

State of Connecticut

Workforce Investment Act Annual Report

July 2010 – June 2011



Opportunity • Guidance • Support



October 2011

A Message from the Connecticut Department of Labor



The Workforce Investment Act (WIA) Annual Report for Program Year 2010 provides a detailed look at Connecticut's efforts to provide citizens and businesses of the state with quality employment and training programs and services under the Workforce Investment Act. This report clearly demonstrates the commitment of The Department of Labor and its workforce investment partners to work together to achieve the goals of the state.

The continued economic difficulties faced by Connecticut and the nation have created many challenges in meeting our goals. The need for employment and training services, which we reported a significant increase in last program year, remains critical. In response, the state and its workforce investment partners have worked collaboratively to establish and fund innovative projects, enhance local support systems, emphasize talent development, and strive to ensure prompt and excellent service delivery.

Included in the report are highlights from Connecticut's five Workforce Investment Boards (WIBs). In addition, some of the beneficial results of the American Recovery and Reinvestment Act funding as it pertains to WIA are described. The significant achievements of workforce investment partners are also included and updates are provided regarding ongoing initiatives.

During Program Year 2010, staff of the Connecticut Department of Labor provided technical assistance and training to the WIBs to help improve data accuracy and consistent performance results. Plans to continue a high level of support and guidance are underway for Program Year 2011, as we are committed to the success of WIA-funded programs and serving the workforce needs of citizens and businesses around the state.

Glenn Marshall
Commissioner
Department of Labor

TABLE OF CONTENTS

Workforce Investment Act Annual Report Introduction	1
American Recovery and Reinvestment Act of 2009	1
Governor's Initiatives	2
The Jobs Funnel	2
Weatherization Assistance Program	3
Connecticut's Youth-Related Initiatives	3
Coordinated State Initiatives	5
Connecticut Workforce Coordinating Committee: Overview 2010-2011	5
Incumbent Worker Training Initiative	6
STRIVE (Support and Training Result in Valuable Employees)	7
STRIDE (Skills, Transitional support, Respect, Integrity, Direction, and Employment)	7
Discussion of the Cost of Workforce Investment Activities	8
Discussion of Activities Funded by WIA 15% Statewide Funds	13
Waivers and Their Influence on Performance	13
State Evaluations of Workforce Investment Activities	16
Compliance Monitoring and Data Validation Overview	16
Administrative Review	17
WIA Participant and Employer Survey Results	18
Performance Measurement System	19
Continuing Workforce Activities	20
<i>CTWorks</i> Business System	20
Rapid Response, National Emergency Grants, and Early Warning System Demonstration Program	20
Employer Education Breakfast Seminar Series	22
Training and Technical Assistance	22
Employment and Training	23
Jobs First Employment Services Integration in the One-Stops	24
Job Corps	24
Serving People with Disabilities	26
Serving Our Veterans	26
CT JobCentral	27
Notable Projects and Events	28
State Energy Sector Partnership Grant	28
Connecticut Learns and Works Conference	29
Disability Program Navigator Grant	29
Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs	30
Tabular Section	43
Map of Connecticut's Workforce Investment Board Areas	53

On the cover: Various workforce investment activities from around the state. Details on the photographs are contained within this report.

State of Connecticut
Workforce Investment Act Annual Report
July 1, 2010 – June 30, 2011

Program Year 2010 (PY10) was an exceptional year for the Connecticut Department of Labor and the state's five Workforce Investment Boards (WIB), in regard to both the host of challenges faced and the dedicated efforts undertaken to provide for the delivery of services. A continued high rate of unemployment, an increased need for employment and training services, a lack of job growth, stretched resources, and funding cuts in some areas created significant burdens on the entire workforce system. Nonetheless, staffs of the Connecticut Department of Labor (CTDOL) and its workforce investment partners worked tirelessly to develop and provide strong, comprehensive programs and services.

The focus of attention was the maximization of the use of Workforce Investment Act (WIA) funds and other funds, which was achieved through effective local partnerships, quality programs, and the attentive oversight of funds. As this report shows, WIB regions determined that funds would be most effectively utilized by maintaining successful, established programs. Where possible, funds were designated for new initiatives that carried the potential for numerous positive outcomes. As always, the attainment of negotiated performance levels was a goal in the forefront of all plans and activities.

In addition, during PY10, Connecticut prepared for a shift to WIA Common Measures, a change welcomed by WIBs. In readying for this and to improve upon reporting, WIA Administration Unit staff provided technical assistance and training to WIB staff. Emphasis was placed on the need for the consistent recording of performance and improved data accuracy.

During PY10, American Recovery and Reinvestment Act funds proved invaluable in increasing the availability of employment and training assistance. And, clearly, funding provided under WIA was key to making strides toward building a skilled workforce and succeeding in workforce development plans. It is expected that with the specific, concerted efforts of CTDOL and its workforce investment partners, meeting the employment and training needs of individuals and businesses will continue to the greatest degree possible, despite hindrances triggered by ongoing statewide and nationwide economic difficulties.

American Recovery and Reinvestment Act of 2009

In response to the nation's economic crisis that emerged during 2008, Congress enacted the American Recovery and Reinvestment Act of 2009 (ARRA). The goals of ARRA were to modernize our nation's infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need. The fundamental, immediate purposes of this legislation were to stimulate the economy, create jobs, and help employers and workers retain jobs. Government accountability in the expenditure of funds was also established as a key element of ARRA.

Since the Act's passage, the State of Connecticut has received ARRA funds for a number of programs. This PY10 WIA Annual Report describes some WIA-related, ARRA-funded

programs and how Connecticut and its citizens benefited from them. Additional information on a host of ARRA-related activities, opportunities, and reports, may be found at the state's Connecticut Recovery Initiative website (<http://www.recovery.ct.gov/recovery/site/default.asp>). The site includes multiple links to project information, agencies, and local supports. The Connecticut Department of Labor also developed and maintains an ARRA website, <http://www.ctdol.state.ct.us/recovery/index.htm>, that includes agency-specific information and reports pertaining to ARRA, as well as other relevant links.

Governor's Initiatives

The Jobs Funnel

During PY10, Jobs Funnel projects continued to help individuals begin careers in the construction trades. Services provided through the Jobs Funnel projects include outreach/recruitment, assessment, case management, pre-employment preparation (consisting of math, remediation, life skills workshops, customized training, and/or pre-apprenticeship training), job placement, and retention support services.

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

- The Hartford Jobs Funnel is operated in partnership with the Office for Workforce Competitiveness (OWC)¹, the Connecticut Department of Labor (CTDOL), the City of Hartford, Northeast Utilities, the Hartford Foundation for Public Giving, Capital Workforce Partners, and several trade unions. In December 2010, an additional Jobs Funnel project was launched in New Britain through a partnership with CTDOL, OWC, American Savings Bank, Community Foundation of Greater New Britain, and the Greater Hartford - New Britain Building Trades Council.
- The New Haven Jobs Funnel project includes partners from the State of Connecticut, City of New Haven, Yale University, building trades, STRIVE New Haven, Empower New Haven, Gilbane Construction, and Dimeo Construction Company.
- The Waterbury Construction Career Initiative brings together community-based organizations, the *CTWorks* One-Stop, the school system, building trades and other service providers.
- Partners in the Bridgeport Jobs Funnel include The Workplace, Inc., OWC, CTDOL, the Fairfield Community Foundation, the City of Bridgeport, community organizations, and the New England Regional Council of Carpenters.

These funnels have provided services to approximately 14,000 individuals, with more than 3,400 placed in a variety of employment opportunities including construction and non-construction jobs in both union and non-union settings and apprenticeship training programs. The average starting hourly wage for the construction workers participating in the Jobs Funnel projects is \$16.00.

¹ The Office for Workforce Competitiveness (OWC) served as the Governor's principal workforce development policy agency through June 30, 2011. On July 1, 2011, OWC was consolidated into CTDOL.

Weatherization Assistance Program

Pursuant to the American Recovery and Reinvestment Act (ARRA), the Department of Social Services will receive from the federal Department of Energy (DOE) funding in the amount of \$64.3 million to create new weatherization training programs and projects. These funds must be spent over a three-year period, beginning April 1, 2009 and ending March 31, 2012. The intent of the ARRA funding is to stimulate the economy through this significant investment in weatherization training programs and projects and to emphasize the creation of new and sustainable green technology jobs. Connecticut anticipates weatherizing approximately 7,500 units which include:

- Owner-occupied single-family homes
- Single-family rentals
- Multi-family rentals (2 or more units per building)
- Owner-occupied mobile homes
- Renter-occupied mobile homes
- Shelters

The Office for Workforce Competitiveness is responsible for coordinating the training and employment component of this initiative. By working collectively with the Department of Social Services, the Department of Labor, Workforce Investment Boards, community action agencies, and Connecticut's community colleges, a successful training model has been implemented throughout the state. This collaborative model has proven effective in the successful training and placement of individuals into weatherization-related employment.

The Department of Social Services has established a web page regarding the Weatherization Assistance Program. The latest updates regarding this long-term program as well as other helpful information are available at <http://www.ct.gov/dss/cwp/view.asp?a=2353&q=305196>.

Connecticut's Youth-Related Initiatives

The summary on "Connecticut's Youth-Related Initiatives" in the PY09 WIA Annual Report described a challenging situation with regard to the readiness of many of the state's youth to enter the workforce and contribute to the state's future economic capacity and competitiveness. This situation has not changed appreciably during PY10, as the primary factors contributing to it remain in place. Such factors include inadequacy in academic achievement and literacy and numeracy skills, among other serious deficiencies. Over time, this will translate to a young population that lacks the skills and knowledge required to fill jobs created by the state's growing number of aging and retiring workers. The loss of the youth potential, specifically as replacement workers, diminishes the future workforce capacity and, therefore, puts Connecticut in the disadvantageous position of having its economic future threatened and the social health of communities potentially harmed. In individual terms, the chances for young people to achieve self-sufficiency, attain successful careers, and become productive citizens are reduced. In recognition of the ongoing challenges, Connecticut continues its efforts to provide support for youth, particularly at-risk and disconnected youth.

Between PY07, when state legislation directed the establishment of the Youth Policy Council (YPC), and January 2010, when the council was discontinued, the YPC worked to develop and implement statewide policy aimed at positive development for all youth. The YPC operated within the structure of the Connecticut Employment and Training Commission's (CETC) Youth Committee until the YPC ended, at which time the oversight of the state's youth policy reverted to CETC's Youth Committee. As a result of the experiences of the past few years, the Committee has a broader focus than existed previously and has incorporated additional substance into its work agenda.

The work plan formulated by the Committee for PY09 remained in effect for PY10 and included:

- Continuing the focus and work agenda of the Youth Policy Council;
- Maintaining the inter-agency collaboration of the former Youth Vision Team; and
- Pursuing one of the key recommendations in the report of the former Youth Futures Committee, which addressed the issue of working with local Youth Service Bureaus (YSB) to conduct strategic planning.

In regard to accountability, the Appropriations Committee of the Connecticut Legislature has been introducing, in the past several years, Results-Based Accountability (RBA). Used as a tool for the Appropriations Committee's deliberations, an increasing number of agencies have been required to present their programs during budget hearings using the RBA report card model to explain how much has been accomplished, how well the duties and activities have been performed, and how people benefited as a result of the program. In the last legislative session, the YSB program used the model to report to the Appropriations Committee.

The YSB report reflected their efforts to pilot local strategic planning. Out of that effort came the recognition that a common set of measures were needed for all the bureaus to report on. Having common measures in place would allow for standardized information on the quality of services being delivered and outcomes being achieved. With guidance and assistance provided by the Connecticut State Department of Education, the common measures were developed and all YSBs are reporting on them.

From the work agenda also came the emphasis that any efforts to improve services to youth must include attempts to improve the skills and knowledge of youth workers. Under the Youth Committee's guidance, a white paper was developed that identified various strategies that could lead to the improved capacity of youth workers. The paper and the recommendations it included were approved by the Committee and forwarded to the full CETC, whose members approved the recommendations to be forwarded to the Governor.

The past several years brought much reorganization to Connecticut's youth structure, primarily in regard to policy matters. With such changes settling down, the Department of Labor and the CETC Youth Committee have been able to work in collaboration and focus on pursuing efforts on behalf of the state's at-risk youth, building on the accomplishments of the past few years.

Coordinated State Initiatives

Connecticut Workforce Coordinating Committee: Overview 2010 - 2011

The Connecticut Workforce Coordinating Committee (WCC) is a multi-agency group that represents stakeholders from across Connecticut's public workforce investment system. Its mission is to create a coordinated, user-friendly system that responds to employer needs with fast, flexible and comprehensive education and training solutions. Over the last several years, the Committee's focus has expanded to include consideration of the needs of those individuals who are seeking employment and lack the foundational skills to do so successfully, as well as those individuals who are underemployed.

