

State of Connecticut



Workforce Investment Act Annual Report

July 2011 – June 2012



October 2012

A Message from the Connecticut Department of Labor



Connecticut's annual report on the Workforce Investment Act (WIA) Program for 2011-2012 reflects the many positive achievements, impressive initiatives and quality services and that resulted from the dedicated, joint efforts of the Department of Labor and its workforce investment partners.

This report provides a detailed look at WIA program outcomes, costs associated with the program, continuing workforce activities, and notable projects. Exemplary projects by Connecticut's five workforce investment boards (WIB) are also highlighted. Each WIB summary includes an update on the youth program, with emphasis on unique approaches to engage youth in services.

During Program Year 2011, as the nation continued to experience economic challenges, so too did Connecticut. Staffs of the Department of Labor and its partners remained steadfastly committed to providing citizens and businesses of the state with quality, WIA-funded employment and training programs and services and progressing toward an improved economy.

Many of the new initiatives described within this report offer great promise for job growth and business success. We will, during PY12, continue to work together to further develop these projects and achieve the workforce goals of the state.

Dennis C. Murphy
Acting Commissioner
Department of Labor

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State of Connecticut
Workforce Investment Act Annual Report
July 1, 2011 – June 30, 2012

During Program Year 2011 (PY11), the Connecticut Department of Labor and the state's five Workforce Investment Boards (WIB) continued to offer quality programs and services to individuals and employers in the midst of significant challenges. A sluggish economy, high unemployment, decreases in funding, and increased demand for employment and training services all tested the capacity of the workforce system. Staffs of the Connecticut Department of Labor (CTDOL) and its workforce investment partners met many goals despite the challenging times and developed some promising new programs.

Through Workforce Investment Act (WIA) funding, and with funds from other sources, WIBs were able to offer consistent services and comprehensive programs. Many successful, established WIB programs continued and new local initiatives were started. Throughout the program year, the attainment of negotiated performance levels was a primary consideration for WIBs and the efforts to reach them, presented herein, reflect this goal.

Also, as of July 1, 2011, Connecticut shifted to WIA Common Measures for its reporting. In preparation for this change and during the year, WIA Administration Unit staff provided a great deal of technical assistance, training, and guidance to WIB staff. The positive results of the services delivered are provided within this annual report.

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.

With the Act's passage, the State of Connecticut received ARRA funds for a number of programs and, although funding for most programs ended with PY10, on-the-job (OJT) training for National Emergency Grants (NEG) continued through June 30, 2012. This annual report describes the ARRA-funded OJT NEG opportunities that were available during PY11. Additional information on ARRA-related activities and reports may be found at the state's Connecticut Recovery Initiative website (www.recovery.ct.gov/recovery/site/default.asp). The Connecticut Department of Labor's website (www.ctdol.state.ct.us/recovery/index.htm) includes agency-specific information and reports pertaining to ARRA, as well as other relevant links.

Governor's Initiatives

The Jobs Funnel

During PY11, Jobs Funnel projects continued to help individuals begin careers in the construction trades as well as upgrade the skills of benched workers. 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), skill upgrades for benched workers, job placement, and retention support services.

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

- The Hartford Jobs Funnel is operated in partnership with the Office of 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. In April 2012, the Jobs Funnel was expanded into Bristol in partnership with the Bristol Community Organization.
- 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 Northwest Construction Careers Initiative, formerly the Waterbury Construction Careers 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.
- The Eastern CT Workforce Investment Board operated a Jobs Funnel targeted to benched union workers. Partnering with the AFL-CIO United Labor Agency and the Central Labor Councils in eastern Connecticut, the region focused on training laborers for the site remediation of the old Norwich Hospital, working with the town of Preston and Manafort Brothers.

In addition to the above, OWC, in partnership with the state's Workforce Investment Boards and the City of New Haven, is overseeing the implementation of a \$5.8 million federal grant, the Green Jobs Funnel Initiative, that expands the state's successful Jobs Funnel model.

¹ The Office of 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.

The funnels have placed more than 3,400 individuals 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.

Connecticut's Youth-Related Initiatives

Across Connecticut, youth are the focus of a myriad of initiatives. Agencies and organizations have joined forces over the years to work toward the goal of increasing the capacity and success of youth programs and services. Knowledge sharing, the efficient use of funding, and putting best practices in place have led to great strides in the provision of activities and supports that benefit youth. Some of the youth efforts that were in place during PY11 included:

- Youth Service Bureaus

Youth Service Bureaus (YSB), pursuant to Connecticut General Statutes at Section 10-19m, are agencies operated by municipalities to plan, evaluate, coordinate, and implement a network of resources and opportunities for children, youth, and families. There are 100 Youth Service Bureaus serving 135 communities across the state. The Connecticut Youth Services Association, a professional organization serving as the collective voice for Connecticut's YSBs, promotes the provision of quality services for Connecticut's children, youth and families. Services are provided for juvenile justice, mental health, youth development, community outreach, and child welfare. For additional details, see www.ctyouthservices.org/ysblist.php, the source of information provided here.

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

The Connecticut Employment and Training Commission (CETC) Youth Employment Committee is the lead entity for youth workforce policy in Connecticut. Youth, ages 11-21, are the focus of efforts by the committee to ensure youth achieve productive work and life-long learning by age 21. The committee has worked toward developing recommendations for a Career Employment system that will support the preparation of youth for education and employment. Included in the work to create the system will be the alignment and integration of current youth development programs and initiatives so the system will leverage and build upon existing resources.

The system will include evidence-based elements that meet the educational, career, and developmental needs of students, including but not limited to, dual-enrollment and early-college experiences, job shadowing, and internships. Other basic elements will include the development of student success plans or other structures introduced by the Connecticut State Department of Education that can contribute to a career development system for all Connecticut students. The system will also incorporate industry- and business-approved, nationally-recognized certifications to ensure that youth obtain credentials that allow them to

compete in a global economy. These efforts are intended to yield skilled individuals who will help sustain economic growth in the state. For additional details, see www.ctdol.state.ct.us/OWC/CETC/Committees/Youth/Youth.htm, the source of information provided here.

