered at the conference:

- 2015 Labor Market Information
- Advanced Manufacturing Education in Community Colleges
- Careers in Transition – Reinventing With Purpose
- Entrepreneurship and Innovative Business Models – Preparing Youth to Create Their Own Careers
- Finance Career Pathways
- Making ePortfolios Work!
- Our Technical High Schools: Three Year Strategic Plan
- Pathways to Manufacturing: From High School to Higher Education
- What's Going On In Early College?

Connecticut Business Engagement Partnership Forum

With the objectives of starting a dialogue on business engagement and partnership development strategy, and building alignment among business, workforce development, and other partners, the Connecticut Department of Labor (CTDOL) hosted the Connecticut Business Engagement Partnership Forum on May 28, 2015. Attendees of the event, held at Goodwin College in East Hartford, included representatives of CTDOL, the U.S. Department of Labor (USDOL), small businesses, and workforce development, education and economic development agencies. The occasion also provided the opportunity to share insights and ideas in light of the transition to the Workforce Innovation and Opportunity Act (WIOA).

An employer panel included the president of a local company as well as human resources and staff development managers from a variety of Connecticut businesses. Topics of discussion amongst the companies included government partnerships, funding initiatives, the difficulty in recruiting military veterans due to lacking pay scales in the civilian sector, and impending staffing dilemmas and skilled workforce losses with the looming retirement of well-trained workers. Some employers noted that they had positive recruiting results from vocational technical high schools. Participants identified the following action steps in regard to the identified critical priorities, challenges, and opportunities:

- Businesses need a single point person to go to. CTDOL, WIBs, and higher education partners should coordinate business site visits to those in need of talent, OJTs, etc. to best understand needs and establish matches. Streamline the process for employers and get rid of “siloed” service.
- Employers need those who complete training programs to be truly work-ready, with the right skills and experience. Employers do not want to invest additional resources to re-train potential workers who have recently completed training programs.
- Business services teams could be organized by industry sectors, with one lead broker.
- Address the aging workforce, in part, through career pathways.
- Explore longer OJTs and making apprenticeship easier to navigate/more cost-effective.
- Focus on training needs and versatility. VocTech pipeline should be expanded and strengthened to address attrition.

Strategies were developed as follows for regional planning:

- North Central: Ease access to information for businesses; create connection between post-secondary majors and employer training needs; leverage funds/programs for incumbent worker training.
- Eastern Connecticut: Assess needs of health care sector; evaluate curriculum with employers. Look more at small companies and start-ups for growth.
- Northwest: Make better use of labor market information with regard to functional requirements of jobs; coordinate use of social media with employers; extend six-month limitations for on-the-job training (OJT) by

stacking funds, and possibly apprenticeships. Participants noted that apprenticeships can be cumbersome.

- Southwest: Evaluate training needs with community colleges; brand business services team with unified web portal. Develop standards and procedures for referrals with business partners.
- South Central: Coordinate business services; hold monthly partner meetings; create training sector meetings; form advisory groups to increase knowledge of employer needs.

Forum attendee Amanda Poirier, Federal Project Officer, of USDOL's Boston Regional Office offered highlights of WIOA. She emphasized that business engagement is the foundation of everything workforce investment partners do. It is across the business cycle and solutions based. Services must be strategic and operational, never "siloed." She also stated that businesses should steer workforce solutions and that WIOA includes a new employer services performance measure.

Critical next steps include:

- CTDOL state operations will collaborate with the state board to develop an industry sector partnership vision and strategy. State operations and the state board will work with the regions to tailor that vision and strategy to local needs;
- CTDOL state operations will collaborate with the state board to ensure the tools created at the Forum will be incorporated into the state board's guidance on regional planning with regard to sector partnerships, business engagement, and business service delivery under WIOA;
- CTDOL state operations will reach out to the regions and determine what next steps need to be taken to move the regional plans into action. CTDOL state operations and local regions should also identify timelines for key deliverables to support sector partnerships and business engagement strategies;
- CTDOL state operations and local regions will reach out to other key public and private partners to ensure everyone is at the table to support the business engagement strategy at the regional level; and
- CTDOL and the state board will continue to work with the regions to ensure key deliverables and timelines are met.

Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs

(Summary information has been provided by Connecticut's Workforce Investment Boards.)

Northwest (Northwest Regional Workforce Investment Board)

Northwest Construction Careers Initiative

The Northwest Construction Careers Initiative (NCCI), now in its 10th year, strives to achieve outreach and recruitment of residents in the Northwest region for career opportunities in the construction building trades. During PY14, 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 22 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 underway in Connecticut.

NCCI staff was also responsible for coordinating two rounds of Brownfield Job Training during PY14; 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 284 participants during this time. In total, NCCI staff assisted in securing close to 109 job placements during PY14.

Job-Driven National Emergency Grant

During PY14, the Northwest Regional Workforce Investment Board participated in the Job-Driven National Emergency Grant (NEG) that was awarded to the Connecticut Department of Labor. This NEG focused on manufacturing and brownfield remediation training. Fifteen long-term unemployed area residents were placed in the board's first round of twelve-week manufacturing training. In addition, by utilizing NEG on-the-job training funds, employment placements have been made with area manufacturers.

Disability Employment Initiative

The Northwest Regional Workforce Investment Board served as a pilot program under the federally-funded Disability Employment Initiative (DEI) grant awarded to the Connecticut Department of Labor. Through the Initiative, job seekers with disabilities, including Social Security disability beneficiaries, received employment assistance and coordinated services in the American Job Centers (AJC). DEI grantees were required to participate in the Social Security Administration's (SSA) Ticket to Work Program to expand the options available for Social Security disability beneficiaries to access the services and supports necessary to obtain, regain or maintain employment, and become financially independent while still retaining Medicare or Medicaid. The NRWIB, therefore, was established as a Ticket to Work Employment Network (EN), an entity approved by SSA to serve those receiving Social Security disability benefits who have a "ticket to work." A "ticket" is assigned to the EN designated to work with an individual

and the entity receives payments from SSA when the ticket holder gains employment and at various benchmarks.