The WCC has sought to improve clarity and coordination among the state's workforce development partners by:

- Developing a unified, statewide approach to delivering education and training services to Connecticut businesses;
- Streamlining the process of connecting employers with service providers; and
- Aligning the roles of Connecticut's adult education and community college systems with respect to the delivery of skills training – ranging from basic skills through technical and occupational skills, and academic programs.

The WCC includes representatives from the following agencies and organizations:

- CT Department of Economic and Community Development
- CT Department of Labor
- CT Department of Social Services
- CT Office for Workforce Competitiveness
- CT State Department of Education
- Campaign for a Working Connecticut
- Connecticut Business & Industry Association
- Connecticut Adult Education Programs
- Connecticut Career and Technical High School System
- Connecticut Community Colleges
- Connecticut's Workforce Investment Boards:
 - Capital Workforce Partners
 - Eastern Connecticut Workforce Investment Board
 - Northwest Regional Workforce Investment Board
 - Workforce Alliance
 - The WorkPlace, Inc.

Investment and implementation of statewide workforce development efforts have been enhanced by the strong partnerships supported by the Workforce Coordinating Committee and other partners. Some important alignments include the Connecticut Community College's SMART and SOAR grants and the Workforce Investment Board's STEM initiative. These efforts are creating educational and occupational opportunities for low-wage and low-skilled workers while piloting and institutionalizing collaborative workforce development models.

Other funding opportunities have provided demand-driven education and training resources that link participants to technical skills training for specific businesses. Particular emphasis has been placed on providing more intensive instructional interventions for low-wage, low-skilled incumbent workers.

Over the last six years, the collective efforts of the Workforce Coordinating Committee have strengthened existing partnerships, institutionalized workforce education services, and supported the development and systemization of strong regional collaboratives. These collaboratives have facilitated timely responses to grant requests, recommended approaches for economic development challenges, and allowed for more responsive solutions for the needs of both businesses and citizens in its communities.

Incumbent Worker Training Initiative

The Incumbent Worker Training (IWT) Program provides Connecticut's businesses with the necessary resources to invest in the state's workforce and improve employee skills. Without the assistance of IWT funding, the businesses that participate in this program would not be able to make this investment in staff training. The IWT program is funded with state monies and a portion of the WIA 15% reserve funds. Each training project requires a minimum of 50% in cash and/or in-kind contribution by employers.

The Connecticut legislature approved \$450,000 of state funds in 2010 to be used for IWT. Based on final USDOL allotments, \$703,391 of the Governor's WIA 15% reserve funds was set-aside for IWT. Traditionally, IWT funds have been targeted to serve healthcare and manufacturing companies. Due to the current economic environment, funds could be targeted to other industries, as long as the funding aligned with the WIB's strategic plan. The employer contribution was on a sliding scale, based on the number of employees in their company. The total amount available for IWT training during the past year, not including employer matches, was \$1,153,391. The following numbers of individuals received training:

- 2,226 (State funds)
- 1,511 (15% Governor's Reserve)
- 1,030 (ARRA Governor's Reserve)

The specific training offered differed from area to area depending on business needs and ranged from moderate-term, on-the-job training to an Associate's Degree. Some of the courses offered included, but were not limited to:

- Six Sigma Green Belt
- Deltek Vision Software
- Root Cause Corrective Actions
- Occupational Health and Safety
- Soldering & Machining
- Pneumatics
- Strategic Finance for Small Business
- Solar PV Installation
- Developing a Green Culture
- Interpreting Engineered Drawings
- Lean Enterprise System Training

STRIVE (Support and Training Result in Valuable Employees)

The STRIVE program was again included in Connecticut's state budget, with funding for the period of July 1, 2010 - June 30, 2011. Based on a tested national model, STRIVE is an intensive job-readiness program that includes, but is not limited to, four weeks of STRIVE training, orientation, case management, employability attitudinal workplace preparation, personalized job search assistance and at least two years of support services. Priority of service is given to ex-offenders, non-custodial parents, veterans and people with disabilities.

The program is run by community-based organizations in Bridgeport, New Haven, and Hartford. Under contract with CTDOL, STRIVE/New Haven received \$90,000, while Career Resources in Bridgeport received \$90,000, and Career Resources in Hartford received \$65,529 to serve STRIVE participants during PY10. Over the last year, a total of 123 people were enrolled in the program, 51 were placed in jobs, and 42 continued in those jobs after ninety days. These numbers are lower than PY09 figures as the result of a mid-year change in contracted providers and, with the need for start-up time, services were not provided until well into the program year by the new provider.

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

In State Fiscal Year 2010, the Connecticut Department of Labor transferred \$501,275.08 through a memorandum of agreement 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 Donald T. Bergin Correctional Institution in Storrs, the York Correctional Institution in Niantic, the Bridgeport Correctional Center, and other Connecticut correctional facilities. Since the program's inception in 1999, STRIDE's successful model has helped to lower the recidivism rate of those participating in the program to only 16% as compared to 67.5% for ex-offenders with no re-entry program.

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

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

For those in supervised community placement or on parole, individuals must have been incarcerated and 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 successful re-integration into the community including:

- Assessment of job entry and job retention skills
- Connections to training-related job opportunities
- Development of training-related internships
- Linkage to community-based resources
- Transportation for job-related activities

- Career mapping for the future
- Understanding of work-related values and long-term goal development
- Post-placement support

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

During the 2010-2011 State Fiscal Year, 460 individuals were recruited for the STRIDE Program and 232 were served. A total of 97 individuals were placed in full or part-time jobs and 56 retained employment.

Discussion of the Cost of Workforce Investment Activities

The Department of Labor and its five workforce investment boards continued to produce successful results in PY10, despite the persistent sluggish economy. The economic downturn has been hard on employers and individuals in Connecticut as personal net worth has tumbled, house market activity is weak, and unemployment is at its highest in nearly three decades. In Connecticut, some industry sectors that showed job gains over the past year have subsequently lost jobs. Unfortunately, as is the case nationally, job creation in Connecticut appears to have lost momentum.

During Program Year 2010, Connecticut expended \$19,685,861 in WIA Local and ARRA funds. These expenditures were used to serve 11,478 individuals; 4,047 of whom were served through the ARRA Summer Youth funds.

Provided in the following pages is information on activities and expenditures during Program Year 2010 (July 1, 2010 through June 30, 2011) for each funding stream. Tables contain information regarding participants served and participants exited. The participant numbers are based upon the WIA performance participants (Adult, Dislocated Workers, and Youth) counted for the aforementioned period. Statistics pertaining to WIA program exiters represent the period of April 1, 2010 through March 31, 2011, which is the latest period where complete exiter results are available. Entered employment data for the Adult, Dislocated Workers, and Youth participants is based on participant data recorded in the *CTWorks* Business System (CTWBS) at the date of program exit.

As the data supports, significant service delivery improvements were implemented by each of the state's five local workforce investment boards to address an ever increasing demand for supportive and re-employment services. Increases in WIA Adult, Dislocated Worker, and Youth participants receiving core, intensive, and/or training services through the *CTWorks* system was evident in program year 2010. Although this can be attributed to the state's continued economic struggles, reduction in the workforce, and the demand for retraining, significant reductions in the Cost per Participant indicates improved efficiencies and the implementation of cost-effective programs and services to the customers of the *CTWorks* system. In addition, the use of technology, which is prevalent across the workforce investment boards, enabled them to "serve more participants with less financial resources". In total, the number of WIA Adults served

increased by more than 200, while the cost per participant decreased by \$1,122 and the cost per Adult exiter by \$2,439 in program year 2010.

Local and ARRA Adult

Significant demographic trends are:

- The adult population served during PY10 continued to be predominantly female (61.0%).
- Adults between the ages of 30 and 44 made up 38% of the adult population served, which represented the largest segment of customers by age grouping. This represents a shift from the previous program year where the largest number of Adult participants was between the ages of 21 and 30.
- Minorities continued to constitute the largest group of WIA Adults served with 64% of the state total in program year 2010.

Local Adult/ARRA Adult: PY10 Participants Served and Cost Per Expenditures

\$5,296,351

Participants Served	2,430	Cost Per Participant	\$2,180
Participants Exited	1,231	Cost Per Exiter	\$4,302

Local and ARRA Adult: PY10 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY10	3,463	6,973	1,769	12,205
PY10 % of Total	28.0%	57.0%	14.0%	

During Program Year 2010, 71% of the Adult population received either Core or Intensive services, which represented an increase of 4,399 activities over the previous program year. In total, WIA Adults receiving Core, Intensive, and/or Training services increased by 4,897 or 40.1%.

*Core services are initial services for WIA participants seeking employment and may include staff-assisted job search, counseling, workshops, job clubs, etc. Intensive services are focused activities for WIA participants needing more than core services to obtain employment and may include comprehensive assessment, testing, case management, etc.

Local and ARRA Dislocated Workers

The Dislocated Worker program served 4,166 clients in Program Year 2010, 55% of whom were female, and 41% were minority. Fifty-eight (58%) of the participants served in PY10 were over the age of 44. Of the total Dislocated Worker population, 38% were between the ages of 45 and 54, which is considered by many to be an individual's prime wage earning years. Many of these workers, even those possessing significant and extensive work experience and education, continue to experience difficulty in obtaining employment with wages comparable to their prior employment. In total, the number of WIA Dislocated Workers served in Program Year 2010 increased by 576, while the cost per participant decreased by \$1,527 and the cost per Dislocated Worker exiter by \$8,744.

Local / ARRA Dislocated Workers: PY10 Participants Served and Cost Per Expenditures

\$7,460,770

Participants Served	4,166	Cost Per Participant	\$1,791
Participants Exited	2,157	Cost Per Exiter	\$3,459

Local and ARRA Dislocated Workers: PY10 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY10	6,780	14,990	2,895	24,665
PY10 % of Total	27.0%	61.0%	12.0%	

During Program Year 2010, 21,770 Dislocated Workers received either Core or Intensive services, which represented an increase of 9,721 over the previous program year. In total, WIA Dislocated Workers receiving Core, Intensive, and/or Training services increased by 4,897 or 43% in Program Year 2010.

Youth

In Program Year 2010, the state's WIA Youth programs served 1,409 youth; 663 (47%) Older Youth, 746 (53%) Younger Youth. Of these, 856 (61%) were female, while 964 (68%) were minorities. The majority of the Youth served during Program Year 2010 were constituted in the age group of 19 to 21. Together, this group of 663 Youth made up 47% of the total Youth served during this program year.

*Core services are initial services for WIA participants seeking employment and may include staff-assisted job search, counseling, workshops, job clubs, etc. Intensive services are focused activities for WIA participants needing more than core services to obtain employment and may include comprehensive assessment, testing, case management, etc.

Youth: PY10 Participants Served and Cost Per Expenditures

\$6,928,740

Participants Served	1,409	Cost Per Participant	\$4,918
Participants Exited	561	Cost Per Exiter	\$12,351

With an infusion of additional funds, the local Workforce Investment Boards were able to serve an additional 157 Youth, representing an 11% gain over the previous year.

Younger Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY10	1,477	1,775	362	3,614
PY10 % of Total	41%	49%	10%	

Over the past year, Younger Youth activities continued to be heavily concentrated (90.0%) on work-related and academic activities.

Older Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY10	1,329	820	74	2,223
PY10 % of Total	60%	37%	3%	

Similar to the Younger Youth activities, Older Youth activities continued to be focused (97.0%) on work-related and academic activities.

Performance Comparison

During PY10, Connecticut again performed well against its negotiated measures. Despite many economic difficulties, Connecticut achieved or exceeded all of its state performance goals. The continued economic condition in the state had a negative impact on Adult Employment Retention and Average Wages as well as Dislocated Worker Employment Retention. Surprisingly, the state did experience an increase in Dislocated Worker Average Earnings. On a positive note, the *CTWorks* system produced increases in Employment and Credential Rates among all participant groups in Program Year 2010.