- Department of Children and Families (DCF) Youth Employment Program

The Department of Children and Families (DCF) provided \$400,000 for the administration and operation of a youth employment program for youth in its care; contracts for services began June 1, 2011. Over 70% of these funds were used to pay youth wages. CTDOL contracted with the state's five workforce investment boards to provide employment and employment-related services. During the summer of 2011, 253 youth were served and during the subsequent school year, 39 youth were served. The DCF youth population has unique considerations that DCF, CTDOL and the workforce investment boards are addressing. DCF, CTDOL and the WIBs are committed to continuing and expanding this initiative.

- First Congressional Youth Cabinet

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

- Workforce Investment Boards

Connecticut's workforce investment boards also contributed toward the advancement of youth during PY11. Details on the efforts of each board are described in this WIA Annual Report at "Workforce Investment Boards' Innovative Practices, Challenges, and Exemplary Programs" in a section designated for youth activities.

Coordinated State Initiatives

Connecticut Workforce Coordinating Committee: Overview 2011 - 2012

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 (including the Office of Workforce Competitiveness)
- CT Department of Social Services
- 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 have included the Connecticut Community College's SMART and SOAR grants and the Workforce Investment Board's STEM initiative. These efforts have created 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 seven 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, which is funded with state dollars, 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. Each training project requires an employer contribution in cash and/or in-kind on a sliding scale, based on the number of employees in their company.

The Connecticut legislature appropriated \$450,000 of state funds for IWT in 2011, but due to the PY11 state budget rescission of five percent of the annual appropriation, \$427,500 was allotted to Workforce Investment Boards to be used 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. During PY11, IWT-funded activity resulted in a statewide total of 1,856 individuals entering training and 1,716 individuals completing training.

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:

- Person Centered Care for the Person with Dementia
- ServSafe Training and Certification for Dietary Staff
- Receiving and Shipping Process
- Survivorship Training and Rehab Oncology
- LED Standards, Installation and Testing
- Lean Manufacturing
- Blueprint Reading Machinery
- Internal Auditor
- Environmental OSHA
- Medical Coding
- ESL Communication
- Writing and Grammar

Subsidized Training and Employment Program (Step Up)

The Subsidized Training and Employment Program (Step Up) is an initiative of the Connecticut Department of Labor and the state's five Workforce Investment Boards. Step Up, which was introduced by state legislation in PY11, promotes economic growth by offering incentives to small businesses and manufacturers to hire new employees and create jobs. Two programs are offered under Step Up: the Wage Subsidy Program and the Small Manufacturer Training Grant Program. Each program is funded for \$5 million annually, for two years.

The Wage Subsidy Program provides a subsidy for new hires of up to \$12,000 over a six-month period. To be eligible for hire, the potential employee must:

- Be unemployed prior to hire;
- Have low family income (less than or equal to 250% of the federal poverty level); and

- Reside in a municipality with a higher than average unemployment rate, or which has a population of 80,000 or more.

The Small Manufacturer Training Grant Program provides training grants of up to \$12,500 over a six-month period to help cover the costs of new hires. To be eligible for hire, the potential employee must be unemployed prior to hire. The grants can be used to subsidize wages but cannot exceed salary costs.

Through June 2012, approximately 90 businesses have participated in the Wage Subsidy program and have hired over 150 employees. Approximately 90 businesses have participated in the Small Manufacturer Training Grant program and have hired 180 employees.

STRIVE (Support and Training Result in Valuable Employees)

STRIVE is an intensive job-readiness program operated by community-based organizations in Bridgeport, New Haven, and Hartford. The program offers four weeks of STRIVE training, orientation, case management, positive workplace attitude 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 following chart reflects PY11 STRIVE activity by the three organizations providing PY11 program services under contract with CTDOL:

		<u>STRIVE New Haven</u>	<u>Career Resources Hartford</u>	<u>Career Resources Bridgeport</u>
	Goals and Funding/Expenditures for Each Provider	Actual	Actual	Actual
Enrollment in Program	25	40	47	25
Placement	18	22	26	22
Retention at 90 Days	15	16	19	16
Funding Obligated	\$85,500	\$85,500	\$85,500	\$85,500
Funding Expended	\$85,500	\$85,500	\$85,500	\$85,500

In the last quarter of PY11, STRIVE-New Haven merged operations with Career Resources. The benefits of this merger, which unites all three STRIVE programs in Connecticut, include a

universal intake application and a common data collection system utilizing “Efforts to Outcomes.” On-going meetings will assist in creating a consistent program across the state.

STRIVE-Hartford’s participation in the national Pathways Out of Poverty Grant neared conclusion with the program proving to be one of the highest performing of those offered nationwide. STRIVE-Hartford’s partnering with the Construction Jobs Funnel Program also resulted in success, with STRIVE graduates earning an average starting wage of \$10.82 per hour.

STRIVE-Bridgeport partnered with The WorkPlace, Inc.’s Health Careers program and the Green Jobs Funnel program, leading program graduates to gain skills in high-growth occupations.

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

In State Fiscal Year 2011, the Connecticut Department of Labor transferred \$525,000 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 Niantic Annex Correctional Institution, York Correctional Institution in Niantic, Bridgeport Correctional Center, and Corrigan-Radgowski Correctional Center in Uncasville. Since the inception of the program in 1999, STRIDE’s successful model has helped to lower the recidivism rate of those participating in the program to 13% as compared to 47% for ex-offenders with no re-entry program.

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

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

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 the 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 2011-2012 State Fiscal Year, 393 individuals were recruited for the STRIDE Program and 206 were served. A total of 78 individuals were placed in full- or part-time jobs and 78 retained employment.

Discussion of the Cost of Workforce Investment Activities

The Department of Labor and its five workforce investment boards continued to provide important services to individuals in Connecticut while faced with difficult economic conditions, including a lack of job opportunities and limited job creation. These factors and others have placed significant importance on the need for One-Stop system activities and services for the Adult, Dislocated Worker and Youth populations.