DEI outreach efforts in the region resulted in a significant increase in the number of persons with disabilities making use of AJC resources and enrolling in Wagner-Peyser and WIA. Forty-one customers obtained employment as a result of the DEI effort in this WIB area and, in addition, the Northwest Regional Workforce Investment Board contracted for 34 “tickets” for individuals participating in the Ticket to Work Program. To showcase their accomplishments, DEI staff attended a national conference in Iowa where the WIB’s Disability Resource Coordinator presented promising practices. Staff received accolades for their high placement rate of the participants enrolled in the program.

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 PY14, issued 245 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 245 STEP UP agreements written, 129 were for STEP UP Manufacturing, 68 were for STEP UP Subsidized Employment, and 48 were for STEP UP Armed Services. As was the case in the prior program year, employers in the region applaud the program and agree that without these funds, hiring would remain stagnant.

Youth

The NRWIB funded eight youth programs for PY14, four 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 PY14, through the collaboration of these two programs, 13 youth participants achieved their Associate’s Degrees. All 13 have moved on to four-year colleges that include Central Connecticut State University, Western Connecticut State University, Wesleyan University, Southern Connecticut State University and University of Connecticut. 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 participants who attained occupational skill certificates. 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.

As in past program years, the WIB’s Summer Youth Employment program was a great success with 696 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 696 youths, 646 participated in the six-week programs offered through Connecticut Youth Employment funding; an additional 50 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.

Twenty-two of the WIB's in-school youth participants attained their high school diplomas and all will be continuing on to receive post-secondary education. The in-school contactors for the WIB included the Connecticut Collegiate Awareness and Preparation (ConnCAP) Program at Naugatuck Valley Community College (NVCC), Waterbury Youth Services, Waterbury Police Activity League, Connecticut Dance Theatre and Northwestern Connecticut Community College.

Southwest (The WorkPlace)

Platform to Employment (P2E)

In 2014, Connecticut became the first state to offer Platform to Employment (P2E) statewide. When The WorkPlace first developed P2E to address the needs of both the long-term unemployed to return to work and employers to recruit skilled workers, the program served those in the southwestern portion of the state. However, in May 2014, the Connecticut legislature appropriated \$3.6 million to expand this successful program to serve 500 long-term unemployed individuals across the state. Partners in this project include the Connecticut Departments of Labor and Rehabilitation Services, and all five of the state's Workforce Investment Boards.

P2E, offered in Bridgeport, Waterbury, New Haven, Hartford and Norwich, consists of a five-week preparatory program that includes skills assessment, career readiness workshops, interviewing, social media, résumé writing, employee assistance programs, coaching, subsidized employment, and more. By also helping jobseekers improve their outlook and approach to job search, P2E helps the long-term unemployed to rebuild their confidence and hope, often lost as a result of extended unemployment. 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 program. The expectation is that if the company is satisfied with the performance of the candidate, a full-time job will ensue.



Andre Smith, P2E Employer Relations Specialist, and Arlene Walsh, P2E Career Coach, with program participant Evelyn Arrington (l-r)

Platform to Employment had a very successful year. Eighty-four percent of program participants that completed the preparatory program were placed in a work experience position. Of this population, eighty-six percent were hired by employers.

Homeless Veterans Reintegration Program

During PY14, low-income, homeless, disabled, and at-risk veterans participated in the Homeless Veterans Reintegration Program (HVRP) funded by the U.S. Department of Labor with a host of services provided by The WorkPlace, its HVRP partners, and numerous government and non-profit organizations. In addition to the holistic solutions offered to veterans who were isolated or in need of assistance to connect to appropriate resources, HVRP assisted veterans to maximize employment and training opportunities through the workforce development system and identify resources to address challenges they face in achieving economic stability and stable housing. The program relies on intense, personalized case management and includes housing assistance, classroom training in core skill competencies, and training for the employability skills required for long-term job success. The program's services and trainings helped reintegrate homeless veterans into meaningful employment.

During PY14, The WorkPlace incorporated The Daring Way into HVRP as an added support. This highly interactive workshop is based on the research of Dr. Brené Brown whose work is the subject of a #1 New York Times Best Seller and has been featured on the Oprah Winfrey Network. Veterans in the program examined the thoughts and behaviors that were holding them back and identified new choices and practices to move toward independent living. The workshop curriculum was used to help homeless Veterans learn how to show up, be seen, and live braver lives. The workshops were guided by certified facilitators sanctioned by The Daring Way to provide training.

Veterans participated in a three-day, classroom-based program focusing on workforce and employment. Many participants showed a commitment to attendance and completing the process. The resounding response on participant evaluations was that the program will benefit them in their employment efforts, and the curriculum was relevant and applicable. Additionally, they indicated that they felt safe to be vulnerable in their sharing and learning. A significant piece of feedback was that participants would recommend the experience to others.

Through the first cohorts, staff felt the curriculum proved so beneficial that it has since been written into a new PY15 HVRP grant submission and built into new program designs, so future participants will have the opportunity to benefit from the training. Prior to delivering “The Daring Way” in PY14, program staff participated in two half-days of orientation and training to review the program and understand concepts taught to program participants. As a result of program managers having had the opportunity to learn about “The Daring Way” first hand, The WorkPlace is planning to leverage other resources to expand the offering to other disadvantaged and discouraged populations. Newman’s Own Foundation provided funding for “The Daring Way” project, creating an opportunity for The WorkPlace to explore this ground-breaking work.

Health CareRx Academy

In late 2011, The WorkPlace created The Southwestern Connecticut Health CareRx Academy. The Academy is a broad partnership of healthcare providers, educators, trainers and community-

based organizations. Created with nearly \$10 million in funding from the Administration for Children and Families (ACF) and by the Health Resources and Services Administration (HRSA) under the U.S. Department of Health and Human Services (HHS), and the U.S. Department of Labor (USDOL), Employment and Training Administration, the Academy's mission is to increase the number of long-term unemployed and low-income individuals trained and prepared for positions such as Cardiovascular Technician/Technologist, Certified Nursing Assistant, Dental Assistant, EMT/Paramedic, Health Information Specialist, Medical Billing & Coding, Patient Care Technician, Radiation Therapist, Registered Nurse, and many more.

The Academy Program was designed with input from healthcare providers and educators. It prepares long-term unemployed and low-income individuals to focus on careers in health care, not just jobs, and provides resources and support services to help them do so. Among the Academy's unique and forward-thinking program services are core skills training delivered in the context of healthcare, mentoring and coaching provided by healthcare professionals, occupational training through accredited providers and job readiness and exposure to work experience in a healthcare setting. The Academy strives to provide participants with work experience in the healthcare field, through internships, job shadowing, observation or meaningful volunteer work.