PY09 Actual versus PY10 Actual Performance

		<u>PY09 Actual Performance</u>	<u>PY10 Actual Performance</u>
ADULTS	Entered Employment	60.7%	71.9%
	Employment Retention Rate	85.9%	83.9%
	Average Earnings	\$11,506	\$10,100
	Employment & Credential Rate	52.1%	61.0%
DISLOCATED WORKERS	Entered Employment	70.5%	83.4%
	Employment Retention Rate	91.3%	87.9%
	Average Earnings	\$15,344	\$16,685
	Employment & Credential Rate	52.6%	71.9%
OLDER YOUTH	Entered Employment	66.7%	69.6%
	Employment Retention Rate	92.8%	81.0%
	Average Earnings	\$4,946	\$3,356
	Employment & Credential Rate	52.2%	54.7%
YOUNGER YOUTH	Retention Rate	80.0%	77.0%
	Skill Attainment Rate	88.1%	80.5%
	Diploma/ Equivalent Rate	74.1%	72.9%

Discussion of Activities Funded by WIA 15% Statewide Funds

The Workforce Investment Act requires the Governor to allocate a majority of the WIA funds via formula to the local workforce investment boards, which are responsible for setting local policy and for directing the use of these formula allocated funds in their local regions. The Governor, by law, is allowed to reserve 15 percent of the WIA funds in Connecticut for use in the provision of statewide employment and training activities.

During Program Year 2010, the required WIA statewide activities were supported by the 15% Statewide funds. The activities included:

- Disseminating the State list of eligible training providers
- Conducting evaluations, data validation, and monitoring
- Providing incentive grants to local areas
- Providing technical assistance to local areas failing to meet local performance measures
- Assisting in the operations of one-stop delivery systems
- Operating a fiscal and management accountability information system
- Conducting customer satisfaction surveys of employers and job seekers to evaluate performance

Of particular value to WIBs is CTDOL's provision of timely and useful performance data and/or analysis on a regional basis. Information and guidance to boards on the operation of their respective One-Stops has had a positive impact on performance.

Other allowable activities funded include:

- State administration
- Incentive awards, capacity-building grants, and the provision of technical assistance
- Innovative incumbent worker training programs to improve employee skills and maintain the economic strength and viability of the region's businesses

These activities provided significant benefits to the WIBs. This funding enabled the state to deliver the needed technical assistance to boards as well as funding projects targeted to specific groups of individuals. These dollars also provided boards an opportunity to secure and use these additional funds in critical areas, leveraging scarce local funds.

Waivers and Their Influence on Performance

Connecticut has received waivers which applied to both WIA formula funds and ARRA funds as follows:

- Waiver of the required 50 percent employer contribution for customized training

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

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

This waiver provides a valuable tool for the Workforce Investment Boards (WIBs) in their support of Connecticut's small businesses and their employees. The sliding scale for employer match provides the flexibility for businesses to participate in the customized training program and encourages greater participation from businesses throughout the state.

Connecticut's struggling economy and a lack of confidence in a quick rebound continue to keep businesses in the state from hiring workers and increasing payroll. This has placed more demand on existing worker skills, and has resulted in the need for employers to train and/or re-train workers to remain competitive in the marketplace. This waiver is a necessary tool that has benefited Connecticut's businesses by providing increased access to customized training programs for their existing workers at a reduced cost. Affordable, customized training options have also given the state's businesses a tool to address the possibility of expansion.

- Waiver to increase the employer reimbursement for on-the-job training (OJT)

Under this waiver, the following reimbursement amounts are permitted:

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

This waiver provides greater access to OJT and training dollars for Connecticut's businesses as a means of hiring a worker(s) and/or retaining their existing staff. On-the-job training is a viable option for participants who prefer hands-on training experiences to a traditional classroom setting. The OJT employee is assured a job at the end of training while earning an income during the training. The employer provides this on-the-job training in exchange for a reimbursement to compensate for the employer's extraordinary costs associated with training the OJT employee and the costs associated with the lower productivity of the OJT employee. Even with these generous financial incentives, the continued uncertainty of the economy has forced many businesses to "do more with less," limiting the willingness to hire. As a result, the state's Workforce Investment Boards have not administered the expected number of OJT contracts. However, we believe this waiver correlates directly to the economy, and as the economy rebounds, interest in this waiver will provide benefits for businesses looking to hire workers and increase productivity.

- Waiver to permit local areas to use a portion of local funds for incumbent worker training (IWT)

Under this waiver, local areas are allowed to use up to 10 percent of local Adult and 10 percent of Dislocated Worker funds for IWT only as part of a layoff aversion strategy. This waiver allows the local Workforce Investment Boards (WIBs) to leverage extremely limited state funds to develop training services through innovative projects that address the needs of the existing workforce. One of the requirements for employers is they must demonstrate how the employees to be trained would likely be displaced because of obsolete or inadequate job skills and knowledge. This waiver provides a much-needed infusion of funds for the WIBs' use for incumbent worker training in conjunction with the state funds that are more restricted and limited. Now more than ever, there is a need for Connecticut's companies to upgrade the skills of their employees in order to remain competitive and not face additional layoffs or close their doors. Incumbent worker training allows employees to upgrade their skills or transform their skill set in order to retain employment.

Incumbent worker training in Connecticut has opened the door for local workforce investment board representatives to work with businesses and provide support services including candidate recruitment, applicant screening, proficiency testing, human resource assistance, on-the-job training assistance and customized training assistance. This waiver would continue to increase the number of businesses utilizing all services available to them.

- Waiver of the prohibition on the use of Individual Training Accounts (ITAs) for older and out-of-school youth

Under this waiver, Workforce Investment Boards can use ITAs for older and out-of-school youth program participants. This waiver maximizes the service delivery capacity of the WIA Youth programs within the *CTWorks* system by allowing older and out-of-school youth who are employment-focused rather than academically inclined to have access to ITAs and their benefits. It also affords youth the opportunity to make informed decisions about their future employment and career goals through an appropriate training strategy if their assessment concludes that employment is their logical choice. A large percentage of older and out-of-school youth either want to train for an occupation or obtain employment due to financial needs. Skills training is an important component for these youth particularly if they are going to achieve a suitable wage. With this waiver, youth can pursue their occupational goals without having to meet Adult or Dislocated Worker eligibility requirements.

- Waiver of the requirement that providers of youth program elements be selected on a competitive basis

Under this waiver, the state is permitted to allow the *CTWorks* system or its partner agencies to directly provide Youth program elements. This waiver allows

the state and local Workforce Investment Boards to quickly procure youth services needed to administer a summer employment component. The objective of this waiver is to increase the number of youth in employment. This waiver also enables Connecticut and the WIBs to allocate the funds promptly to the participating training providers. This waiver has been, and continues to be, important to the economic health of the state and has had numerous positive impacts on youth, local workforce areas, and businesses.

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

Under this waiver, Connecticut is allowed to postpone the determination of subsequent eligibility of training providers. The waiver encourages broader participation on the state's Eligible Training Providers List (ETPL) and maximizes the availability of training providers for WIA participants. In addition, during these difficult economic times, with extreme demands on state and local resources and a necessary focus on critical workforce needs, this waiver minimizes the management burden for the local Workforce Investment Boards.

State Evaluations of Workforce Investment Activities

Compliance Monitoring and Data Validation Overview

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 2010-2011, in accordance with Workforce Investment Act (WIA) Regulations at Section 667.410(b)(1). In addition, the Connecticut Employment Program Summer Youth payrolls were monitored at all the WIBs during the summer of 2011.

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. Also, WIA eligibility verification for Adults, Dislocated Workers, and Youth was conducted by sampling active client files throughout the state.

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. Conformance to state TANF-JFES program policies and procedures, maintenance of required records, and documentation of training needs and attendance were reviewed. Client files were also reviewed for completeness of information and conformance with State TANF-JFES program policies.

All other grants administered by CTDOL were also monitored in each of the Workforce Investment Boards during the 2010-2011 monitoring review process, in accordance with contract requirements.

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

All recommended corrective action from the 2009-2010 monitoring review was completed and adequate controls appeared to be in place. Overall, the 2010-2011 monitoring review results showed that all five Workforce Investment Boards were in compliance with federal and state administrative requirements and made continuous improvements through the implementation of new policies and procedures during the program year.

Data Validation

In the fall of 2010, upon the successful submission of PY09 performance data to USDOL, monitors from the Connecticut Department of Labor WIA Administration Unit began conducting data validation reviews of that program year. The purpose of this review is to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, improve program management and monitoring, and improve program results.

WIA participant files from all five Workforce Investment Board areas were reviewed against individual PY09 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 751 records. Overall, reported data was found to be consistent with file documentation and improvements in the accuracy of data, maintenance of documentation, and organization of participant files were evident.

Administrative Review

Periodic administrative review and analysis of WIB performance is essential to the effective delivery of WIA services. By gathering data, consolidating pertinent information, and analyzing performance material, CTDOL WIA area liaisons support the attainment of performance goals as well as the enhancement of the CTDOL-WIB partnership. Reviews are conducted for each of the five local WIBs and include the following components:

- ✦ WIA Performance Tallies, including:
 - New participants
 - Exits from WIA programs
- ✦ Use of Youth 5% Window
- ✦ Fund Utilization Rate Review
- ✦ Use of Individual Training Accounts
- ✦ WIA Outcome Measures Review, including:
 - Analysis of meeting planned program goals
- ✦ Status of Data Validation

Through this review process, CTDOL examines all component issues and may direct its focus on specific concerns such as performance or data validation, as needed. Components may also be modified according to WIB-specific issues or to focus closer examination on trends among all WIBs.

The review process has led to improved timeliness of programmatic reporting and it is expected that CTDOL's ongoing commitment to administrative reviews will yield increasingly accurate data, continued progress with timely reporting, and the furthering of goal attainment.

WIA Participant and Employer Survey Results

The Workforce Investment Act of 1998 places a high priority on accountability, including the requirement to conduct customer satisfaction surveys of participants and employers who utilized the services provided through the WIA program. Much is gained from such surveys. Learning what customers want or need and obtaining their ratings of the services provided result in valuable information that helps WIA Administration to identify how well the system is working and how responsive it is, or where improvements are needed. Through the systematic process that the surveys offer in gauging customer satisfaction, WIA Administration is able to make programmatic operating decisions based on timely, objective information. Staff can leverage the information generated by the surveys for ongoing oversight, program management, and continuous improvement purposes. In some instances, systems and processes are introduced to further ensure accountability and to review and assess the program.

During the past year, WIA Administration continued the practice of asking employers and participants several survey questions in an effort to gather information and address issues regarding the services provided through the *CTWorks* One-Stop system. The results from the survey on a statewide basis were as follows:

Participants

A total of 58% of participants surveyed had requested information on where the jobs are and other support services such as assistance in preparing for a job (résumé tips, interview skills, learning how to conduct a job search). Many respondents stated that the reason for seeking assistance through *CTWorks* was to get help in identifying and obtaining training or education. The following responses were provided in regard to services provided:

- 83% were satisfied with the services provided from the *CTWorks* Centers
- 74% believed the skills acquired in the *CTWorks* training will benefit their current/future employment
- 58% obtained employment as a result of the *CTWorks* services
- 81% reported that they would be somewhat likely or very likely to visit a *CTWorks* Center again for employment and training services

Employers

The majority of employers surveyed were from the areas of manufacturing (47%) and professional and business services (20%). Wholesale and retail trade, healthcare, construction,

education, transportation and utilities, financial services, government, information technology, leisure and hospitality were other industries represented in the employer survey.

Employers most often contacted *CTWorks* Centers for assistance with placing a job order to fill a job opening (41%). The need for assistance in identifying training programs to upgrade the skills of current workers was also a common reason employers sought to consult with *CTWorks* staff. Many employers also were interested in gaining general information about programs and services available to employers. The survey also found that employers turned to *CTWorks* for information and technical assistance to address a layoff of employees. In regard to service delivery, 86% of employers surveyed reported satisfaction with the services provided from the *CTWorks* Centers.

In regard to overall satisfaction, respondents replied as follows:

- 89% reported that if they needed similar services in the future, they probably would or definitely would use the services offered through the *CTWorks* again
- 92% of the employers were satisfied or very satisfied with the *CTWorks* staff's timeliness in processing paperwork, responding to requests, and following up on work
- 94% of the employers were satisfied or very satisfied with the *CTWorks* staff's knowledge and expertise about the services they provide.

The results of the services-related questions are a positive reflection of the state's efforts. Local results are shared with the WIBs, with the goal of utilizing the results to obtain further improvement in services.

Performance Measurement System

The Department of Labor's Performance and Accountability Unit, formerly known as the Performance Measurement Unit, is responsible for reporting in regard to the state's Workforce Investment Act (WIA) activity. In addition to providing CTDOL with periodic data on performance, the unit prepares and submits quarterly and annual federal reports on WIA outcomes. In determining performance results, Connecticut continues to utilize in-state wages as well as the Wage Record Interchange System (WRIS) and Federal Employment Data Exchange System (FEDES).

Ensuring data integrity is a primary responsibility of the unit and, to successfully accomplish this task, the Performance and Accountability Unit works with the *CTWorks* Business System (CTWBS) Unit to review data and confirm accuracy. The Performance and Accountability Unit also works closely with the WIA Administration Unit, including in regard to gathering data that assists in making determinations for negotiations with the WIBs to establish state WIA performance goals. The data on performance and the above-referenced reports generated by staff are two essential elements that help ensure that Connecticut is meeting its identified WIA performance levels. The reports offer detailed information on various measures and provide clear indicators of how the local boards are performing.