During Program Year 2011, Connecticut expended \$22,988,432 in WIA Local funds to serve 6,238 individuals, of which 52% were Dislocated Workers and 30% were from Adults.

Provided in the following pages is information on activities and expenditures during Program Year 2011 (July 1, 2011 through June 30, 2012) for each funding stream. The tables contain information regarding participants served and exited. The participant numbers are based upon the WIA performance for Adult, Dislocated Workers, and Youth in the aforementioned period. All statistics pertaining to WIA program exiters represent the period of April 1, 2011 through March 31, 2012, 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 shows, positive results came from significant efforts by each of the state's five local workforce investment boards to provide core and intensive services to address the need for re-employment and retraining services. The One-Stop system saw increasing numbers of long-term unemployed individuals, who lacked the requisite skills to obtain employment, notably the Adult and Dislocated Worker populations. The increased trend toward more core and intensive services and longer training programs, resulted in individuals being in the WIA system for longer durations and increases in both the cost per participant (+\$1,498 or 69%) and cost per exiter (\$1,239 or 29%) in program year 2011.

WIA Adult: PY11 Participants Served and Cost Per Expenditures

\$6,848,102

Participants Served	1,862	Cost Per Participant	\$3,678
Participants Exited	1,236	Cost Per Exiter	\$5,541

Local Adult: PY11 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY11	2,847	3,853	738	7,438
PY11 % of Total	38%	52%	10%	

Local WIA Dislocated Workers

The Dislocated Worker program served 3,246 participants in Program Year 2011. Many of these workers, even those possessing significant and extensive work experience and education, continued to experience difficulty in obtaining employment with wages comparable to their prior employment. This may be attributed to a lack of updated education and skills needed by today's employers. Similar to the WIA Adult population, the Dislocated Workers entered more specific and lengthy training programs, while taking advantage of core and intensive services provided through the One-Stop system. Of the Dislocated Workers who received services, the cost per participant increased by \$822 or 46% and the cost per exiter by \$695 or 20%.

Local WIA Dislocated Workers: PY11 Participants Served and Cost Per Expenditures

\$8,482,502

Participants Served	3,246	Cost Per Participant	\$2,613
Participants Exited	2,042	Cost Per Exiter	\$4,154

Local WIA Dislocated Workers: PY11 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY1	4,515	6,256	1,371	12,142
PY11 % of Total	37%	52%	11%	

*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

In Program Year 2011, the state's WIA Youth programs served 1,130 youth and exited 682, which represents an increase of 22% over the previous program year. The local Workforce Investment Boards were able to allocate an additional \$1,859 for each Youth served, representing an increase of 38% from Program Year 2010.

Youth: PY11 Participants Served and Cost Per Expenditures

\$7,657,828

Participants Served	1,130	Cost Per Participant	\$6,777
Participants Exited	682	Cost Per Exiter	\$11,228

Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY11	2,187	1,678	452	4,317
PY11 % of Total	51%	39%	10%	

Similar to the previous program year, Youth activities remained heavily concentrated (90%) on work-related and academic activities in Program Year 2011.

Performance Comparison

During Program Year 2011, Connecticut performed extremely well against its negotiated measures. Despite the continued stagnation of the state's economy, Connecticut met and exceeded all of its performance goals under Common Measures. In spite of the continued tight labor market, the state experienced increases in Average Earnings for both its WIA Adult and Dislocation Worker populations. In addition, Connecticut's One-Stop system partners produced an increase in Placement in Employment or Education for Youth and Attainment of a Degree or Certificate in Program Year 2011.

Program Year Performance Comparison: PY10 Actual versus PY11 Actual Performance

	PY10			PY11*	
ADULTS	Entered Employment	71.9%	ADULTS	Entered Employment	66.0%
	Employment Retention Rate	83.9%		Employment Retention Rate	87.1%
	Average Earnings	\$10,100		Average Earnings	\$11,656
	Employment & Credential Rate	61.0%			
DISLOCATED WORKERS	Entered Employment	83.4%	DISLOCATED WORKERS	Entered Employment	75.6%
	Employment Retention Rate	87.9%		Employment Retention Rate	91.9%
	Average Earnings	\$16,685		Average Earnings	\$18,993
	Employment & Credential Rate	71.9%			
OLDER YOUTH	Entered Employment	69.6%	YOUTH	Placement in Employment or Education	72.4%
	Employment Retention Rate	81.0%		Attainment of Degree or Certificate	79.0%
	Average Earnings	\$3,356		Literacy and Numeracy Gains	53.8%
	Employment & Credential Rate	54.7%			
YOUNGER YOUTH	Retention Rate	77.0%		All Youth are reported above.	
	Skill Attainment Rate	80.5%			
	Diploma Equivalent Rate	72.9%			

* incorporation of Common Measures

Discussion of Activities Funded by WIA 5% Statewide Funds

The Workforce Investment Act (WIA) requires the Governor to allocate the majority of the WIA funds via formula to the local workforce investment boards, 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 a percentage of the WIA funds in Connecticut for use in the administration and provision of statewide employment and training activities. Program Year 2011 WIA allocations to the states were significantly reduced and, in Connecticut, the Governor's Reserve funding dropped from the 15% allowed in prior program years to 5%. The reasons for the funding reductions to states' employment and training programs are many. The reasons for the funding reduction to the Governor's Reserve dollars stemmed from consideration that administrative costs could be better controlled and that the goal of developing innovative strategies and projects at the local level could be better achieved by reallocating funds to create competitive grants.

The reductions posed a significant challenge to the One-Stop system, particularly in regard to the provision of services for the Adult and Dislocated Worker populations, and required the WIA Administration Unit and the WIBs to look for even more efficient ways to provide the statewide activities prescribed by WIA legislation.