During PY14, The Academy reached out to over 800 long-term unemployed and low-income individuals who identified an interest in pursuing training and/or employment in the healthcare field. Of over 400 applicants, The Academy enrolled 231 eligible participants, of which 96% completed the integrated Healthcare Core Skills training. A total of 226 candidates entered a healthcare-specific occupational skills training. Most certification trainings ranged in length from 8-16 or 16-36 weeks, while Associate's Degrees and beyond ranged from one to three years. By incorporating integrated case management and support services prior to entering, during, and following training, Academy participants have had an overall 75% training completion rate. Eighty-one percent of participants who earned a healthcare-industry credential entered employment and forty-six percent of those who completed participated in a paid internship of on-the-job training that resulted in employment.

This year, one of our most successful graduates received national recognition. Maria Torres won the national Health Profession Opportunity Grant's (HPOG) "grantee success story" award. As the winner, she received paid travel, hotel, and honorarium to present her story at the 2014 HPOG Annual Meeting. Initially referred to The WorkPlace from the local American Job Center, Maria enrolled in The Academy in December 2013 and successfully began participation in the Foundation Skills Workshop week. She utilized The WorkPlace's math tutor to increase her math scores in preparation for entering the first Contextualized Learning cohort at Housatonic Community College (HCC). After completion, she moved onto CNA coursework at HCC. Maria showed a desire for additional occupational skills training that would layer her CNA credential, so the Academy career-laddered her into the Patient Care Technician program at HCC, which she completed in October 2014. Additionally,



Maria Torres, HCA participant

Maria enrolled in Business Access training in September 2014, began a paid OJT assignment upon returning from the HPOG conference, and entered full-time employment.

Dress for Success Mid-Fairfield County

By providing professional attire, a network of support, and some helpful career tools, Dress for Success Mid-Fairfield County assists economically disadvantaged women in their effort to find and maintain employment, increase self-esteem, enhance work skills, and gain economic independence. During PY14, the Dress for Success program provided 598 suitings to women preparing for interviews, employment, training, internships and career fairs. A volunteer personal shopper worked closely with each client to select an appropriate outfit. Upon securing employment, clients were able to make additional selections of professional attire.



At Dress for Success, former participant Ayanna Brown is now on staff.

Corporate and community support is critical to this program's success. During PY14, seventeen employers organized suit/accessory drives. This is in addition to the numerous individuals from the surrounding area who donated professional attire. Through the generosity of these supporters and small employers in southwestern Connecticut who accept clothing donations on behalf of the program, Dress for Success Mid-Fairfield County received 28,124 articles of clothing and accessories.

Youth

Summer Youth Earn & Learn Employment Program

The WorkPlace's Summer Youth Earn & Learn Employment Program (SYELEP) offers youth in southwestern Connecticut the opportunity for meaningful summer employment. The program serves eligible youth between the ages of 14-21 from low-income households, offering them the opportunity to earn needed income and gain some knowledge about the world of work.

The program begins with a one-week, mandatory educational component designed to prepare youth to meet employer expectations on the worksite as well as assist them with exploring a variety of career options and learning life skills. With funding from the Connecticut General Assembly through the Connecticut Department of Labor and the Department of Children and Families, and additional funds from the Bridgeport and Stamford municipalities, The WorkPlace served over 500 youth from southwestern Connecticut in 2014.

The "Skills to Pay the Bill: Mastering Soft Skills for Workplace Success" curriculum developed by the U.S. Department of Labor's Office of Disability Employment Policy was used for the job readiness training. Youth learn valuable life skills as they covered topics including Self-Confidence, Respecting Self and Others, Enthusiasm and Attitude, Teamwork, and Personal Responsibility. The program also emphasized positive workplace behavior and protocols, professionalism, and workplace rights and responsibilities.

Youth had the opportunity to work up to 20 hours per week for \$9.00 per hour for up to seven weeks. Employers from government agencies, non-profit agencies, major corporations, hospitals, retail organizations, summer camps and sport enterprise provided work opportunities and supervision.

This year, SYELEP participants received their wages by direct deposit into an account at an FDIC-insured bank. The youth were issued an individual debit card to access their money. This was a safe and convenient alternative to cash and checks. It has also proven to be a more streamlined and less costly process for The WorkPlace.

The WorkPlace's Summer Youth Earn & Learn Program is a vital part of the WIB's youth development portfolio. For PY14, some youth were hired by their employer at the end of the program. Many found other employment opportunities, entered post-secondary education, or, as of July 1, 2015, transitioned to year-round participation in the Workforce Innovation and Opportunity Act (WIOA) program.

Year-round Youth Program

The WorkPlace's YouthWorks division is tasked with connecting today's youth to successful futures. YouthWorks offers a comprehensive development program designed to equip youth with skills to help them secure and retain employment or enter advanced training. To begin, each youth's readiness and availability to participate in the program are assessed. Tools including ONET Online Career Exploration and Interest Profiler and My Next Move are used to assess their skills and interest. Each youth is assisted with establishing their educational, employment and careers goals and developing an Individual Service Plan.

The training program consists of three tiers. Youth begin at Tier 1, which offers academic remediation and work readiness skills. An overwhelming majority of participants require remediation in reading and or math due to scoring below the 9th grade level on CASAS assessments. They spend this initial phase of training in accelerated remediation to improve their basic skills at by at least one functioning level. Concurrently, they participate in work readiness activities which include positive work protocols, résumé writing and interview skills, job search preparation, computer literacy and financial literacy.

Once they successfully complete Tier 1, youth progress to Tier 2, which offers foundational training in customer service. This program is considered a precursor for most employment opportunities. It also prepares youth to take the exam to earn the National Retail Federation's (NRF) National Professional Certification in Customer Service credential.

Tier 3, the final phase, offers two distinct tracks. Youth can either continue on to industry-specific training or, those who are college-bound receive SAT preparation and assistance with completing the FASFA. Those that are moving into employment are matched with employers in their chosen industries.

Partnerships with the community, the educational system, and employers continue to play a significant role in our success. The WorkPlace continually seeks to build upon these relationships and afford more youth access to career development, support services and employment opportunities.