The unit is also accountable for maintaining the Data Reporting and Validation System (DRVS) and developing the related “extract” files and reports associated with the WIA system. The unit works in conjunction with various CTDOL program units to provide technical support and successfully complete and submit Data Element Validation results.

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 services under the Workforce Investment Act (WIA), Jobs First Employment Services (JFES), and Wagner-Peyser (Labor Exchange). CTWBS case management and reporting functions were utilized in PY10 by over 1,000 staff from Connecticut’s five Workforce Investment Boards, the Connecticut Department of Labor, and the Connecticut Department of Social Services.

As Program Year 2010 concluded, there were over 920,000 clients in CTWBS who were receiving or had received employment services. Throughout the program year, CTWBS staff worked with program administrators and managers to assist with improving data entry procedures as well as data retrieval for the benefit of system users. As the amount of data continues to grow, it is important to keep data relevant and pursue the development of increasingly efficient reporting methods to ensure that administrators and managers have the tools necessary to meet expected program outcomes.

Rapid Response, National Emergency Grants, and Early Warning System Demonstration Program

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 2010 to June 2011, the RR Unit made 170 outreach calls, received and responded to 148 WARN notices, met with 88 employers and/or unions, and presented to 3,766 workers. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 4,078 dislocated workers, including human resources managers and union representatives. The RR Unit also coordinated on-site job search workshops for two companies, and helped organize and attended five statewide job fairs.

The RR Unit also submitted eleven 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. Of the eleven TAA petitions submitted, ten companies employing 514

workers were certified as TAA eligible and one petition was terminated as employees were found to be covered under another certification.

National Emergency Grants (NEGs) are discretionary awards, approved by the U.S. Secretary of Labor, made when there are large layoffs or plant closings. NEGs are intended to complement WIA formula funds at the state and local level by providing supplemental funding for retraining, reemployment services, and other adjustment assistance for the dislocated workers in these large layoffs.

In PY10, the WIA Administration Unit continued to administer three National Emergency Grants, which also reached completion. They are as follows:

Quebecor

The contract period for this grant had been extended to June 30, 2011 to enable the South Central Workforce Investment Board to work with 138 participants to complete training and job search and secure employment. This grant ended June 30, 2011.

Tri-State Financial Sector

The contract period for this grant had been extended to June 30, 2011 to enable the North Central and Southwest Workforce Investment Boards to continue working with dislocated workers from several insurance and financial services companies. The extension of the grant allowed for the provision of workforce support services to 383 dislocated workers.

Foxwoods Resort Casino

The Eastern Workforce Investment Board served 164 dislocated workers from Foxwoods through December 31, 2010. The participants received job training and job development assistance.

New NEG grants during PY10 included:

- A \$335,400 grant awarded to CTDOL in April 2011 to serve 100 workers laid off from the Mohegan Sun Casino. The Eastern CT Workforce Investment Board will be the project operator through December 2012; and
- A \$673,776 ARRA-funded grant awarded to CTDOL to provide On-the-Job Training to 75 dislocated workers. Four WIBs will be working with employers to provide OJT opportunities through June 2012.

CTDOL's Rapid Response Unit provided administrative oversight and project implementation of Connecticut's Early Warning System Demonstration Program. The program, funded by the U.S. Department of Labor (USDOL), makes grant funds available to benefit manufacturing industry employers experiencing critical workforce training needs and whose under-skilled workers, without such training, would be at risk of layoff. The USDOL extended the program grant from a three to a four year activity period ending June 30, 2012.

Cumulative accomplishments to June 30, 2011 are as follows:

- Ninety-eight employers were contacted and/or visited to discuss the Early Warning Program and training.
- Twenty-seven applications for Early Warning grant funds were approved to receive incumbent worker training funds. Contracts written with these employers totaled \$751,947 to train 790 workers in 110 various training programs. Some workers received multiple trainings and, as a result, a total of 1,222 training certificates were awarded.

Employer Education Breakfast Seminar Series

In an effort to help employers around the state better understand federal and state employment laws, the Connecticut Department of Labor periodically offers Employer Education Breakfast Seminars. Geared toward human resources professionals, business owners and managers, attorneys, and other interested parties, these popular seminars include a continental breakfast and presentations that provide attendees with essential information on specific topics. “Unemployment 101,” “Complying with Connecticut’s Family and Medical Leave Act,” and “Drug Testing in the Connecticut Workplace” are a few of the seminar titles. The speakers are all employees of various departments within CTDOL who are responsible for ensuring adherence to workplace laws. Presenters have included legal staff of CTDOL’s Office of Program Policy and representatives from the agency’s Division of Wage and Workplace Standards. More than 300 participants attended seminars during the year.

Training and Technical Assistance

The WIA Administration Unit provided technical assistance to the local Workforce Investment Boards on a variety of topics during the program year through methods that included WIA policy issuances, case file reviews, and monitoring. To support Connecticut’s move to Common Measures, training was provided to the WIB staff, which included the criteria for WIA activities and data entry of activities in CTWBS. Specifically, the following were undertaken:

- Notification of program-related issuances:
 - USDOL Training and Employment Guidance Letters (TEGLs)
 - USDOL Training Employment Notices (TENs)
 - CTDOL Administrative Policies (APs)
 - CTDOL WIA Informational Memos (WIMs)
- On-site case file reviews to monitor the recording of program activities in accordance with criteria
- Presentations on Common Measures
- Performance monitoring meetings
- Focus group meetings regarding:
 - The use of indirect cost rates in budgets
 - The new contract budget format and content
- Conference calls regarding the revision of the WIA formula funds contract
- Monitoring the “spend-down” of ARRA funding

As a result of the training, technical assistance, and policy updates provided by CTDOL to the five local WIBs, the capacity and effectiveness of the boards has been enhanced. It is also expected that improved accuracy in the recording of programmatic data will result from these efforts. Also, by encouraging networking and the sharing of “best practices” among local WIBs in a topic-oriented setting, WIBs will achieve greater consistency in service delivery and reporting.

Employment and Training

One-Stop Career Center customers benefited in PY10 from a host of services including assistance with career choices and job searches; job search resources such as fax machines and computers with Internet connection; and workshops on résumé writing, interviewing, and career exploration. Customers also received information about specific companies and labor market trends. During Program Year 2010, approximately 228,000 Wagner-Peyser participants received services (staff-assisted or self-service). More than 43,000 unemployment insurance claimants received 229,000 staff-assisted employment services from One-Stop Career Center staff in *CTWorks* offices statewide. In addition, more than 667 individuals received résumé services at CTDOL-sponsored career fairs. Résumé preparation services were provided by staff with board-certified credentials from the Professional Association of Résumé Writers.

During PY10, CTDOL staff continued to focus on unemployment insurance (UI) claimants to be served by the Enhanced Reemployment Services (ERS) program. ERS identifies unemployment insurance 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. Over 17,000 ERS participants received orientation and were provided additional reemployment services in PY 2010 to facilitate their return to work. Orientation sessions included labor market information, career guidance, information on CT JobCentral, an overview of the One-Stop Career Center services, and details on UI benefit rights and responsibilities. Many claimants also received more direct, individual employment services and training to facilitate their return to work.

Outreach to unemployment insurance claimants included e-mailings on the following:

- Information on employment services, job postings, and on-line links to services and tools to assist in job search efforts.
- Educational services offerings through a collaborative effort with the Eastern CT Workforce Investment Board. Approximately 10,000 claimants were sent details on over 5,000 Metrix Learning courses as well as links on how to obtain an e-learning training license. More than 670 claimants participated in the web-based, e-learning training programs, at no cost.
- Notice of Connecticut Career Trainee (CCT) job opportunities at CTDOL (sent to over 400 ERS participants). This outreach was in addition to the posting of the CCT job openings in Career Centers.

CTDOL staff traveled to locales around the state offering workforce and job skills development services to the public. Staff focused on providing early intervention on site at downsizing companies and assisting workers with résumé preparation and job search strategies prior to separation. Certified Professional Résumé Writers provided one-on-one career counseling and

résumé critique. Staff also provided assistance with job search strategies, interviewing, Internet job search, résumés, on-line applications, and labor market information to numerous organizations and at various events.

Jobs First Employment Services Integration in the One-Stops

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

During PY10, the American Recovery and Reinvestment Act of 2009 (ARRA) secured TANF Emergency Contingency Funds (TANF ECF) to provide subsidized employment options to TANF-eligible youth and adults in the One-Stops. CTDOL and the WIBs collaborated with the Department of Social Services (DSS) to secure and administer these funds.

A portion of the TANF ECF funding was utilized exclusively to assist JFES customers in accessing various subsidized employment opportunities. The intent was to provide JFES customers with valuable job-readiness skills and work experience that could be applied toward the attainment of unsubsidized employment. All subsidized employment activities deemed appropriate for JFES customers were incorporated into individual JFES employment plans.

Connecticut continued to coordinate services in a seamless manner and provide JFES customers with one point of contact for both the WIA program and JFES. This integration of services resulted in cost savings by minimizing overhead costs and, at the same time, provided JFES customers with easier access to various One-Stop services.

Job Corps

Through Job Corps, youth have the opportunity to receive educational and vocational 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). Career training is emphasized and educational remediation, vocational training, and social skills training are offered. Drivers' education, health and dental services, meals, an annual clothing allowance, and on-site day care for children of non-residential students are also offered. Students with disabilities are helped with accommodations to be successful in Job Corps programs.

Administered by the U.S. Department of Labor Employment and Training Administration, Job Corps's success is largely due to the collaborative efforts of program operators which include CTDOL, local Workforce Investment Boards, state and local agencies, and other organizations. In PY10, a total of \$1.1 million of in-kind services was provided to the Job Corps by the Connecticut Department of Labor and other state and local agencies. CTDOL staff in the Job Corps centers coordinate a variety of state and local services and programs to maximize benefits to all students. Numerous workshops are provided on-site at Job Corps, career counselors are available at One-Stops for Job Corps students to receive individualized services, and, on a

regular basis, students visit One-Stop facilities to utilize available resources. Job Corps 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, Manufacturing, Customer Service/Banking, Insurance Fundamentals, and Health Occupations (Certified Nursing Assistant, Clinical Medical Assistant, and Emergency Medical Responder).

Picture Perfect

Six Hartford Job Corps Academy students showed off their talents behind the camera as part of a special photography exhibit hosted by the Connecticut Department of Labor in November 2010. On display in the CTDOL cafeteria were a number of pictures taken by members of the recently-formed Academy photography team. The exhibit featured a mix of 35 mm and digital prints in both color and black and white. The photos reflected students' (ages 17-23) creativity and diversity. Photography team members meet weekly to come up with ideas for photos, edit images, and handle other related tasks. The team, established in the spring of 2010, has been successful in attracting new members and, since its formation, fourteen students have participated. The emphasis is on enhancing the students' educational process, not simply picture taking. The students, for example, must complete numerous requirements as part of their participation in the club, such as training, taking quizzes and tests, writing essays, sitting for interviews, performing photography and image editing, and assembling a portfolio presentation. The subject of photographs is a selection that is left up to each individual team member, which allows for the development of creativity.

Let's Move! Campaign

New Haven Job Corps Center (NHJCC) students took the lead from First Lady Michelle Obama by focusing on preparing heart-healthy recipes in the Culinary Arts classroom. The students showed their support for the nationwide *Let's Move!* campaign, a comprehensive initiative launched by the First Lady to solve the epidemic of childhood obesity, when they volunteered to bake healthy, summer-themed cookie platters for a May 2011 Congressional event hosted by U.S. Representative Rosa DeLauro. When preparing the cookies, students replaced half of the traditional wheat flour in the desserts with heart-healthy, whole grain oat flour. The baking project was just one way of getting NHJCC students to think seriously about the importance of the *Let's Move!* campaign and introduce better overall nutrition into their careers and into their lives. The students have also been continually challenged by their instructor to prepare and try new, healthier foods.

The Hartford Job Corps Academy (HJCA) is also doing its part to support the First Lady's national health initiative by trying to get the whole campus to think healthier through a campus-wide initiative called Healthy Eating and Active LifeStyles (HEALS). HEALS involves specific steps to improve the school environment with programs that encourage healthy eating, good nutrition and exercise for both students and staff. Helping HJCA kick off the HEALS

campaign on June 21, 2011 was Hartford Mayor Pedro Segarra and Connecticut Department of Labor Deputy Commissioner Dennis Murphy. The event, held on the HJCA campus, included recognition of HJCA's major supporters and partners, the Hartford Food System and the Hartford Childhood Wellness Alliance. Special recognition was also given to the Co-Opportunity Youth Build program and 19 of its students who partnered with HJCA students to build a raised-box garden at the Job Corps center. The garden is expected to be an on-going source of fresh herbs and vegetables for both students and staff. Other HEALS initiatives include healthier snack and meal choices in the cafeteria, power walk lunches, discounted gym memberships, teachable moments in the classrooms, and the development of a healthy recipes cookbook.