During Program Year 2011, Connecticut was able to deliver the following required WIA statewide activities using the 5% statewide funds:

- Early Intervention/Rapid Response activities
- Maintaining the state list of eligible training providers
- Conducting evaluations, data validation, and monitoring
- Assisting in the operations of One-Stop delivery systems
- Maintaining a fiscal management/accountability system

As a result of the substantial reduction in funding for the support of statewide activities, the following were not funded during PY11 through the Governor's Reserve:

- Incentive grants to local areas for regional cooperation, local coordination, and performance
- Technical assistance to local areas failing to meet local performance measures
- Customer satisfaction surveys of employers and job seekers to evaluate performance
- Contracts for Incumbent Worker Training

Through continued administrative efficiencies and discussions with the Connecticut Employment and Training Commission, it is hoped that resources will be identified to reinstate these and other important activities and initiatives.

Waivers and Their Influence on Performance

For Program Year 2011, Connecticut was granted the following waivers:

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

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

1. No less than 10 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 youth to allow flexibility in provision of training services to 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 for competitive procurement of service providers for up to three youth elements (work experience, support services, and follow-up services) to ensure continuity of youth services

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, to address data collection issues

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.

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

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

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

The state's initiative to move forward with consolidated measures reflects the desire to simplify performance measurement and better evaluate the success of

Connecticut's WIA employment and training programs. The key elements of the proposed waiver request include streamlining performance measurement of Adult and Dislocated Worker participants and using a single set of measures for all Youth participants, rather than reporting by Older and Younger Youth.

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

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 2011-2012, in accordance with Workforce Investment Act (WIA) Regulations at Section 667.410(b)(1). In addition, the Connecticut Employment Program Summer Youth payrolls of 2012 were monitored in each of the WIBs.

The annual WIA compliance monitoring included a review of financial management, consisting of financial reporting, cost allocation methodology, cash management, allowable costs, payroll controls, audit requirements, procurement and property controls. 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.

In addition, all other grants administered by CTDOL were monitored in each of the Workforce Investment Boards during the 2011-2012 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 2010-2011 monitoring review was completed and adequate controls appeared to be in place. Overall, the 2011-2012 monitoring review results showed that all five Workforce Investment Boards complied 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 October 2011, upon the submission of PY10 performance data to USDOL, program monitoring staff from the Connecticut Department of Labor WIA Administration Unit began conducting data validation reviews of that program year. The purpose of this review is to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, improve program management and monitoring, and improve program results.

WIA participant files from all five Workforce Investment Board areas were reviewed against individual PY10 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 905 records. Data validation results were submitted to USDOL ETA by CTDOL upon completion of the validation process. Overall, reported data was found to be consistent with file documentation and improvements in the accuracy of data, maintenance of documentation, and organization of participant files were evident.

Administrative Review

Administrative reviews of the Workforce Investment Boards' WIA performance, conducted consistently by staff of CTDOL's WIA Administration Unit, are essential to the effective delivery of WIA services at the local level and support efforts to attain performance goals. Reviews involve the collection, compilation and analysis of WIA performance data, as well as programmatic and fiscal information. Aspects of the WIA program which are subject to administrative review include, but are not limited to:

- Adherence to and compliance with USDOL ETA and CTDOL policies
- Eligibility for the WIA program, barriers, and priority of service
- Review and closure of open activities in the *CTWorks* Business System
- WIA performance for adult, dislocated worker and youth participants
 - Program exit data
 - Projected and actual participants served
 - Costs per participant
- Fund utilization rate
- Trends in workforce development and the use of individual training accounts
- WIA outcome measures, including achievement of negotiated program goals
- Case notes in documenting and describing service delivery

CTDOL modifies components of its review process as needed to focus on WIB- or program-specific issues and trends. In PY11, CTDOL modified several of the monitoring tools used in its on-site reviews, including the case file review tool and NEG OJT monitoring tool, to focus on particular targets for assessment and analysis.

CTDOL's administrative review process is designed to continually increase accuracy in program reporting and measurement. CTDOL has an ongoing commitment to improving its administrative review process in order to achieve and exceed WIA program goals as effectively and efficiently as possible.

Performance Measurement System

The Connecticut Department of Labor's Performance and Accountability Unit is responsible for the centralized collection, compilation, and evaluation of data to generate federal and state reports for all employment and training programs administered by CTDOL and its workforce partners. Ensuring data integrity in accomplishing these tasks is essential and, to further this objective, the Performance Measurement Unit merged with the *CTWorks* Business System (CTWBS) Unit to form the Performance and Accountability Unit. This merger has streamlined the unit's ability to review data and confirm accuracy.

The Performance and Accountability Unit is responsible for reporting in regard to the state's Workforce Investment Act (WIA) activity, Wagner-Peyser, Veterans' services, Trade Adjustment Assistance, Unemployment Insurance, Jobs First Employment Services, Governor's Budget Narrative, and the Connecticut Individual Development Account Initiative. In addition to providing CTDOL with periodic data on performance, the unit prepares and submits quarterly and annual federal reports on WIA outcomes. Program Year 2011 was the first year that Connecticut reported using the Common Measures. The staff of the Performance and Accountability Unit modified reporting forms and reviewed the new measures with staff and administrators. 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).

The unit is also accountable for maintaining the Data Reporting and Validation System (DRVS) and developing the related "extract" files and reports associated with employment and training programs administered by CTDOL, including 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.

The Performance and Accountability Unit also works closely with the WIA Administration Unit, 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.

Continuing Workforce Activities

CTWorks Business System

During Program Year 2011, the *CTWorks Business System* (CTWBS) continued serving the case management and reporting needs of over 1,000 users from the state's five Workforce Investment Boards, the Connecticut Department of Labor, and the Connecticut Department of Social Services. CTWBS supports the operational and management needs of the State of Connecticut in the administration of employment and training services under the Workforce Investment Act (WIA), Jobs First Employment Services (JFES), and Wagner-Peyser.

This program year, the CTWBS unit merged with the Performance Measurement Unit to form the Performance and Accountability Unit. This unit was developed in recognition of the importance performance and accountability play in determining the effectiveness of employment and training programs and services.