Eastern (Eastern CT Workforce Investment Board - EWIB)

Manufacturing Pipeline Initiative

During PY14, the Eastern CT Workforce Investment Board (EWIB), in coordination with community partners, advanced a critical component of its regional workforce strategy, the Eastern CT Manufacturing Pipeline initiative. Through the initiative, community stakeholders including EWIB, employers, community colleges, the technical high schools, the state Department of Labor, and various other state and federal agencies will develop a labor supply chain to serve the large staffing needs expected over the next decade in the manufacturing sector. The stakeholders will specifically implement scalable training programs for prevocational, basic and job-specific skills to match the unemployed and underemployed with the anticipated hiring needs of the manufacturing employers. This initiative was a key component in the successful state application to achieve the “Investing in Manufacturing Communities Partnership” (IMCP) designation, which gives priority in future grant awards to the state of Connecticut.

The signature moment of the year was a May visit from U.S. Secretary of Labor Thomas Perez to Electric Boat in Groton to review the Eastern CT Manufacturing Pipeline initiative. Secretary Perez was joined by other dignitaries such as Governor Malloy, Senator Blumenthal, Senator Murphy, and Congressman Courtney. Secretary Perez was so impressed with the initiative that he discussed the potential to replicate this approach in other regions across the country. All dignitaries praised the effort of the stakeholders to work together to benefit the region by matching job seekers’ skills to employer needs.

For the coming year, EWIB anticipates these training programs will be implemented and available to workers. Four American Job Centers (Danielson, New London, Norwich and Willimantic) will register workers interested in pursuing these training programs and career options. This initiative promises to make a major impact for years to come and is a cornerstone of the regional workforce strategy in eastern Connecticut.

A Shift In Demand For Services

With the elimination of extended unemployment benefits, jobseekers began to opt for short-term training that could be completed during their benefit period rather than attending longer-term training programs and, with over 11,000 customers making nearly 57,000 visits to the four American Job Centers (AJC) in the WIB region (Danielson, New London, Norwich, and Willimantic), the goal of jobseekers to quickly return to employment was clear.

While jobseekers continued to rely on the extensive menu of AJC workshops to hone their job search skills, many still needed to build new technical skills as well. In this changing environment, both jobseekers and employers turned to on-the-job training to fill that void. In addition, EWIB has used funding from sources such as WIA (adult and dislocated worker), H-1B, STEP UP, Job Driven, Ready To Work and Science, Technology, Engineering, & Math (STEM) as incentives to help people get hired. EWIB's Business Services Team worked with AJC staff to match openings at area employers with individuals looking for a job. When training is needed and the customer is eligible for one of the many funding options, the Business Services representative assists the employer in drawing up a training plan. That plan outlines the skills training to be provided to the newly hired worker and, for programs such as OJT and STEP UP, the salary of the employee will be subsidized by the program during the training period. Work-based training in the Eastern region has been focused primarily on advanced manufacturing and STEM occupations and resulted in over 300 jobseekers receiving training and employment in the past year.



Benjamin Mazzaresse (standing) and Michael Cocuzza learned new skills in work-based training.

Early College Opportunity Programs

In PY14, the Eastern CT Workforce Investment Board (EWIB) was one of the primary partners in the formation of the New London and Windham Early College Opportunity Program (ECO). Designed to replicate the IBM model in Brooklyn, New York, this program was fueled by the projected employment needs of Electric Boat and the Eastern Advanced Manufacturing Alliance (EAMA).

Early College Opportunity Programs provide an opportunity for students to graduate with a no-cost Associate Degree, along with the skills and knowledge they need to step seamlessly into well-paying, in-demand jobs in manufacturing. Upon completion of the ECO curriculum, not only will program participants receive a high school diploma and Associates Degree, they will have obtained competency in workplace skills, received career-specific guidance from an industry mentor, and successfully completed a paid internship.

EWIB's role has been that of an intermediary – encouraging and recruiting industry, bringing lessons learned from youth employment programs, and working to ensure that industry needs are met. Electric Boat, the primary industry partner, has dedicated a full-time staff position to the program and EWIB has secured funding from the Jeffrey P. Ossen Family Foundation to fund a part-time program liaison position to continue working with employers, schools, and students to ensure program efficiency and success. The first class of freshmen begins in the fall of 2015.

Youth

Summer Youth Programs

Four hundred and twenty three students and young adults took part in the Eastern CT Workforce Investment Board's summer employment programs in 2014. The program began with employability skill training and portfolio development to help the participants prepare for their summer job as well as make the connection to the relevancies of their high school classes. The 2014 programs were supported by multiple funding sources including: Connecticut Summer Youth (General Fund), Department of Children and Families, and the federal Workforce Investment Act funding.



Wanda Villar gained office experience by participating in the Summer Youth Program.

EWIB reached out to its regional philanthropic organizations and received funding from eight foundations. They included: AT&T, Charter Oak Federal Credit Union, Dime Bank, Edward & Mary Lord Foundation, Liberty Bank, People's United Community Bank, Pfizer Community Grants, and Sea Research/Mystic Aquarium. Their contributions of \$54,380 provided an additional 45 disadvantaged youth with a summer job.

The majority of youth participated in six-weeks of work experience, for 25 hours each week, and received \$8.70 per hour. There were over 120 different non-profit and for-profit worksites throughout the region. The youngest youth (ages 14-15) worked at group project sites that provided more structure and supervision. Older youth assisted in town halls, parks and recreation programs, as well as at non-profit and for-profit entities.

North Central (Capital Workforce Partners)

Ex-Offender Retention Initiative

Capital Workforce Partners' ex-offender retention initiative provided critical supports to ensure that newly employed ex-offenders were successful on the job and retained employment. Services were coordinated through the American Job Center's Career Center in Hartford, with funding from the Hartford Foundation for Public Giving that was matched with WIA dollars. Retention services included assistance with housing, obtaining a driver's license, transportation, the pardon process, career planning, and obtaining professional clothing. Other assistive resources included the Department of Rehabilitation Services for 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 were made to substance abuse services, family reunification programs, emergency fuel assistance, and to legal aid for assistance with the pardons process.