Serving People with Disabilities

The Connecticut Department of Labor works in conjunction with the Commission on the Deaf and Hearing Impaired, Bureau of Rehabilitation Services, Department of Social Services, as well as other state agencies and community-based organizations toward the goal of improving the lives of people with disabilities. CTDOL is also a member of the Governor's Committee on Employment of People with Disabilities and supports the Committee's mission of addressing the workforce development needs of individuals with disabilities.

CTDOL continues to maintain a website of disability resources for both job seekers and employers, at <http://www.ctdol.state.ct.us/gendocs/pwd.htm>. This website, developed collaboratively between CTDOL and the Governor's Committee on Employment of People with Disabilities, includes information on assistive technology, tax credits, workplace accommodations, and disability employment initiatives in Connecticut.

Serving Our Veterans

Funding from the USDOL VETS Program totaling \$1,824,000.00 for Program Year 2010 resulted in the provision of services to over 8,158 veterans by CTDOL's Office for Veterans Workforce Development (OVWD) staff. In addition to providing information on various benefits for eligible veterans, the following were offered during the transition from military to civilian life:

- Employment assistance
- Veterans' preference
- Unemployment insurance
- Job search workshops
- Career coaching
- Résumé preparation
- Training opportunities
- Electronic tools:
 - Job & Career ConneCTion
 - Connecticut's Reemployment Portal
- Vet-related legislative updates/current events

Transitioning services were also provided by OVWD staff to Connecticut's National Guard and Army Reserve troops returning from Iraq and Afghanistan. At demobilization briefings,

services were provided to 479 troops and information on ex-military unemployment benefits, federal training programs including WIA-funded programs, education, and employment programs was provided. This important process for retuning troops is accomplished through the joint efforts of staff from the U.S. Department of Veterans Affairs, State Veterans Affairs, USDOL, and the Connecticut Military Department.

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

In addition to the demobilization briefings, the OVWD facilitated 48 Transitional Assistance Program (TAP) workshops at the United States Navy Submarine Base in New London for 702 members of the Armed Forces who were in the process of separating from the military. The TAP workshops cover résumé writing, interviewing skills, transferable skills, budgeting and how to search for employment using CT JobCentral, Connecticut's job bank.

In September 2010, veterans in need were provided services by OVWD staff at Stand Down. This event, held at the State Veterans' Home in Rocky Hill, offered an opportunity for veterans who are homeless, chronically unemployed, or having difficulty adjusting in society to receive assistance that included résumé writing, on-line job searches, and registration for employment services.

In April 2010, OVWD sponsored a very successful *Heroes4Hire* job fair, with 87 employers participating and 1,550 veterans attending. 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 PY10, CTDOL's staff members continued their work with the Oasis Centers program, which is operated through the Connecticut Department of Higher Education. Oasis Centers are located on the campuses of Connecticut universities and state and community colleges, offering a place where veterans can gather and meet with state and federal benefit providers. The OVWD staff provides assistance with résumés, cover letters, interviewing skills, and job bank employment searches.

CT JobCentral

CT JobCentral, Connecticut's state labor exchange system, is a self-service job bank that provides a range of employment services for both job seekers and business, including the preliminary and broad matching of job seekers to potential employers based on qualifications, desired location and salary, and other criteria. CT JobCentral operates in alliance with JobCentral, the national labor exchange which is endorsed by the National Association of State Workforce Agencies. CT JobCentral 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 JobCentral includes job listings from other states for job seekers interested in relocating. Job seekers can also post their résumé on-line for business representatives to view. Businesses can post jobs and search the résumé bank for qualified candidates. Technical assistance is provided to both employers and job seekers by the Connecticut Department of Labor's CT JobCentral staff.

A total of 1,928 new account requests from businesses were processed by CT JobCentral staff in Program Year 2010. During this same period, employers posted in excess of 22,100 new Connecticut job openings, while job seekers entered nearly 9,700 résumés into the system.

Notable Projects and Events

State Energy Sector Partnership Grant

In 2010, a \$3.36 million State Energy Sector Partnership (SESP) grant, made available through the American Recovery and Reinvestment Act of 2009, was awarded to the Connecticut Employment and Training Commission (CETC). The primary focus of the SESP grant, which is administered by the Office for Workforce Competitiveness (OWC), is to provide free and low-cost green training to unemployed and underemployed job seekers and incumbent workers in Connecticut. Although not required, various partners contributed more than \$527,000 in leveraged resources, enhancing the short-term and long-term capacity of grant activities. To help support the success of the grant, staff of the Connecticut Department of Labor began promoting SESP activities and worked to identify apprenticeship opportunities for training participants.

Several pilot projects were operated during PY10, with offerings that included green welding, solar thermal/solar photovoltaic training, environmental technology and safety, and lead renovation. Employers praised these projects and a number of the pilots resulted in employment opportunities. Due to their success, many projects will be permanently available, resulting in capacity building beyond the life of the grant.

Other activities were as follows:

- An Energy and Earth Science Essentials (E3) curriculum was developed by Education Connection and piloted in four Connecticut high schools during PY10. In the spring of 2011, sixty high school students participated in an expo that featured projects incorporating digital media which demonstrated the students' comprehension of scientific principals.
- The Council for Adult and Experiential Learning (CAEL) developed an initial draft of a sustainability toolkit, to be made available to Connecticut's manufacturers and other interested businesses. Representatives from CAEL visited six manufacturing companies to learn about existing sustainability practices and philosophies toward sustainability.
- Curriculum for Building Analyst certification, offered through Building Performance Institute, was developed by the Connecticut Community College

System. The curriculum received overwhelmingly positive feedback when reviewed by industry professionals during the spring of 2011.

- During PY10, two students received SESP funds to attend Gateway Community College's Clean Water Management Certificate program and five students received SESP funds to attend Goodwin College's Water Distribution Certificate program.

Connecticut Learns and Works Conference

“New Opportunities for New Economies” was the theme of the seventeenth annual Connecticut Learns and Works Conference. The event, geared toward educators, counselors, employment and training specialists, and business representatives interested in career and workforce development in Connecticut, was held on May 13, 2011. Attendees were provided with information on job market trends as well as education, training, and career guidance. The Conference was co-sponsored by the Connecticut Department of Labor, the State Department of Education, Connecticut Career Resource Network, Connect-Ability (via a grant through the State Bureau of Rehabilitation Services), the State's Community College and State University Systems, Connecticut Center for Advanced Technology, Inc., Goodwin College, Northeast Utilities, Comcast, and the University of Hartford.

The event was attended by 290 participants and featured Bill Strickland, President and CEO of Manchester Bidwell Corporation in Pittsburgh, Pennsylvania. Through his corporation, Mr. Strickland builds partnerships to help disadvantaged people realize a better future for themselves. He is also the author of the best selling book “Make the Impossible Possible” which includes his story of how he came from abject poverty in inner city Pittsburgh to establish the Manchester Craftsmen's Guild, lecture at Harvard University, and serve for six years as a Council Member of the National Endowment for the Arts by Presidential appointment. Most recently, Mr. Strickland was designated as a Council Member of the White House Council for Community Solutions.

The workshops at this year's Connecticut Learns and Works Conference addressed topics such as:

- Employers' Viewpoints on Skills
- Green Jobs
- Labor Market Information Update
- Allied Health – Changing Face of Nursing
- Re-Careering for the Mature Worker
- STEM Career Pathways Panel Discussion (Science, Technology, Engineering, Math)
- Student Success Plans and Capstone Projects
- Student Engagement under Connecticut's Secondary School Reform

Disability Program Navigator Grant

The Disability Program Navigator Grant, originally a two-year grant awarded to the Connecticut Department of Labor by USDOL ETA in May 2007, established the role of navigators to coordinate and provide assistance to people with disabilities as they “navigate” through the

challenges of attaining employment. Staff included a Lead Program Navigator at CTDOL and five Regional Disability Program Navigators (DPNs) located at *CTWorks* One-Stop Centers. The DPNs participated in a variety of state and local meetings on disability-related issues with staff from One-Stop Centers, WIBs, and the Bureau of Rehabilitation Services, Vocational Rehabilitation Division. In addition, the DPNs attended job/career fairs and Chamber of Commerce events to market the Disability Program Navigator Initiative and the programs and services available at the *CTWorks* One-Stop Centers, and to network with employers, community agencies, and individuals with disabilities.

The DPNs successfully cultivated relationships, developed partnerships, and leveraged resources in the state. This resulted in expanded capacity within the system and more seamless and integrated service delivery which, in turn, support efforts to more effectively serve job seekers with disabilities in the *CTWorks* One-Stop Centers. Data shows that the number of individuals with disabilities registered in CTWBS who utilized the *CTWorks* One-Stops increased by over 43% since the beginning of the DPN grant.

A major grant goal was that, by the time the grant was set to expire on December 31, 2010, individuals whose positions were funded by the DPN grant would be integrated into the workforce system in positions funded via other sources. The intent of this goal was to continue the delivery of key services established under the grant program. This goal was achieved when the North Central WIB's DPN staff was hired by a service provider of Capital Workforce Partners with resources from other funding streams as of 2009. The Eastern WIB's DPN staff was hired by a service provider of the Eastern CT Workforce Investment Board (EWIB) at the end of the DPN grant period. This DPN staff had been instrumental in successfully collaborating with EWIB to apply to the Social Security Administration (SSA) and establish EWIB as an Employment Network (EN), a SSA-approved entity that works with individuals who receive Social Security Disability and have a "ticket to work." The ticket is assigned to the entity that works with the individuals to help them gain employment, in this case, EWIB. The EN receives payments from SSA when the ticket holder gains employment and at various benchmarks.

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

Northwest (Northwest Regional Workforce Investment Board)

Brownfield Job Training

The Northwest Regional Workforce Investment Board (NRWIB) offered an intensive Brownfield Remediation Technology program that resulted in 21 participants, many of whom are ex-offenders, completing a 200-hour training curriculum. Classes were held at Naugatuck Valley Community College (NVCC), providing a college atmosphere for the training. Program graduates received certifications and state licenses in lead and asbestos abatement, OSHA Construction Safety, and HAZWOPER.

The graduates were placed in employment with a variety of environmental remediation firms in the area. Wages for the group approached \$42 per hour since the skill sets for these types of

licensed workers are in demand. The high number of brownfields to be cleaned in the region as well as around the state point to continued employment for these individuals. More training classes are planned for PY11.

One success story is that of an ex-offender who was released to a halfway house in November 2010 and entered and completed the training program while completing his time in the facility. He was then hired by a local community action agency for on-the-job training to assist with their weatherization program. He was trained and certified as a building analyst that further added to his list of certificates and licenses. Since his release from the halfway house in early spring, this individual has made a successful reentry into mainstream society. He remains employed full time and lives on his own in the area. This is just one example of the many successes enjoyed by the participants in this very timely training.

On-the-Job Training

The NRWIB continues to make great strides in placing job seekers through its on-the-job training (OJT) program. OJT, the most traditional of workforce development activities, is offered to encourage employers to train new, unskilled employees. Assisting employers by filling open job postings with talent registered for WIA services expedites a return to work for the participant and offers a short-term subsidized wage for the employer. Building on the success of the PY09 program, the NRWIB had over 40 individuals placed in manufacturing, healthcare, and service sector jobs. Another 30 OJT job openings with area employers were posted with the WIB, the majority of which are in the now-resurgent manufacturing field. The dedicated program coordination by the Business Services Consultant, under the direction of the WIB, has been the linchpin for the success of both the program and the partnership with the major Chambers of Commerce in the region.

Youth

The Northwest Regional Workforce Investment Board received more than 1,700 youth applications for the Summer Youth Program and TANF Emergency Contingency Funds (ECF) Youth Employment Program. From that pool of applicants, 1,200 were eligible for the program and 787 were able to be employed. To make for a positive work experience, each program did its best to place youth at worksites that matched their interests. Programs offering summer work-based learning opportunities ran in Waterbury, Wolcott, Torrington, Newtown, Naugatuck, and Danbury at many different worksites.