Performance and Accountability Unit staff worked with program administrators and managers to assist with enhancing data entry procedures as well as data retrieval for the benefit of system users. As the amount of data continues to grow, it is important to keep data relevant and pursue the development of increasingly efficient reporting methods to ensure that administrators, managers, and staff have the tools necessary to meet expected program outcomes.

The Performance and Accountability Unit is involved with implementing, modifying, and maintaining a more comprehensive business system to replace the one now in operation. As part of this implementation, this unit will work directly with a vendor, who will host this system off-site, to establish, modify, and support the system to meet current CTDOL and partners' needs. The new system, which will be accessed concurrently by approximately 1,000 service delivery staff users from multiple agencies and locations across the state and by 49,000 external users, will include custom-built interfaces between it and other systems both within and outside of CTDOL. A request for proposals was issued for the new system in April 2012 and a vendor is in the process of being selected.

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 2011 to June 2012, the RR Unit made 203 outreach calls and responded to 213 WARN notices affecting 4,443 workers. The RR staff assisted 56 employers and/or unions and made 216 presentations, which included 18 on-site job search workshops, to a total of 5,439 workers. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 3,249 dislocated workers, including human resources managers and union representatives. The RR Unit also helped organize two statewide job fairs and one company-specific job fair.

The RR Unit also submitted seven 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. Five petitions, covering 944 workers, were certified TAA eligible. One petition was terminated as employees were found to be covered under a prior certification (a total of 36 workers), and one petition was pending investigation at the close of the program year. The RR staff also assisted the Trade Act staff in re-engaging 265 employees from an employer that had been denied TAA eligibility last year but gained TAA eligibility this program year.

National Emergency Grants (NEG) 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.

The USDOL ETA administers various types of National Emergency Grants. Pursuant to federal guidelines available at www.doleta.gov/neg/regular.cfm, applicants for Regular NEGs may submit a single application to cover layoff events at either a single location, or at multiple employers and/or employment sites. The following eligible layoff events apply to Regular NEGs:

1. *A single company layoff* of 50 or more workers. Funding priority will be given to applications that document a group of workers large enough to qualify for a project of their own. Generally, groups of fewer than 50 workers are expected to be served with formula Dislocated Worker program funds. ETA will, however, on a case-by-case basis, examine the sustainability of projects to serve smaller groups.
2. *Multiple company layoffs*, where 50 or more workers from each company are dislocated. Applications must demonstrate a sustainable project size including documented planned participation of at least 50 workers from each company.
3. *Industry-wide layoffs*, which include companies in the same industry as determined by their three-digit North American Industrial Classification System (NAICS) code. Priority will be given to applications that document, at a minimum, a mass layoff or plant closure where 50 or more workers from each company are affected and the affected workers are not located in the same local workforce investment area. In applications where the dislocation events are in the same local workforce investment area, and the firms are within the three-

digit NAIC sector cited in the application, only one company must have a layoff of more than 50 workers. The other companies included in the application may have layoffs of fewer than 50 workers.

4. *Layoffs affecting an entire community (Community Impact)*, where multiple small dislocations (50 workers or less from each company) over a six-month period have a significant impact on the unemployment rate of a local (often rural) workforce area, as determined by the state, Community Impact NEGs are available to assist dislocated workers. For single-area states, a local commuting area or labor market may be used as the affected area. Priority will be given to applications where the unemployment rate of the impacted area increased at least 1% during the previous six months. As with other multiple-company applications, each impacted company and all impacted company locations must be identified.

During PY11, the following NEGs were administered by CTDOL's WIA Administration Unit staff:

- Mohegan Sun Casino

CTDOL was awarded a grant in the prior program year (PY10) of \$335,400, with a contract period of January 1, 2011 through December 31, 2012, to enable the Eastern CT Workforce Investment Board to provide activities and services to 100 workers laid off from Mohegan Sun Casino. The majority of the affected workers were employed in gaming-related positions including slot attendant, table games pit, and slot floor managers. Upper management and technology staff positions were also affected. The activities and services provided to the workers under this grant included, but were not limited to, outreach, intake, basic skills assessment, vocational interests and skills assessment, core and intensive services, occupational and skills training, English proficiency classes (as needed), résumé writing, interviewing skills, and job development and placement. As of June 30, 2012, with six months remaining on the grant, 80 dislocated workers were served, 55 were continuing to participate, and 56% of those who completed their participation entered employment.

- ARRA On-the-Job Training (OJT)

CTDOL was awarded \$673,776 OJT NEG in PY09, with a contract period of July 1, 2010 through June 30, 2012, to provide on-the-job training opportunities to dislocated workers. This was a one-time grant funded through the American Recovery and Reinvestment Act of 2009. The federal grant was developed to assist employees and companies in the manufacturing, financial activities, trade, and professional and business services sectors impacted by the national economic recession. This project, which four of Connecticut's WIBs participated in, provided OJT training opportunities for workers at both small and large businesses in the state. At the end of the contract period, 86 dislocated workers were served and, of those served, 48 entered employment.

CTDOL's Rapid Response Unit provided administrative oversight of Connecticut's Early Warning System Demonstration Program. The program, funded by the U.S. Department of

Labor (USDOL), targets manufacturing employers in Connecticut experiencing critical workforce training needs and whose under-skilled workers, without such training, would be at risk of layoff. Through a statewide Early Warning Network and the efforts of CTDOL Business Services Specialists, at-risk employers are identified and provided grant assistance to undertake the needed incumbent worker training (IWT).