Workforce Star

Life can sometimes get the best of us, but Nadine Repinecz proved that we have the capability to bounce back. She battled through medical issues, personal hardships, the loss of a loved one, and becoming unemployed. These unforeseen life situations led to an addiction and becoming justice involved. However, she was able to gather courage and strength from her network of family and community resources and, with their help, moved forward and weathered the storms. Nadine connected with Capital Workforce Partners and the American Job Center and received services including job referrals, job coaching, résumé and cover letter writing, interview techniques, and education counseling. Advocacy, referrals to community agencies, and assistance with completing and submitting a pardon application to the Connecticut Board of Pardon and Parole all helped Nadine with improving her life. She received supportive services through WIA and Free to Succeed, a retention program. Through WIA, Nadine attended Asnuntuck Community College for an Accounting Assistant certificate. This was followed by career coaching and mentoring to assist in re-entering the workforce and retaining employment. She obtained an amazing position with a well-known Connecticut hospital working as a Program Coordinator in the Infectious Disease Clinic, where she supervises a staff of 15 and provides staff orientation training. Nadine was selected to receive CWP's Workforce Star award for her inspiring achievements in the face of the many barriers, obstacles, and self-doubt that could have hindered her progress. She is a role model to other participants, ex-offenders, and anyone who faces these types of issues.



Nadine Repinecz received her Workforce Star Award from her Career Coach, Mark Allen, at the June 1, 2015 Workforce Star breakfast.

Jobs Funnel

For the second year, 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 fall of 2014 and spring of 2015, the partnership conducted training programs in CNC manufacturing and cement masonry. 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. A total of 84 participants were served under the A.I Prince Technical High School System partnership with Capital Workforce Partners. Of the 84 who entered programs, 67 completed and 51 are currently employed in training-related employment.

Entrepreneurial Training for Dislocated Workers

In PY14, Capital Workforce Partners offered “The Business Roundtable” program to 32 dislocated workers. Of the 32 invited to take part, 20 completed this intensive eight-week

program designed for those seriously considering a career as an entrepreneur. Four of the participants decided to take jobs instead of going into business ownership. The program offered participants a very realistic viewpoint of what it would be like to own and operate a business.

The program covered several different aspects of starting a business. Three hours per week were dedicated to each topic in a structured, facilitated, confidential “think tank” type of forum that allowed each participant ample opportunity to work on his or her specific business idea. Skill building was 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 offered 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
- 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, 2015, four participants had started their businesses and at least seven others were in the various stages of launching their businesses. The program is facilitated by an Executive Coach who maintains a long-term relationship with participants to provide networking opportunities and support.

There are some creative and viable businesses that came out of the Business Roundtable program in PY14 including a nutritional health counseling business, a home daycare center, an on-line marketplace focusing on meditative and inspirational products and audio programs, a human resources consulting practice, and a greeting card business. The program was an overall success during PY14 and there are several new business ideas being planned for PY15, including a graphic design business, an auto repair shop, a psychotherapy center, a public relations business, a non-profit, and several others.

Sector Focus – Health Care

In April, CWP launched the REACH (Re-Employment Alliance for Careers in Health) Initiative with funding from a USDOL ETA H-1B grant. The program serves long-term unemployed and under-employed individuals prepare for careers in nursing and health information technology. The project operates with an intense career coaching model, delivered through the American Job Center system, and is based on the successful Focused Intensive Re-employment Success Training (FIRST) program launched by CWP in 2009.

Youth

Workforce Investment Act (WIA) youth programs, designed to involve participants in training and skills-building activities to engage them in their local workforce, were sector-focused in

areas of high workforce demand. In PY14, 287 out-of-school youth, ages 14-24, received training in the following programs:

Program	Provider	Certification(s)/Opportunities
Pathways to Careers	Our Piece of the Pie, Hartford	<ul style="list-style-type: none"> • Manufacturing/Machining Certification – Asnuntuck Community College • Allied Health Certification – Asnuntuck Comm. College • Allstate Insurance Licensing Certification <p>-----</p> <p>General Studies track offered Internship opportunities available</p>
Rx for Success	Bristol Community Organization, Bristol	<ul style="list-style-type: none"> • National Retail Federation Certification in Customer Service • ServSafe Certification • Workforce Development Allied Health Certification – Tunxis Community College • Exposure to Allied Health Career Tracks
BHEST (Blue Hills Employment Skills Training)	Blue Hills Civic Association, Hartford	<ul style="list-style-type: none"> • National Retail Federation Certificate in Customer Service • Assistance with obtaining a certificate or Associates Degree in an allied health field at Capital Community College or Manchester Community College
Transition to Employment Services	Capitol Region Education Council	<ul style="list-style-type: none"> • GED/Diploma • Construction Training • OSHA-10 Certification • CPR/First Aid Certification • Forklift Training • Blueprint Reading <p>-----</p> <p>Internship opportunities available</p>
Fo'Real	Opportunities Industrialization Center, New Britain	<ul style="list-style-type: none"> • Customer Service Credential –Tunxis Community College • ServSafe Certification • Bartending Certification <p>-----</p> <p>Tracks offered: Simulated Business/Entrepreneurship Catering/Food Service</p>
Education in Allied Health Careers	Human Resources Agency, New Britain	<ul style="list-style-type: none"> • ServSafe Certification • First Aid/CPR Certification • Allied Health Basic Skills Certification –Tunxis Community College <p>-----</p> <p>Tracks offered: Medical Office Electronic Health Records Emergency Medical Technician</p>

Youth Build

Capital Workforce Partners was awarded a \$1.1 million grant from the U.S. Department of Labor, which was matched with \$275,000 from Habitat for Humanity, to enroll and train 70 youth who are not connected to school or work. The program has set the goals high to connect otherwise “disconnected” 18-24-year-olds back to education and or jobs. It is expected that participants will:

- earn industry recognized credentials;
- earn a GED or equivalent;
- achieve literacy and numeracy gains;
- advance to post-secondary education,
- obtain registered apprenticeship or employment;
- retain education or employment for a minimum of 6 months; and
- result in a recidivism rate for court-involved youth to less than half the national average.

At the same time, the project will result in the building of five single family affordable houses in New Britain neighborhoods. Partners and collaborators in this project include: the City of New Britain (access to worksites and participant recruitment); Finishing Trades Institute of Southern New England (hands-on occupational training); Hartford Area Habitat for Humanity (lead in the construction of the five single family homes, including needed resources); New Britain Adult Education (I-BEST curriculum developer) and the Human Resources Agency of New Britain (case management, placement and retention). Capital Workforce Partners serves as project lead and fiscal agent. By the close of PY14, construction of the first three homes was well underway.