As in prior years, the Waterbury Police Activity League (PAL) was among the most notable of the summer programs. A total of 220 participants each engaged in one of three “institutes”—landscaping, gardening, and carpentry. Activities included maintaining the lawns of neighborhood homes every other week as well as seeding, nurturing and harvesting garden boxes in the neighborhood. The carpentry class constructed bird houses, Adirondack chairs (pictured here) and tables, computer desks, Adirondack chairs (pictured here) and tables, computer desks, and a large conference table. An additional fifty



youth participants assisted in the cleanup of PAL PARK, a two-acre site slated to be reconstructed into ball fields and a playground.

Eighty youth were placed as tutors in the City of Waterbury's summer school program. Two youth were assigned to each classroom of 1st and 2nd graders. The tutors had been trained for their roles through an intensive one-week "Tutor Boot Camp" that preceded the opening of summer school.

College Connections Program

The Northwest Regional Workforce Investment Board, Naugatuck Valley Community College (NVCC), the Waterbury Board of Education, and the Waterbury public high schools, in partnership, developed a unique program of study for high school juniors and seniors interested in Advanced Manufacturing Technology. Through the College Connections Program, which includes a dual enrollment feature, students may earn high school credits while also earning up to 23 college credits towards a Certificate in Advanced Manufacturing Technology. Classes are held at NVCC and the college credits are paid for by the Waterbury Board of Education. Career technology skills are also established through participation in this program.

At the May 19, 2011 commencement ceremony, ten students received certificates from NVCC. Three students were hired through OJTs at local manufacturing companies in the northwest region, earning from \$12-14 per hour and upwards of \$18 per hour with overtime. With the early success of this program, the Waterbury Board of Education has increased funding for this program. As a result, in September 2011, the number of first year students able to participate will be increased from 20 to 36, with each of the three public high schools in Waterbury allotted slots for 12 students. Fifteen seniors are enrolled for the second year of the program, bringing the total to 51 students.

Southwest (The WorkPlace, Inc.)

Veterans Workforce Investment Program

The second year of the three year Veterans Workforce Investment Program (VWIP) began in July 2010, through funding from the Veteran's Employment and Training Services of the U.S. Department of Labor. Veterans in the South Central and Southwest WIB areas benefited from a variety of green training programs through Workforce Alliance and The WorkPlace, Inc. respectively. More than 90 veterans were enrolled by staff in year two of the program and received assessment, training, case management, and placement assistance. Individuals placed into employment received an average hourly wage of \$18.15, which was 150% of the WIB's planned average hourly wage at placement of \$12.00. Positions included those in the deconstruction and energy efficiency/assessment industries.

Mortgage Crisis Job Training Program

The Mortgage Crisis Job Training Program (MCJTP) is a project of The WorkPlace, Inc. in partnership with the Connecticut Housing Finance Authority (CHFA), Capital Workforce Partners, and Connecticut's workforce system. In providing a workforce development system

response to the mortgage crisis, the program seeks to help participants enhance their earning potential, become more financially stable, and remain in their homes.

In addition to providing training scholarships to homeowners facing foreclosure and in need of training to increase earning capacity, the MCJTP provides access to housing counseling and financial literacy programs. In partnership with CHFA, judicial mediators, and housing counselors, the MCJTP helped 75 homeowners avoid foreclosure as follows: 41 loan modifications, 23 new payment plans, 9 participants accepted into CHFA's Emergency Mortgage Assistance Program, and 2 homes sold.

The MCJTP also produced a series of community forums during the year. Each event highlighted the MCJTP and demonstrated how it sets Connecticut apart from other states on foreclosure prevention. Participants in Waterbury learned how to reduce the cost of owning a home from representatives of Northeast Utilities. The Lighting Quotient in West Haven opened its doors to participants of the MCJTP, hosting a forum where local business leaders discussed the skills needed to obtain employment in manufacturing. At Norwalk Hospital, participants received information about healthcare careers and the training required to enter in-demand occupations.

Youth

Employment opportunities for the summer of 2010 were once again in demand, with eligibility appointments conducted for more than 1,200 youth across the region. With TANF Emergency Contingency Funds and state summer youth funding, over 1,100 youth who were certified as eligible for the summer employment program had the opportunity to participate in "Earn & Learn," The WorkPlace, Inc.'s eight-week summer program. Youth were provided work-readiness skills, followed by up to six weeks of paid work at employer sites. Depending upon the youth's career or education track, additional work-readiness skills, occupational skills training preparation, STRIVE, and KeyTrain were offered.

On average, youth worked 25-30 hours per week, and all youth were paid \$10 per hour. More than 98,000 hours of employment opportunities were provided. In addition, approximately 10,000 hours of work-readiness (soft skills) training were delivered to at-risk youth. Youth who were not college bound were allowed to work an additional three weeks under the program.

A unique feature of the "Earn & Learn" model was the distinct tracks developed for youth based upon desired outcomes for the youth:

- Out-of-school youth who were not college bound, were provided with the maximum amount of time at employer sites and received occupational skills training in customer service. Some of these youth went on to take a national industry test and receive the national retail/customer service credential.
- Out-of-school youth who were college bound were provided with KeyTrain training in an effort to reduce low test scores associated with incoming freshman in post-secondary education. These youth also received occupational skills training in customer service.
- In-school 12th graders who were college bound received KeyTrain for two weeks.

- In-school 12th graders who were not college bound were provided access to the National Professional Customer Service Representative certification.

The employers who offered summer worksites played a critical role in program design and delivery. From the inception, employers were involved in creating a program structure that allowed them to actually train youth rather than just provide access to routine work assignments. A goal of the program was to facilitate the development of worksites that were in line with the career aspirations of the youth. The WorkPlace, Inc., with the cooperation of area employers, successfully established 213 worksites, over 100 of which were at for-profit businesses in the healthcare, retail, financial, and service industries.

Eastern (Eastern CT Workforce Investment Board - EWIB)

EWIB Looks To Technology For Cost-Effective Skill Development

The goal of the Eastern CT Workforce Investment Board in working with local chief elected officials, businesses, and other regional stakeholders is to ensure that the constantly changing needs of eastern Connecticut's economy are met in a way that keeps the region at the forefront of competitiveness. For EWIB, technology has been at the heart of its efforts, demonstrated by the board proactively and aggressively integrating technology into its workforce development strategy.

During PY10, EWIB continued to direct its training efforts to on-line courses available through SkillSoft (business/IT) and Medcom (healthcare). The computer labs at *CTWorks* Career Centers in the region were viewed as the ideal location for regional workers to upgrade their skills. By utilizing an on-line platform to accomplish the task as well as existing physical resources, economical skill enhancement capability was integrated into the fabric of the region's labor exchange centers. A strong and productive partnership with community colleges in the region, Chambers of Commerce, and the *CTWorks* Business Services Team also made on-line training efforts successful.

Also during the year, EWIB issued 1,089 e-learning licenses to participants to access Metrix Learning's on-line training and the users completed over 3,200 courses. EWIB dedicated a portion of its federal Workforce Investment Act (WIA) funds to support this training and was able to offer the licenses free to regional job seekers. Aware that a need existed for local employers to have their workers' skills upgraded, EWIB used resources such as the STEM (Science, Technology, Engineering, and Math) Grant and green initiatives to grant the e-learning licenses at no cost to incumbent workers in key regional industries like advanced manufacturing. This was especially beneficial to small businesses. This technologically innovative and customer-friendly training option is very popular with a regional workforce seeking flexible solutions for their skills upgrading needs.

To ensure program innovations and continuous improvements, EWIB launched a new feature. EWIB has received approval from the American Council on Education (ACE), a national organization that evaluates training courses for credit, to offer on-line participants the ability to acquire college credit for their completed on-line coursework thanks to a creative partnership

with community colleges in the region. The credit awarded will be accepted at all Connecticut state universities and community colleges.

Employers Benefit From Opportunities To Train Workers

In a challenging economy, employers are often fearful of hiring a new worker or freeing up the resources necessary to invest in skill upgrading for existing workers. EWIB had resources to help address this. EWIB wove together six of its funding sources and through its Business Services Team in partnership with Chambers of Commerce and Department of Labor staff, marketed training opportunities to regional employers. More than 70 employers took advantage of Incumbent Worker Training, upgrading the skills of 1,432 workers. EWIB funded IWT with over \$450,000 and, with employer matches, the investment in workers totaled \$1.2 million. The training ranged from upgrading STEM skills for those in healthcare, manufacturing, and banking fields to increasing competencies utilized in green and weatherization industries.



Congressman Joe Courtney and employers discussing incumbent worker and on-the-job training

The On-the-Job Training Program also proved to be the incentive needed for 26 employers to hire 37 new workers with an average wage of \$15.57 per hour. The Business Services Team works closely with an employer to assist with the development of a training plan and recommends *CTWorks* job seekers who, with training, have the potential to become valuable employees. Small businesses in particular find the OJT program to be valuable. Time and money are saved in the hiring process and funding is available to offset the cost of training.

Youth

Summer Jobs 2010

EWIB's Summer Jobs Program in 2010 had several distinct differences from prior years. It was the first year that adults (up to age 24) were able to participate (through subsidized employment), it was the first year that EWIB received foundation funding to support summer jobs, and private sector employers, who jumped at the opportunity to have subsidized workers, made contributions to their cost for the first time.

In the summer of 2009, EWIB had a record number of youth employed due to federal Department of Labor ARRA funding. Aiming to serve as many youth again in 2010, the Boards joined with the Connecticut Department of Social Service, CTDOL, and foundations to apply for ARRA funds through the Temporary Assistance for Needy Families (TANF) Emergency Contingency Fund. Connecticut received news of the award on July 1, and EWIB was ready to go, placing nearly 600 youth and 75 adults into worksites across the region. The Charter Oak Federal Credit Union, Liberty Bank Foundation, and People's United Community Foundation provided funding to assist with the federal match requirements. Because of this, youth and adults in the region earned over one million dollars in summer wages, which helped to stimulate the local economy.

Sixty of the youth took part in EWIB's Youth Pipeline model in three different career pathways: healthcare, green jobs, and STEM careers. The Youth Pipeline model began with seven days of learning and preparation activities at Three Rivers Community College (TRCC). Daily activities included on-line learning with course content chosen to match the three career pathways. Youth also attended classes given by TRCC instructors that ranged from "Nursing Roles & Responsibilities" in the Healthcare Pathway, to "Build a Solar Collector" in Green Jobs Pathway, or "Lasers/Holograms" in STEM. After successfully completing the training at TRCC, the students were placed into individual job sites that matched their pathways. EWIB also continued its collaboration with the Connecticut Department of Environmental Protection, with twenty youth and adults working on projects such as rebuilding the boardwalk at Rocky Neck State Park. Private employers stepped up to offer worksites as well. Bradley Playhouse, Coopers Imaging, East Brook Mall, URS Federal Technical Services, Inc., S & S Worldwide, and Sterling Park Campground all received workers. Several companies, such as S & S Worldwide, hired participants after the subsidized employment ended.



Participants of the Summer Jobs Program worked collaboratively with DEP to rebuild Rocky Neck State Park's boardwalk

EWIB also partnered with the Bureau of Rehabilitation Services (BRS) to provide summer job opportunities for their high school age consumers in the region. In this pilot project, BRS counselors identified youth they felt were ready for employment. EASTCONN, EWIB's primary youth vendor, developed worksites to match the youth's interests and needs and BRS provided a job coach or other special supports as needed. BRS also provided funding for dedicated staff to oversee the sites. Twenty-three youth were employed in this pilot.

North Central (Capital Workforce Partners)

Jobs Funnel

The Jobs Funnel's goal is to place qualified individuals into jobs that lead to productive careers in the construction industry, emphasizing an apprenticeship pathway. The effort focuses on under-employed, low-income adults who are generally new to construction, given the program's policy objective to bring new workers into the building trades. The core elements of the Jobs Funnel service model include:

- Orientation
- Assessment
- Remedial instruction in math
- Extensive case management support services
- Pre-employment life-skills workshops
- Customized, short-term, pre-employment training in various building trades (includes stipends, work gear, and tools)
- Job placement assistance
- Ongoing, post-placement job retention support

The Jobs Funnel, which has operated successfully for years in the Hartford area, now offers another opportunity. On December 20, 2010, the Jobs Funnel in New Britain was officially launched at a press conference celebrating the groundbreaking for construction of the New Britain Police Station. The project will provide many newly “funnel-trained” individuals with a great job leading to career opportunities. New Britain Mayor Timothy Stewart was in attendance along with representatives of the partnership including CTDOL, OWC, American Savings Bank, Community Foundation of Greater New Britain, Jobs Funnel staff, and the Greater Hartford - New Britain Building Trades Council. A representative from Congressman Chris Murphy’s office also attended as federal ARRA funding contributed to this ongoing effort.