This one-time \$2 million demonstration grant started on July 2, 2008 and is scheduled to end on December 31, 2012. This new end date reflects a six-month extension approved by USDOL for CTDOL staff to conclude the grant and conduct performance evaluation and reporting. As of June 30, 2012, IWT contracts with employers totaled \$1,550,695. Cumulative accomplishments to June 30, 2012 are as follows:

Employers Contacted/Visited	125
Employers Receiving Funds/Conducting Training	50
Training Programs Planned	290
Training Programs Completed	66
Workers Planned to Receive Training	1,468
Workers Completing Training	394
Training Certificates Planned	2,244
Training Certificates Awarded (workers may enroll in more than one class)	503

Training and Technical Assistance

Technical assistance was provided by the WIA Administration Unit to the local Workforce Investment Boards (WIBs) during the program year through WIA policy issuances, consultations (in person, by telephone and e-mail), case file reviews and monitoring.

During PY11, specific training and technical assistance provided to the WIBs included:

- Dissemination of WIA program-related policies and guidance issuances
- On-site case file reviews at WIBs to monitor data recording
- Presentation by professional trainer on *Professional Ethics and Case Notes*
- Performance monitoring meetings with local area WIBs
- Guidance on allowable content and completion of modified WIA contract budget forms

To encourage networking and the sharing of “best practices” with and among WIBs in a topic-oriented setting, CTDOL initiated WIA Forum meetings. Held at CTDOL on a quarterly basis, the meetings featured the following agenda items in PY11:

- Drafting contracts for WIA services, vendors and subcontractors
- Regional updates
- Program performance
- Cash management
- Formula for WIA allocations
- Data recording policy

Training, technical assistance, policy issuances, and Forum meetings serve to continually improve the capacity and effectiveness of the WIBs in providing efficient, beneficial WIA program services and reporting programmatic data with accuracy and consistency.

Outreach Efforts by the Office of Research

During PY11, CTDOL's Office of Research staff engaged in outreach activities on behalf of the Department of Labor at many community and professional events held around Connecticut. Presentations focused on labor market information (LMI) that would be of interest and helpful to employers, job seekers and others, such as career counselors, who provide job search and employment assistance. In addition to LMI, presentations included discussion of some of the many on-line tools available to job seekers through CTDOL's website as well as federal and *CTWorks* partners' websites.

Hundreds of job seekers and employers attended these events and benefited from the presentations. In addition, individuals who assist job seekers (librarians, volunteers at support groups, etc.) who were in attendance gained the same valuable information, resulting in that information likely reaching hundreds more individuals.

Presentations and outreach efforts were made during PY11 at and for:

- Social services agencies
- Reemployment/job seeker support groups
- Municipal libraries
- Universities training career counselors and social workers
- One-Stop Career Centers staffs
- Programs for education, government, and business leaders

Employment and Training

Wagner-Peyser

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

The Connecticut State Labor Exchange, CT.jobs/CT JobCentral (www.ctjobs.com), is a self-service job bank that provides a range of employment services for both job seekers and business. These services include the preliminary and broad matching of job seekers to potential employers based on qualifications, desired location, salary, and other criteria. CT.jobs operates in alliance with US.jobs, the national labor exchange which is endorsed by the National Association of State Workforce Agencies. CT.jobs enables job seekers to search thousands of employment opportunities representing all types of occupations, including Connecticut state agency jobs, and refer themselves to positions of interest. As part of a national labor exchange

with other states, CT.jobs includes job listings from other states for job seekers interested in relocating. Job seekers can also post their résumé on-line for business representatives to view. Connecticut businesses can create an account with CT.jobs. CT.jobs verifies and approves employers to post W-2 jobs and search the résumé bank for qualified candidates at no cost. Technical assistance is provided to both employers and job seekers.

In PY11, employers posted 51,764 new Connecticut job openings and a total of 1,926 new account requests from businesses were processed by CT.jobs. In addition, 1,082 jobs were indexed by employers. Indexing identifies links to jobs on corporate web sites, enabling job seekers to click on a job title from their search results and navigate directly to the job listing on the corporate web site. Job seekers entered 9,522 new résumés into the system.

During Program Year 2011, approximately 222,576 Wagner-Peyser participants received services (staff-assisted or self-service). In total, approximately 303,685 staff-assisted services were provided. Approximately 57,961 *CTWorks* Career Center customers benefited from a host of services including:

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

In addition, more than 10,397 individuals received résumé preparation services at CTDOL-sponsored events and *CTWorks* Career Centers. Résumé preparation services were provided by staff with board-certified credentials from the Professional Association of Résumé Writers.

Reemployment Services for Unemployment Insurance (UI) Claimants

During PY 2011, CTDOL staff continued to focus on UI claimants to be served by the Enhanced Reemployment Services (ERS) program. ERS identifies UI claimants who are likely to exhaust their benefits, are unlikely to return to their previous occupations, and will need job search assistance services to make a successful transition to new employment. Orientation sessions were conducted for 16,597 ERS participants. Sessions included the provision of labor market information, career guidance, information on CT.jobs (www.ctjobs.com), an overview of the *CTWorks* Career Center services, and details on UI benefit rights and responsibilities. Many of these claimants also benefited from more direct, individual employment services and training, resulting in the provision of 29,242 additional reemployment services to facilitate their return to work. Staff-assisted reemployment services were provided to 48,353 claimants during PY11. These customers were provided job information and assistance as well as information about specific companies and labor market trends.

As required by the Middle Class Tax Relief and Job Creation Act of 2012, CTDOL provided reemployment services and reemployment and eligibility assessments (RES/REA) during May and June 2012 to 9,979 claimants collecting Emergency Unemployment Compensation (EUC). Since April 2012, a total of 12,823 EUC claimants were sent letters to attend a mandatory meeting at a *CTWorks* Career Center to review the eligibility requirements associated with receiving EUC unemployment benefits and review their work search approach and efforts.

Information on the services available through the *CTWorks* Career Centers, labor market and career information, as well as tools for assessing an individual's skills were also provided. Claimants who did not appear for their scheduled appointment were referred to adjudications.