Opportunity Youth

Capital Workforce Partners served as the backbone organization for Opportunity Youth, by providing the infrastructure needed to launch and sustain this initiative of the Hartford Opportunity Youth Collaborative. Chaired by Mayor Pedro E. Segarra and made up of leaders in education, youth development, and workforce development, the collaborative is committed to addressing the needs of participating youth. Approximately 40 organizations, state agencies, and coalitions are involved and meet on a regular basis; 24 MOUs are in place, committing the collaborative to sustained engagement. Program staff continues to strengthen the membership, building a collaboration that is inclusive and representative of key sectors and ensuring Opportunity Youth is a priority in Hartford.

South Central (Workforce Alliance)

Step Up

During PY14, the Step Up program’s hiring incentives for Connecticut employers continued to upgrade the skills of the unemployed and underemployed. Workforce Alliance’s Step Up coordinator guides employers through the program requirements with a minimum of red tape, which employers clearly like. The incentive program offers wage reimbursements and wage

subsidies for up to six months to qualified employers who hire eligible individuals. During PY14, a total of 526 individuals in the South Central area were hired. In addition, Step Up for Veterans served 43 men and women employed in various industries. The flexibility of the program has been very useful, with placements in shipping/receiving and manufacturing, including machinists, quality control, technicians, and other process positions. Small businesses hired clerical workers, construction workers, drivers, mechanics, and office staff. The average wage was \$14.29 per hour for all participants, and those in manufacturing earned an average of \$17.83 per hour.

Next Steps

During PY14, Workforce Alliance's ex-offender re-entry program, Next Steps, served 240 individuals and made 143 job placements, with an average wage of \$11.05 per hour. Next Steps, which was launched in 2011, has given hundreds of ex-offenders the skills and confidence to obtain jobs, retain employment and overcome recidivism. Next Steps, which was created by combining best practices from around the country, has become a model for preparing individuals involved with the criminal justice system to be ready to get and hold a job. The program encourages positive behaviors, engaging with community and family support systems, lifestyle and attitude changes, and many other approaches that keep program participants out of prison and in the workforce. Workforce Alliance's team provides participants with a range of information and teaches techniques that go far beyond job search; accountability, personal preparedness for the workplace, and the basics of finding and keeping a job are all emphasized.

H1-B Grant: Technical Skills Training Initiative

Workforce Alliance's Technical Skills Training Initiative (TSTI) provides incentives to help employers fill high-tech positions from Connecticut's talent pool. The program, funded by application fees employers pay to hire foreign workers with H1-B visas, offers on-the-job training with a 50%-75% reimbursement of wages during the training. Workforce Alliance pre-screens qualified candidates, which shortens the search time for new hires. Employers have been eager to hire from the group of experienced jobseekers who require only brief training to fill vacancies.

During PY14, 235 TSTI contracts for training were negotiated. This initiative is exceptional in that the average wage is \$22.80 per hour. Even more exceptional is that participants, who include the underemployed and the long-term unemployed, have been able to resume their careers in information technology, engineering, advanced manufacturing and other industries.

Accelerating Connections to Employment (ACE)

Workforce Alliance won two grants totaling \$1.49 million (initial award and success-based expansion award) from the United States Department of Labor with support from the Annie E. Casey Foundation, to provide free workforce training through the ACE program. ACE is a partnership among Gateway Community College, its GREAT Center, and Workforce Alliance. The program was designed to enable specialized training in basic occupational skills for nearly 200 students, selected on the basis of their CASAS test scores, previous educational attainment, interviews, and other practical screening. ACE is unique because it features embedded math

and reading support for students. It also provides internships, job placement support, and long-term career navigation. ACE certificate programs, which 190 students were enrolled in, included Patient Care Technician, Community Health Worker, Professional Food & Beverage Server (WaitPro), Small Engine Repair & Technology, and IT Help Desk Trainee. In PY14, a total of 88 ACE program graduates completed training and 54 were employed.



Workforce Alliance and Gateway Community College celebrated the success of the ACE pilot program with a luncheon attended by ACE graduates from several cohorts including Community Health Worker and WaitPro. Attendees included (front, l-r) Paris Tavares and Dawn Williams, (rear, l-r) Datesha Allick, Curyn Carter and Jason Welch, and (center) Richard Allspaugh. (Photo is courtesy of Melanie Stengel Photography.)

E-Learning

Using the Metrix E-Learning systems, Workforce Alliance has been offering customers the opportunity to put their computer and phone time to good use. Metrix offers more than 5,000 courses online, many of which lead to credentials. Once a time-sensitive license is in place, customers may take as many courses as they can successfully pursue. In addition to refreshing computer skills with training on Microsoft Office Suite, customers can also upgrade their skills in healthcare, automotive, trade and many other areas. In PY14, Workforce Alliance issued licenses to 253 customers, who completed 645 Metrix E-Learning courses.

Youth

The PY14 summer youth employment program offered employment to 1,092 youth, ages 14 to 24. Twenty-four 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. The young workers were placed in employment opportunities at insurance companies, the YMCA in Middletown, many public works and parks departments, summer day camps, municipal offices, private real estate offices, and a number of other workplaces in the region. Workforce Alliance's funding was enhanced by funding from several municipalities, including New Haven, Meriden, Middletown and East Haven, and from the private sector.

During PY14, for the year-round youth, Workforce Alliance served 232 out-of-school youth through the board's partner agencies. Of these youth, 140 attained a diploma or certificate in the program year. In addition, 137 youth were placed into employment or entered post-secondary education.

Waivers and Their Influence on Performance

The Connecticut Department of Labor submitted requests for waivers of statutory and regulatory requirements under the Workforce Investment Act to USDOL and was granted approval of the following waivers, which were in effect for PY14.

- 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.

Customized job training (CJT) can provide solutions to employers' occupational needs, while trainees benefit by learning valuable skills and gaining employment opportunities. Although Connecticut's workforce investment boards (WIBs) did not utilize this waiver in PY14, the availability of the sliding scale can be a valuable tool for the WIBs in supporting Connecticut's small businesses.