In April 2011, Connecticut Green Jobs Partnership, CWP, and the Jobs Funnel implemented a unique training program for “green welders.” Participants were benched workers and members of fifteen different building trades who needed skills upgrades to be competitive for employment. Ironworkers Local 15 provided training and certification in welding. The training, which was held at the Ironworkers’ apprenticeship classrooms in Hartford, provided instruction on concepts of energy conservation and environmental safety in welding practices. Participants were selected and assessed by the Hartford Jobs Funnel program, also co-located at the Ironworkers’ training facility. Twenty-five individuals completed the green construction welding certificate program and are now in demand by employers.



In eleven years of program operation, approximately 2,200 individuals have been trained through the Jobs Funnel. Participants who start work in construction jobs quickly reach a self-sufficiency standard and achieve income gains.

Focused Intensive Reemployment Success Training (FIRST) Program

Since 2009, Capital Workforce Partners has been working in conjunction with staff from *CTWorks* to offer the Focused Intensive Reemployment Success Training (FIRST) Program to help dislocated workers get back to work. The program focuses on individuals from both white and blue-collar professions with post-secondary educations, a history of high earnings most often from management-level positions, and long tenure in their last place of employment. Unemployed professionals such as these face several distinct barriers including:

- Lack of job search skills due to length of consistent employment;
- Need for career change if previously-held occupation is no longer in demand;
- Age discrimination possibilities; and
- Lack of the technological skills and confidence necessary to compete in today’s job market.

With these factors in mind, FIRST encourages program participants to use creative, refined approaches in their efforts to become reemployed. Motivational reemployment coaches who specialize in workshop facilitation and one-on-one consultation conduct the program and focus on job search technology, real/virtual networking (social media), and personal career branding.

The program, offered at *CTWorks* One-Stop Career Centers in the region, includes four interactive and intensive components designed to maximize results:

- One-on-one reemployment consultation
- FIRST Program workshop series:
 - FIRST Impressions
 - FIRST Class Résumés
 - FIRST Place Interviews
 - Twenty-FIRST Century Job Search Technology
- Impact Networking Cohorts
- Job Development

Encore!Hartford

Encore!Hartford was designed to achieve two goals: the employment of Connecticut's seasoned professionals and the strengthening of Connecticut's non-profit sector. To accomplish this, an intensive, skill-set transition training is offered to corporate and public service professionals seeking managerial and professional positions with non-profit agencies in the state. This 16-week program includes education in non-profit leadership, program management, finance, governance, funding strategies, human resources, program outcome measurement, and job search strategies. Each session is held at a different non-profit agency and experienced non-profit professionals facilitate the sessions. Following the education component, each participant is matched with a non-profit agency in the area for a two-month fellowship assignment in professional-level management.

The program is an initiative of the University of Connecticut, Leadership Greater Hartford, CT Association of Non-Profits, United Way, Capital Workforce Partners, *CTWorks*, and the Connecticut Department of Labor. Upon completion of both the education and fellowship components, graduates work with the UCONN team to prepare and connect with employment opportunities. WIA participants are provided with a reemployment coach and job developer for assistance with updating résumés, interview coaching, and job placement. In PY10, a total of 24 individuals were trained.

Advanced Leadership Training Program

This 12-week, graduate-level training program equips participants with the knowledge, skills and abilities needed to succeed in transitioning into management positions. The ideal candidates have a BA/BS or equivalent experience, employment experience in insurance, banking, finance, IT and/or manufacturing, and are seeking management positions within their respective industries. Training modules included Six Sigma, Project Management, Lean Enterprise, Emotional Intelligence, and 21st Century Leadership. In addition to traditional classroom learning, the program offers a great opportunity for hands-on learning. For example, each participant is required to successfully complete a Six Sigma project with a local business. Since the training program meets the education requirements for Six Sigma Black Belt and Project Management Institute's Project Management Professional certifications, participants who complete the program are armed with in-demand management credentials and this, in turn, results in increased employability.

Youth

Record Enrollment in Summer Youth Employment Program

The 2010 summer youth employment program, funded by a combination of WIA, ARRA, TANF Emergency Contingency Funds, state funding and local monies, was a success for area youth, employers, and CWP with 2,778 youth enrolled. The program, which includes seven “Career Competencies” in addition to meaningful work opportunities for youth, provides a well-rounded summer experience for the region’s future workforce. The employer engagement process was tremendously successful, a major achievement given the significant need for additional worksites to accommodate the greater number of participating youth.

A total of 4,820 youth applications were received. Just over 2,040 youth could not be served due to program ineligibility and capacity limits related to funding levels. Those youth (age 14-24) who were enrolled in the Summer Youth Employment Program participated in a six-week program that included subsidized employment, career competency development, and workforce training. A total of 80% were in-school youth and 20% were out-of-school youth.

Every year, the Summer Youth Employment Program gives many youth their first job experience. In PY10, a great variety of job opportunities were available to youth. These included retail sales at stores such as TJ Maxx, A.J. Wright and Stop and Shop; clerical and administrative support at businesses including Aetna Insurance, 360 Federal Credit Union, and the Tomasso Group; hospitality assistance at area hotels; marketing assistance at media outlets such as WDRC, Telemundo, and The New Britain Herald.

2010 Youth Mural

Since 2006, Summer Youth Employment Program participants assigned to Our Piece of the Pie have had an opportunity to develop their art skills, teamwork, and creativity by designing and painting elaborate murals. The mural painted during WIA Program Year 2010 was unveiled at the Hartford Public Library on August 11, 2010. Fifteen youth worked on the piece, which measured 6 feet by 18 feet. The theme of the mural is children’s stories and fairy tales from around the world.



South Central (Workforce Alliance)

AbilityWorks Center

Staff of the *AbilityWorks Center*, which was launched last program year, continued in PY10 to offer job search and skill development resources for job seekers with disabilities. Located in the *CTWorks Career Center* in New Haven, the *AbilityWorks Center* features an array of individual computer workstations and a library that offers such resource materials as magazines, books, DVDs, and other video and audio material. These resources highlight success stories from job

seekers and employers and include the latest in assistive technology that can enable people with all kinds of disabilities to function smoothly and independently in the workplace.

The *AbilityWorks Center* was designed as a central resource for both job seekers and employers. Knowledgeable staff provide valuable assistance to individuals working toward obtaining additional skills to become more employable and also help employers to recognize the positive impact employees with disabilities can have on a workplace. During PY10, the staff of the *CTWorks Career Center* received training on how to identify and refer customers who could benefit from utilizing the *AbilityWorks Center's* resources.

Management Reemployment Workshops

Workforce Alliance, in partnerships with local chief elected officials and community economic development commissions, sponsored a series of reemployment workshops designed to help unemployed, middle and upper-level management professionals re-enter the workforce. The workshops were led by Laura Collins of Collins Group, a human resources consulting firm. In addition to discussion on such topics as résumés in the internet age, on-line job searches, dealing with younger managers, and other issues faced by older job seekers, attendees of this full-day workshop were invited to sign up for Metrix e-learning courses. Many attendees were interested in brushing up on existing skills and others were interested in showing potential employers that they were current with technology. The majority of workshop attendees obtained an e-learning license and completed the coursework.

Deconstruction Training

Connecticut, like many areas, is facing a difficult situation with landfills reaching capacity and the great expense associated with shipping waste out of state. There is also a huge economic and environmental cost to demolishing and disposing of buildings. In recognizing that the utilization of proper deconstruction methods could yield much material for reuse close to home and seeing that a job training opportunity existed for the area that could lead to new pathways to long-term employment, the City of New Haven's Deconstruction Training program was developed during the last program year (PY09). The program is designed to divert building material refuse from landfills and create new markets for recycled materials. For example, Connecticut's re-use centers accept lumber, light fixtures, and tiles; architectural salvage businesses take fine fittings and furniture; and reclamation sites re-mill salvaged lumber for reuse.

Trainees are taught skills both on the job and in the classroom. Under the tutelage of Reuse, Inc., a nationally-recognized leader in the field of recycled building components, trainees first tackled the deconstruction of an old house on Saltonstall Avenue in New Haven, a project that proved that even a modest building has commercial value when deconstructed properly. The next project for the Deconstruction Training program was the renovation of the original Winchester factory in New Haven. In working to transform the building into the new corporate headquarters for a company, trainees learned a combination of remediation and deconstruction skills.

Intersecting Industries Workshop

When WIA customers, especially displaced workers, plan their next steps toward employment, it is often difficult to differentiate between the many programs being offered that relate to core skills in math or science. To assist in the decision-making process, Workforce Alliance began offering an overview workshop, Intersecting Industries, that steers customers to more in-depth workshops on specific subjects including green jobs, STEM (Science, Technology, Engineering, and Math), and manufacturing. Since the inception of the workshop midway through the program year, more than 50 customers have attended the group session. Ten of those customers continued on to explore manufacturing employment, with six individuals going on to training at Middlesex Community College.



WIA participant Donald MacNaught compares training options with the assistance of (from left to right) Elizabeth Zajac, Debra Vazquez, and Ann Harrison, coordinators of various projects

Green Jobs

The Energy Sector Partnership Grant funds a green jobs coordinator on-site at *CTWorks* Centers in south central Connecticut to offer training opportunities to job seekers interested in green careers such as energy efficiency, renewable energy and environmental protection. The coordinator also works with employers who seek to upgrade their employees' skills to embrace innovative green methodology and technology. The coordinator regularly works with WIA case managers to evaluate the training needs and employment opportunities for WIA Adults and Dislocated Workers and help develop both individual and group training programs. In the spring of 2011, a group of WIA participants formed the first Environmental Technology and Safety Licensing class. Partnering with Gateway Community College, the students earned lead and asbestos abatement licenses from the state, as well as HAZWOPER, EPA Lead Safety, and OSHA 10 certifications. Graduates are putting their new credentials to work in a variety of fields.

Youth

Youth summer jobs were available in fifteen of the thirty municipalities that are included in Workforce Alliance's workforce region. A total of 2,877 applications were received and 1,854 youth entered summer employment opportunities. In PY10, there were 295 WIA youth in summer and year-round programs. Worksites included local cafés, childcare facilities, insurance offices, marinas, libraries, municipal offices, and non-profit organizations. In-school program opportunities included those at the Boys and Girls Club of Meriden, Common Ground, Community Renewal Team, Inc., Girls Incorporated of Meriden, Nursing Careers Pathway, the International Festival of Arts and Ideas, St. Francis Home, and the Women and Family Center. There were nine out-of-school youth programs at organizations such as the Children's Community Programs of CT, Inc., Easter Seals Goodwill Industries, Marrakech, Inc., New Haven Adult Education, New Haven Family Alliance, Women and Family Center, and Youth

Continuum. In-demand job skills such as web design, forklift operation, and soft skills training were offered.

Extra effort went into the design and structure of a range of programs to help youth offenders return to the mainstream. The Children's Community Programs of CT, Inc., New Haven Family Alliance, Youth Continuum, and Easter Seals all offered programs that were tailored to the needs of these youth in transition. In addition, Allstate Commercial Driver Training provided a 13-day course of classroom and field training geared toward helping youth offenders achieve meaningful employment with reasonable wages. Seven WIA participants attended this program, six earned a credential, and four were placed in employment.

Green Jobs Corps at Common Ground High School

The Green Jobs Corps at Common Ground High School in New Haven has created a living laboratory of agriculture and livestock within the city limits. WIA funding supports activities at the Corps year-round and this exceptional program offers many benefits. Students grow a variety of vegetables during the summer season and raise chickens for consumption at the school and other schools in the city. The program, which is broken into three seasonal sessions, matches students with appropriate work-based learning experiences. The students participate in leadership development and team-building workshops that include outdoor challenge courses. Career exploration is emphasized and includes job shadowing and workplace tours. All the students attend life skills and personal finance training sessions, which round out the diverse curriculum. The summer ecology camp, which was held in July and August, engaged Corps members as Environmental Camp Counselors for younger children.