Business Services

Business Services helps Connecticut's employers to hire, train and retain workers by analyzing the needs of businesses and customizing solutions. Between July 2011 and June 2012, Business Services staff helped Connecticut businesses with more than 462 recruitments attended by approximately 9,125 job seekers. Additionally, Business Services staff administered the 21st Century Skills Training Program, a unique program designed to sustain Connecticut's high-growth occupations and economically vital industries by providing demand-driven skill training resources for businesses and their employees in order to promote job growth, job retention, and job creation. In addition to skill development, which typically includes basic and technical skill upgrading that provides competencies for new and existing employees, eligible training may include technical and technological skills or other training necessary to meet the competitive needs of the employer.

Training grants available through the 21st Century Skills Training Program fund up to 50% of an employer's training project; the employer is required to fund the remaining 50% of all training costs. In program year 2011, the Connecticut Department of Labor's Business Services staff developed and initiated training contracts with 49 companies, resulting in skill development for 1,162 workers. In total, funding from the program (\$425,000) and the employer-required match resulted in more that \$860,000 for training that included green manufacturing, Lean manufacturing practices, and quality system implementation.

Another important endeavor in PY11 was the Connecticut Manufacturing Job Match, a pilot initiative designed to link qualified jobseekers with manufacturing experience to manufacturing companies with current job openings. Over 300 job seekers and 37 employers registered. The initiative was a collaborative effort of Congressman John Larson, CTDOL, Connecticut Center for Advanced Technology, CCSU Institute of Technology & Business Development, Connecticut Board of Regents for Higher Education, and Capital Workforce Partners.

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-Stop Centers around the state.

Due to the PY11 state budget rescission of five percent of the annual JFES appropriation, some direct services to JFES customers were reduced in the last five months of the program year. JFES-funded vocational education opportunities were reduced by 108 slots statewide and subsidized employment opportunities were reduced by 117 slots statewide. However, despite these challenges, the JFES program served all 15,742 TFA recipients enrolled in the program during PY11.

Connecticut continued to coordinate services in a seamless manner and provided JFES customers with one point of contact for both the WIA and JFES programs. This integration of services resulted in cost savings by minimizing overhead expenditures and, at the same time, provided JFES customers with easier access to an array of 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 PY11, CTDOL's Job Corps staff coordinated with other state and local service providers to continue to maximize benefits to students, and to increase student participation and employability. 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, Advanced Manufacturing, Customer Service/Banking, Insurance Fundamentals, and Health Occupations (Certified Nursing Assistant, Clinical Medical Assistant, and Emergency Medical Responder).

First Congressional Youth Cabinet

The Hartford Job Corps Academy was honored to have manufacturing student Ryon Morgan represent the academy on Congressman John Larson's First Congressional Youth Cabinet (CYC). Cabinet members, who are high school students residing within Connecticut's first congressional district, are committed to representing the youth of their municipality. The CYC allows for the unique opportunity of a sustained partnership between youth and a member of Congress and, with that comes the potential for the development of federal policies that may benefit youth. CYC membership is an honor and privilege bestowed upon a select number of youth who aim to make a positive impact on local and national youth issues.



Career Success!

Ashley David enrolled in the Hartford Job Corps Academy (HJCA) in February 2011. As a young mother, she worked very hard to overcome personal and financial difficulties with zest and professionalism. She entered HJCA with her high school diploma and successfully completed the Insurance and Financial Services Banking Career Technical Training. Ashley took part in a work-based learning opportunity as an administrative assistant for the City of Hartford. She graduated from HJCA with two job offers and is proud to be working as a bank teller. A highlight of Ashley's life as a student was being selected to make a presentation on behalf of HJCA at the January 2012 public forum held by the Connecticut Commission on Children and the Connecticut Workforce Development Council. The forum, entitled "Youth Unemployment: Facing the Challenges of the New 'Great Depression,'" was attended by Senator Richard Blumenthal, state legislators, staff of CTDOL and local WIBs, representatives of local organizations, and youth from several schools in Connecticut.



New Haven Job Corps Center Gains Accreditation

In December 2011, the New Haven Job Corps Center (NHJCC) earned the honor of accreditation from the New England Association of Schools and Colleges (NEASC). NEASC's detailed, two-year application process included consideration of the educational programs, faculty and staff, financial stability, the campus, and other essential factors. During the process, NHJCC completed a self-evaluation with participation and planning by the NHJCC community and NEASC conducted an on-site review. Accreditation by this organization indicates NHJCC and the courses it offers meet or exceed NEASC's standards of excellence.

Serving People with Disabilities

The Connecticut Department of Labor works in conjunction with the Bureau of Rehabilitation Services, the Department of Social Services, and 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 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 \$1,845,000 for Program Year 2011 resulted in the provision of services to over 9,120 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 125 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 September 2011, 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 2012, OVWD once again sponsored a *Heroes4Hire* job fair. This event drew 100 employers and 1,700 veterans, an increase in both employers and veterans from past *Heroes4Hire* job fairs. 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. The job fair was a success, with over 350 veterans hired.

Also in PY11, CTDOL's staff members continued their work with the Oasis Centers program, which is operated through Connecticut's Board of Regents for Higher Education. Oasis Centers are located on the campuses of Connecticut universities and state and community colleges, offering a place where veterans can gather and meet with state and federal benefit providers. The OVWD staff provides assistance with résumés, cover letters, interviewing skills, and job bank employment searches.

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 of Workforce Competitiveness (OWC), is to provide free and low-cost "green" training in emerging and targeted renewable and clean energy industries to unemployed and underemployed job seekers and incumbent workers in Connecticut.