- 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 PY14, three of the five WIBs utilized this waiver and reported that the match allowed for increased 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% 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 PY14, 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 PY14, 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 PY14, most of the WIBs utilized this waiver. The South Central WIB reported that this waiver provided more options for older youth. The Southwest WIB noted that although most youth services are contracted for, the flexibility of having the ITA option available was a plus 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, Southwest, reported utilizing this waiver in PY14, noting that it provided continuity of services for youth.

- 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 utilized this waiver in PY14 and the majority recommended its continued use. EWIB underscored the need for the waiver, noting that this waiver provides a reprieve from what would otherwise be a taxing process for already overstretched staff.

- 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.

Cost of Workforce Investment Activities

During Program Year 2014, a total of \$25,236,118 was allocated to the workforce investment boards for WIA services, an increase from last year’s allocation of \$23,191,108.00. Funds were distributed as follows:

Program Year 2014 Fund Allocation	
Adult	\$7,886,216
Dislocated Workers	\$8,773,627
Youth	\$8,576,275

During Program Year 2014, the number of WIA participants served totaled 5,729*. The Dislocated Workers program continued to see the largest number of participants, with 2,191 served, which was 38% of the total number of WIA participants served. The WIA Adult program served 2,180 participants, comprising 38% of all PY14 participants, and 1,358 Youth received WIA-funded services, which reflects 23% of the total number of WIA participants served.

PY14 and PY 13 Cost Comparison Per Participant*				
Program	PY 14		PY 13	
	Participants	Cost	Participants	Cost
Adult**	2,180	\$3,617	2,079	\$3,418
Dislocated Workers	2,191	\$4,004	2,882	\$2,893
Youth	1,358	\$6,315	1,147	\$6,752

PY14 and PY 13 Cost Comparison Per Exiter***				
Program	PY14		PY13	
	Exiters	Cost	Exiters	Cost
Adult**	1,262	\$6,248	973	\$7,304
Dislocated Workers	1,411	\$6,218	1,576	\$5,291
Youth	549	\$15,621	490	\$15,805

* Per ETA Form 9090, cumulative 4-Quarter Reporting Period ending 6/30/2015.

**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 6/30/2015.

During PY14 Connecticut's economy continued to improve. As demonstrated by the tables above, Connecticut served fewer Dislocated Workers during PY14, but it is important to note that many of those served had significant barriers, including long-term unemployment, that increased the cost of developing skills to align the customer with a positive placement.

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 ended 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 PY14:

Adults

WIB	Numerator	Denominator	Ratio
East	43	50	0.86
North Central	55	63	0.87
Northwest	75	96	0.78
South Central	100	108	0.93
Southwest	108	155	0.70
Statewide	381	472	0.81

Dislocated Workers

WIB	Numerator	Denominator	Ratio
East	49	65	0.75
North Central	79	96	0.82
Northwest	128	188	0.68
South Central	75	91	0.82
Southwest	93	140	0.66
Statewide	424	580	0.73

Discussion of Activities Funded By WIA 8.75% 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.

Governor's Reserve funding for PY14, by Congressional action, remained significantly reduced for states in comparison to past program year levels. However, Connecticut's funding level for PY14 did increase slightly, to 8.75%, from PY13's 5%. During PY14, Connecticut delivered the following WIA statewide activities using the 8.75% 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 American Job Centers to deliver core services and provide 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	72.1%	71.8%	640
			891
Employment Retention Rate	86.2%	83.0%	608
			733
Six Months Average Earnings	\$12,295.00	\$11,431.13	\$6,710,073
			587
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	70.7%	393	61.3%	19	66.7%	18	59.0%	49
		556		31		27		83
Employment Retention Rate	83.1%	359	75.0%	18	91.7%	11	79.6%	39
		432		24		12		49
Six Months Average Earnings	\$10,631.5	\$3,721,017	\$12,620	\$214,532	\$10,093	\$111,022	\$13,802	\$524,476
		350		17		11		38
Employment and Credential Rate								

TABLE D - OTHER OUTCOME INFORMATION BY SERVICE LEVEL 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	76.9%	60 78	73.8%	149 202	70.8%
Employment Retention Rate	79.7%	51 64	75.5%	120 159	87.0%	334 384
Six Months Average Earnings	\$11,999	\$575,952 48	\$10,150	\$1,177,398 116	\$11,650	\$3,809,400 327

TABLE E - DISLOCATED WORKER PROGRAM RESULTS

Reported Information	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	80.5%
Employment Retention Rate	91.5%	88.5%	1,137 1,285
Six Months Average Earnings	\$17,913	\$17,227	\$18,983,937 1,102
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	79.2%	61 77	73.1%	19 26	72.8%	262 360	75.0%
Employment Retention Rate	79.3%	46 58	72.7%	16 22	86.8%	223 257	75.0%	3 4
Six Months Average Earnings	\$20,942	\$879,581 42	\$13,431	\$188,034 14	\$18,201	\$3,913,187 215	\$3,569	\$10,706 3
Employment and Credential Rate								

**TABLE G - OTHER OUTCOME INFORMATION BY SERVICE LEVEL
 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	84.2%	96 114	71.5%	168 235	83.0%
Employment Retention Rate	91.1%	92 101	85.9%	165 192	89.5%	648 724
Six Months Average Earnings	\$18,547	\$1,650,663 89	\$14,598	\$2,350,213 161	\$17,051	\$10,657,072 625

TABLE H.1 - YOUTH (14-21) PROGRAM RESULTS

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education Rate	77.5%	78.4%	286
			365
Attainment of Degree or Certificate Rate	86.5%	82.0%	350
			427
Literacy and Numeracy Gains	68.2%	56.4%	167
			296

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	77.3%	184 238	0.0%	0 0	75.9%	41 54	77.3%
Attainment of Degree or Certificate Rate	80.3%	200 249	0.0%	0 0	93.0%	66 71	76.2%	182 239
Literacy and Numeracy Gains	54.8%	91 166	0.0%	0 0	55.2%	16 29	56.42%	167 296

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	81.4%	580
		713
Dislocated Workers	88.8%	1,120
		1,261
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	1.7%	11	\$3,306,490
		640	623
Dislocated Workers	2.1%	25	\$9,582,317
		1,216	1,178
Older Youth			

TABLE M - PARTICIPATION LEVELS

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	27,101	20,669
Total Adult (Self-Service only)	22,753	18,016
WIA Adults	24,933	19,278
WIA Dislocated Workers	2,191	1,411
Total Youth (14-21)	1,358	549
Younger Youth (14-18)		
Older Youth (19-21)		
Out of School Youth	746	314
In-School Youth	612	235