TABULAR SECTION

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	76.0	64.5	529	1,416	862	61%
Employers	76.0	77.9	322	500	483	67%

TABLE B - ADULT PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	65.0%	68.7%	410
			597
Employment Retention Rate	82.3%	84.7%	661
			780
Average Earnings	\$10,500	\$10,402	\$6,626,043
			637
Employment and Credential Rate	55.0%	60.8%	406
			668

TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS

	Public Assistance Recipients Receiving		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment	64.9%	85	59.4%	19	52.4%	11	61.8%	21
		131		32		21		34
Employment Retention Rate	79.1%	72	59.4%	19	89.3%	25	74.3%	26
		91		32		28		35
Average Earnings	\$9,294	\$613,433	\$9,064	\$163,152	\$8,932	\$223,292	\$9,817	\$245,427
		66		18		25		25
Employment and Credential Rate	61.1%	66	51.5%	17	52.4%	11	50.0%	17
		108		33		21		34

TABLE D - OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment	70.6%	298	64.0%	112
		422		175
Employment Retention Rate	85.0%	505	83.9%	156
		594		186
Average Earnings	\$10,210	\$4,962,017	\$11,020	\$1,664,026
		486		151

TABLE E - DISLOCATED WORKER PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	75.0%	81.1%	958
			1,181
Employment Retention Rate	87.3%	89.7%	663
			739
Average Earnings	\$15,500	\$17,514	\$11,313,951
			646
Employment and Credential Rate	55.0%	69.9%	569
			814

TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment	82.9%	63	74.4%	32	75.0%	159	78.6%	22
		76		43		212		28
Employment Retention Rate	89.8%	44	78.3%	18	89.3%	92	92.3%	12
		49		23		103		13
Average Earnings	\$21,219	\$912,428	\$13,734	\$247,215	\$18,642	\$1,640,539	\$19,232	\$230,779
		43		18		88		12
Employment and Credential Rate	64.9%	37	48.4%	15	68.9%	104	68.8%	11
		57		31		151		16

TABLE G - OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment	82.0%	634	79.4%	324
		773		408
Employment Retention Rate	89.4%	482	90.5%	181
		539		200
Average Earnings	\$17,038	\$8,024,926	\$18,794	\$3,289,025
		471		175

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

	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education		75.4%	380
			504
Attainment of Degree or Certificate		81.3%	291
			358
Literacy and Numeracy Gains		39.4%	218
			553

TABLE H.2 - OLDER YOUTH (19-21) RESULTS

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	71.0%	74.8%	157
			210
Employment Retention Rate	82.1%	84.2%	176
			209
Earnings Change in Six Months	\$3,168	\$3,571	\$631,995
			177
Credential Rate	50.0%	59.0%	174
			295

TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment	77.1%	27	--	0	86.7%	13	73.2%	142
		35		0		15		194
Employment Retention Rate	76.0%	19	--	0	70.6%	12	84.2%	165
		25		0		17		196
Earnings Change in Six Months	\$3,435	\$65,257	--	\$0	\$657	\$8,535	\$3,577	\$597,315
		19		0		13		167
Credential Rate	76.3%	29	--	0	70.4%	19	56.6%	151
		38		0		27		267

TABLE J - YOUNGER YOUTH PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment	86.0%	77.8%	737 947
Diploma or Equivalent Rate	73.8%	67.1%	159 237
Retention Rate	80.0%	76.2%	208 273

TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment	73.2%	104 142	84.8%	156 184	76.1%	261 343
Diploma or Equivalent Rate	64.1%	25 39	88.5%	46 52	46.8%	36 77
Retention Rate	65.2%	30 46	83.7%	41 49	68.7%	92 134

TABLE L - OTHER REPORTED INFORMATION

	Placements for Participants 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	2.9%	12 410	\$5,043	\$1,977,048 392	47.7%	142 298
Dislocated Workers	3.3%	32 958	\$9,309	\$8,759,304 941	54.7%	347 634
Older Youth	5.1%	8 157	\$2,620	\$369,423 141		

	12 Month Employment Retention		12 Month Earnings Change/Replacement	
Adults	83.4%	611 733	\$3,658	\$2,564,470 701
Dislocated Workers	87.8%	542 617	92.1%	\$8,564,035 \$9,299,293
Older Youth	85.5%	159 186	3,886	\$594,611 153

TABLE M - PARTICIPATION LEVELS

	Total Participants Served	Total Exiters
Total Adult (Customers)	35,482	20,921
Total Adult (Self-Service only)	28,411	17,852
WIA Adults	31,107	19,019
WIA Dislocated Workers	4,473	1,911
Total Youth (14-21)	1,565	661
Younger Youth (14-18)	830	350
Older Youth (19-21)	735	311
Out of School Youth	1,012	425
In- School Youth	553	236

TABLE N - COST OF PROGRAM ACTIVITIES

Program Activity		Total Federal Spending
Local Adults		\$4,065,013
Local Dislocated Workers		\$4,352,052
Local Youth		\$6,158,503
Rapid Response (up to 25%)		\$981,926
Statewide Required Activities (up to 15%)		\$2,800,198
Statewide Allowable Activities	ARRA Adult	\$1,231,338
	ARRA Dislocated Worker	\$3,108,718
	ARRA Summer Youth	\$770,237
	ARRA Rapid Response 25%	\$1,302,386
	ARRA Statewide 15%	\$4,018,155
Total of All Federal Spending Listed Above		\$28,788,526

TABLE O - LOCAL PERFORMANCE

Local Area Name East Region	Total Participants Served	Adults	6,385
		Dislocated Workers	816
		Older Youth	52
		Younger Youth	201
ETA Assigned # 09085	Total Exiters	Adults	3,644
		Dislocated Workers	334
		Older Youth	12
		Younger Youth	81

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	76.0%	70.3%	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	66.6%	70.4%	<i>Exceeded</i>
	Dislocated Workers	70.7%	89.9%	<i>Exceeded</i>
	Older Youth	69.1%	80.0%	<i>Exceeded</i>
Retention Rate	Adults	82.3%	87.9%	<i>Exceeded</i>
	Dislocated Workers	82.5%	86.4%	<i>Exceeded</i>
	Older Youth	82.1%	100.0%	<i>Exceeded</i>
	Younger Youth	82.0%	72.9%	Met
Average Earnings / Earnings Change	Adults	\$9,973	\$9,849	Met
	Dislocated Workers	\$14,033	\$18,460	<i>Exceeded</i>
	Older Youth	\$2,960	\$6,653	<i>Exceeded</i>
Credential/Diploma Rate	Adults	58.9%	68.5%	<i>Exceeded</i>
	Dislocated Workers	55.0%	66.7%	<i>Exceeded</i>
	Older Youth	52.5%	75.0%	<i>Exceeded</i>
	Younger Youth	73.8%	82.8%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	84.0%	90.0%	<i>Exceeded</i>
Employment/Education	Youth (14-21)		83.1%	
Degree or Certificate	Youth (14-21)		81.3%	
Literacy/Numeracy	Youth (14-21)		38.8%	

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

TABLE O - LOCAL PERFORMANCE

Local Area Name North Central	Total Participants Served	Adults	8,628
		Dislocated Workers	1,811
		Older Youth	269
		Younger Youth	128
ETA Assigned # 09075	Total Exiters	Adults	5,524
		Dislocated Workers	785
		Older Youth	125
		Younger Youth	73

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants Employers	76.0%	60.0%	Not Met
<i>Employer Survey Results Are Not Calculated on the Regional Level</i>				
Entered Employment Rate	Adults	65.8%	64.0%	Met
	Dislocated Workers	75.8%	83.2%	Exceeded
	Older Youth	71.0%	74.1%	Exceeded
Retention Rate	Adults	83.3%	90.0%	Exceeded
	Dislocated Workers	87.3%	95.7%	Exceeded
	Older Youth	83.1%	88.3%	Exceeded
	Younger Youth	79.0%	64.9%	Met
Average Earnings / Earnings Change	Adults	\$11,290	\$9,359	Met
	Dislocated Workers	\$16,142	\$18,518	Exceeded
	Older Youth	\$3,418	\$3,708	Exceeded
Credential/Diploma Rate	Adults	56.6%	60.9%	Exceeded
	Dislocated Workers	55.0%	81.2%	Exceeded
	Older Youth	49.2%	50.5%	Exceeded
	Younger Youth	64.8%	56.3%	Met
Skill Attainment Rate	Younger Youth	81.0%	62.1%	Not Met
Employment/Education	Youth (14-21)		69.5%	
Degree or Certificate	Youth (14-21)		63.0%	
Literacy/Numeracy	Youth (14-21)		37.9%	

Overall Status of Local Performance	Not Met (Below 80% of Target)	Met (80% to 100% of Target)	Exceeded (Above 100% of Target)
	2	4	10

TABLE O - LOCAL PERFORMANCE

Local Area Name Northwest Region	Total Participants Served	Adults	4,067
		Dislocated Workers	579
		Older Youth	35
		Younger Youth	54
ETA Assigned # 09080	Total Exiters	Adults	2,495
		Dislocated Workers	280
		Older Youth	18
		Younger Youth	28

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	76.0%	65.2%	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	62.6%	69.7%	Exceeded
	Dislocated Workers	71.6%	74.8%	Exceeded
	Older Youth	71.0%	64.3%	Met
Retention Rate	Adults	82.3%	77.4%	Met
	Dislocated Workers	87.3%	87.2%	Met
	Older Youth	81.1%	90.2%	Exceeded
	Younger Youth	82.0%	91.7%	Exceeded
Average Earnings / Earnings Change	Adults	\$10,726	\$9,491	Met
	Dislocated Workers	\$15,913	\$18,636	Exceeded
	Older Youth	\$2,876	\$3,888	Exceeded
Credential/Diploma Rate	Adults	55.0%	39.7%	Not Met
	Dislocated Workers	55.0%	57.9%	Exceeded
	Older Youth	47.5%	63.2%	Exceeded
	Younger Youth	79.8%	100.0%	Exceeded
Skill Attainment Rate	Younger Youth	86.0%	76.6%	Met
Employment/Education	Youth (14-21)		80.0%	
Degree or Certificate	Youth (14-21)		80.0%	
Literacy/Numeracy	Youth (14-21)		48.6%	

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

TABLE O - LOCAL PERFORMANCE

Local Area Name South Central Region	Total Participants Served	Adults	5,536
		Dislocated Workers	641
		Older Youth	123
		Younger Youth	167
ETA Assigned # 09090	Total Exiters	Adults	3,499
		Dislocated Workers	297
		Older Youth	69
		Younger Youth	59

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants Employers	76.0%	57.7%	Not Met
<i>Employer Survey Results Are Not Calculated on the Regional Level</i>				
Entered Employment Rate	Adults	65.0%	70.9%	Exceeded
	Dislocated Workers	75.8%	76.3%	Exceeded
	Older Youth	67.2%	89.6%	Exceeded
Retention Rate	Adults	80.4%	83.9%	Exceeded
	Dislocated Workers	86.3%	91.3%	Exceeded
	Older Youth	80.2%	84.4%	Exceeded
	Younger Youth	78.0%	89.6%	Exceeded
Average Earnings / Earnings Change	Adults	\$11,761	\$12,830	Exceeded
	Dislocated Workers	\$14,858	\$20,144	Exceeded
	Older Youth	\$3,085	\$2,344	Not Met
Credential/Diploma Rate	Adults	55.0%	63.7%	Exceeded
	Dislocated Workers	55.0%	67.3%	Exceeded
	Older Youth	52.0%	70.0%	Exceeded
	Younger Youth	74.8%	79.2%	Exceeded
Skill Attainment Rate	Younger Youth	90.0%	87.3%	Met
Employment/Education	Youth (14-21)		89.2%	
Degree or Certificate	Youth (14-21)		93.1%	
Literacy/Numeracy	Youth (14-21)		40.7%	

Overall Status of Local Performance	Not Met (Below 80% of Target)	Met (80% to 100% of Target)	Exceeded (Above 100% of Target)
	2	1	13

TABLE O - LOCAL PERFORMANCE

Local Area Name Southwest Region	Total Participants Served	Adults	6,372
		Dislocated Workers	559
		Older Youth	185
		Younger Youth	99
ETA Assigned # 09070	Total Exiters	Adults	3,785
		Dislocated Workers	177
		Older Youth	57
		Younger Youth	49

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	76.0%	64.9%	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	62.6%	65.5%	Exceeded
	Dislocated Workers	73.3%	82.0%	Exceeded
	Older Youth	71.0%	66.7%	Met
Retention Rate	Adults	82.3%	84.4%	Exceeded
	Dislocated Workers	87.3%	87.1%	Met
	Older Youth	81.1%	75.5%	Met
	Younger Youth	80.0%	67.6%	Met
Average Earnings / Earnings Change	Adults	\$9,879	\$9,922	Exceeded
	Dislocated Workers	\$14,491	\$15,431	Exceeded
	Older Youth	\$3,210	\$3,315	Exceeded
Credential/Diploma Rate	Adults	54.2%	70.8%	Exceeded
	Dislocated Workers	53.5%	76.5%	Exceeded
	Older Youth	54.2%	53.7%	Met
	Younger Youth	66.8%	18.4%	Not Met
Skill Attainment Rate	Younger Youth	85.0%	51.8%	Not Met
Employment/Education	Youth (14-21)		64.2%	
Degree or Certificate	Youth (14-21)		66.7%	
Literacy/Numeracy	Youth (14-21)		39.9%	

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	2	6	8