TABLE N – COST OF PROGRAM ACTIVITIES

Program Activity		Total Federal Spending
Local Adults		\$6,430,247
Local Dislocated Workers		\$6,910,362
Local Youth		\$6,769,577
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$3,102,937
Statewide Required Activities (up to 5%) WIA Section 134(a)(2)(B)		\$1,864,226
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
Total of All Federal Spending Listed Above		\$25,077,349

Table O - Local Performance

Local Area Name East Region	Total Participants Served	Adults	5,531	
		Dislocated Workers	389	
		Older Youth	220	
		Younger Youth		
ETA Assigned # 09085	Total Exiters	Adults	4,641	
		Dislocated Workers	267	
		Older Youth	103	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	60.3%	70.0%	<i>Exceeded</i>
	Dislocated Workers	70.0%	78.0%	<i>Exceeded</i>
	Older Youth			
Retention Rates	Adults	85.0%	90.0%	<i>Exceeded</i>
	Dislocated Workers	89.0%	87.0%	Met
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$9,344.00	\$9,961	<i>Exceeded</i>
	Dislocated Workers	\$13,614.00	\$15,734	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	74.0%	83.0%	<i>Exceeded</i>
Degree or Certificate	Youth (14-21)	85.0%	78.0%	Met
Literacy/Numeracy	Youth (14-21)	63.0%	60.0%	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		61%	86%	<i>Exceeded</i>
Credential Attainment by Dislocated Workers		61%	75%	<i>Exceeded</i>
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 3	Exceeded (Above 100% of Target) 8	

Table O - Local Performance

Local Area Name North Central	Total Participants Served	Adults	6,262	
		Dislocated Workers	724	
		Older Youth	298	
		Younger Youth		
ETA Assigned # 09075	Total Exiters	Adults	4,937	
		Dislocated Workers	500	
		Older Youth	111	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	62.5%	69.0%	<i>Exceeded</i>
	Dislocated Workers	81.9%	83.0%	<i>Exceeded</i>
	Older Youth			
Retention Rates	Adults	86.5%	82.0%	Met
	Dislocated Workers	88.8%	88.0%	Met
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$11,696.00	\$12,142	<i>Exceeded</i>
	Dislocated Workers	\$17,570.00	\$19,079	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	75.0%	72.0%	Met
Degree or Certificate	Youth (14-21)	67.7%	68.0%	<i>Exceeded</i>
Literacy/Numeracy	Youth (14-21)	41.3%	68.0%	<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		90%	87%	Met
Credential Attainment by Dislocated Workers		89%	82%	Met
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 5	Exceeded (Above 100% of Target) 6	

Table O - Local Performance

Local Area Name Northwest Region	Total Participants Served	Adults	2,953	
		Dislocated Workers	322	
		Older Youth	152	
		Younger Youth		
ETA Assigned # 09080	Total Exiters	Adults	2,321	
		Dislocated Workers	216	
		Older Youth	56	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	73.9%	63.0%	Met
	Dislocated Workers	77.5%	76.0%	Met
	Older Youth			
Retention Rates	Adults	86.0%	87.0%	Exceeded
	Dislocated Workers	89.0%	88.0%	Met
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$12,295.00	\$11,341	Met
	Dislocated Workers	\$16,444.00	\$15,376	Met
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	84.5%	84.0%	Met
Degree or Certificate	Youth (14-21)	81.0%	78.0%	Met
Literacy/Numeracy	Youth (14-21)	83.9%	73.0%	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		69%	78%	Exceeded
Credential Attainment by Dislocated Workers		67%	68%	Exceeded
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 8	Exceeded (Above 100% of Target) 3	

Table O - Local Performance

Local Area Name South Central Region	Total Participants Served	Adults	5,407	
		Dislocated Workers	308	
		Older Youth	237	
		Younger Youth		
ETA Assigned # 09090	Total Exiters	Adults	3,963	
		Dislocated Workers	193	
		Older Youth	143	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	72.1%	75.0%	<i>Exceeded</i>
	Dislocated Workers	79.5%	84.0%	<i>Exceeded</i>
	Older Youth			
Retention Rates	Adults	80.5%	78.0%	Met
	Dislocated Workers	89.0%	89.0%	Met
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$11,500.00	\$11,191	Met
	Dislocated Workers	\$17,000.00	\$17,303	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	76.5%	76.0%	Met
Degree or Certificate	Youth (14-21)	86.5%	93.0%	<i>Exceeded</i>
Literacy/Numeracy	Youth (14-21)	67.0%	73.0%	<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		78%	93%	<i>Exceeded</i>
Credential Attainment by Dislocated Workers		82%	82%	Met
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 5	Exceeded (Above 100% of Target) 6	

Table O - Local Performance

Local Area Name Southwest Region	Total Participants Served	Adults	4,778	
		Dislocated Workers	448	
		Older Youth	451	
		Younger Youth		
ETA Assigned # 09070	Total Exitters	Adults	3,416	
		Dislocated Workers	235	
		Older Youth	136	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	75.3%	80.0%	Exceeded
	Dislocated Workers	82.5%	87.0%	Exceeded
	Older Youth			
Retention Rates	Adults	86.2%	87.0%	Exceeded
	Dislocated Workers	91.3%	91.0%	Met
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$11,500	\$11,751	Exceeded
	Dislocated Workers	\$17,800	\$17,375	Met
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	77.0%	82.0%	Exceeded
Degree or Certificate	Youth (14-21)	88.9%	98.0%	Exceeded
Literacy/Numeracy	Youth (14-21)	67.0%	40.0%	Not 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		71%	70%	Met
Credential Attainment by Dislocated Workers		63%	66%	Exceeded
Overall Status of Local Performance	Not Met (Below 80% of Target) 1	Met (80% to 100% of Target) 3	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	68	
Covered Entrants Who Received a Service During the Entry Period	68	100%
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	68	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	85.7%	6	85.7%	6	0.0%	0
		7		7		0
Employment Retention Rate	100.0%	6	100.0%	6	0.0%	0
		6		6		0
Six Months Average Earnings	\$16,361	\$81,805	\$16,361	\$81,805	\$0	\$0
		5		5		0

Map of Connecticut's Workforce Investment Board Areas