Industries identified as targets for green training and green jobs include:

Anaerobic digestion	Manufacturing
Algae and biofuels	Recycling
Green building construction	Smart grid
Environmental safety	Solar photo-voltaic
Fuel cells	Solar thermal
Geothermal	Sustainability
Green welding	Water and waste management
Lead renovation	Weatherization

SESP funds have been contracted to vendors including, but not limited to:

- Council for Adult and Experiential Learning
- Connecticut Business and Industry Association
- Education Connection - Connecticut Career Choices Program
- CONNSTEP
- Cross Sector Consulting
- Eastern Connecticut State University's Institute for Sustainable Energy
- Gateway Community College
- Goodwin College
- Skillproof
- Connecticut Workforce Investment Boards

Projects funded by the SESP grant included, but were not limited to the following:

- Curriculum development including E3, Earth and Energy Essentials
- Development of a SESP website and promote STEM and 21st century skills development with high schools

- Statewide workshops on geothermal exchange heating and cooling systems
- Development of a green jobs database
- Two regional conferences on green technologies in coordination with regional partners
- SOAR (Sustainable Operations: Alternative and Renewable) Energy Initiative training and certification
- Hiring of Green Jobs Coordinators who manage the region's job placement and retention efforts

Connecticut Learns and Works Conference

The eighteenth annual Connecticut Learns and Works Conference, a professional development event for educators, counselors, employment and training specialists, and business persons interested in career and workforce development issues in Connecticut, was held on May 11, 2012. "Transitioning for a Restructured Economy" was the theme for this year's event. Attendees were provided with information on job market trends as well as education, training, and career guidance. The event was co-sponsored by the Connecticut Department of Labor, the State Department of Education, Connecticut Career Resource Network, Connect-Ability (via a grant administered by the State Bureau of Rehabilitation Services), the State's Community College and State University Systems, Goodwin College, Northeast Utilities Foundation, and the University of Hartford.

The conference was attended by 285 participants and featured keynote speaker Ken Gronbach, a globally-known demographer, author and futurist. Mr. Gronbach spoke on the anticipated future boom in the economy, expected to result in part from demographic changes within global markets.

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

- Advanced Manufacturing Skills
- Mentoring and Apprenticeship Program Opportunities
- Highlights of Financial Literacy
- Small Business/Entrepreneurship
- Workforce Skills Credentialing
- Freshmen Students Transitioning into First Year Experience
- STEM (Science, Technology, Engineering, and Math) Skills
- Veterans' Employment: How to Assist in the Adjustment to Civilian Life
- Connecticut Dream It Do It (engaging young persons in manufacturing processes)
- Linked In: Quick Tips for Job Seekers

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

Northwest (Northwest Regional Workforce Investment Board)

Northwest Construction Careers Initiative

The Northwest Construction Careers Initiative (NCCI), formerly the Waterbury Construction Careers Initiative, was designed, with strong interest from several community groups and

construction employers, to better reach into Waterbury's neighborhoods and recruit individuals interested in career opportunities in the construction building trades. The initiative includes a coordinated system of outreach, recruitment, assessment, case management, and placement. The system brings together community-based organizations, direct-services providers such as the Workforce Connection One-Stop, the local school system, the building trades, and other community groups to work in a coordinated manner to achieve specific goals. Renamed the Northwest Construction Careers Initiative to include all areas within the Northwest Regional Workforce Investment Board (NRWIB) service delivery area, the NCCI operates as a program within the NRWIB.

The program has recruited over 1,650 residents who have participated in orientation sessions since its inception. More than 380 individuals attended orientations during PY11. Classes for program participants 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 NCCI has worked with local skilled trade unions to coordinate pre-apprenticeship training and placement into union apprenticeships. More than 150 attended training and 80 were placed in construction and construction-related trade jobs with the average wage of approximately \$33 per hour. Coordinated efforts were made to place graduates on local school construction projects through the City of Waterbury's Local Hire Ordinance which requires contractors on publicly-funded construction projects and construction-related projects to utilize at least 30% of Waterbury residents during the project.

On-the-Job Training

During PY11, the NRWIB continued to make great strides in placing job seekers through its on-the-job training (OJT) program. OJT, the most traditional of workforce development activities, was 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.

The NRWIB had over 32 individuals placed in manufacturing, healthcare, and service sector jobs in PY11. Another 20 OJT job openings with area employers were posted with the WIB, the majority of which are in the 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

During PY11, the Northwest Regional Workforce Investment Board expanded on its success in the area of youth activities. Programs offering summer work-based learning opportunities were available in Waterbury, Wolcott, Torrington, Newtown, Naugatuck, and Danbury at many different worksites. Each program did its best to place youth at worksites that matched their interests to make for a positive work experience.

A total of 180 participants each engaged in one of three “institutes”– landscaping, gardening, and carpentry – at the summer program offered by the Waterbury Police Activity League (PAL). PAL has been involved in the summer youth program for years. Included as part of its notable program are productive, community-oriented opportunities such as maintaining the lawns of neighborhood homes and seeding, nurturing and harvesting garden boxes in the neighborhood. The carpentry class constructed bird houses, Adirondack chairs and tables, computer desks, trophy cases, and a large conference table.

Eighty youth were once again 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, offer 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 23, 2012 commencement ceremony, twelve students received certificates from NVCC. After graduation, the NRWIB administered the National Career Readiness Certification exam to College Connections graduates. It was anticipated that these high school students would achieve a Bronze Certificate as a result of the testing. Astoundingly, the students tested to a level achieved by few adults; the youth secured seven Silver and three Bronze certificates. Mike Hayden, Youth Coordinator for the NRWIB, mentored these students for the last two years, managing their schedules with the high schools, coordinating the daily transportation to and from the three schools to the campus, and addressing any and all issues as they arose. The success achieved more than validates that the NRWIB is on the right track with this program. Some of these students will enter the workforce and some may enter the NVCC Manufacturing Program set to kick off in September 2012.

Southwest (The WorkPlace, Inc.)

One-Stop

The 2011-2012 program year was a challenging one for the One-Stop system. There were marked increases across the board in demand for services and, with high and prolonged unemployment, customers require more services for longer periods of time. As a result, The WorkPlace, Inc. expanded services to meet customers’ needs. The availability of work-support dollars funded through grants from several community organizations was instrumental in helping customers retaining employment and “Dress For Success,” available in the One-Stop, also had a positive impact by training and outfitting women.

Considerable work has been accomplished around core performance measures. The WorkPlace, Inc. completely redesigned processes to ensure alignment with WIA Common Measures performance outcomes. This redesign changed the career portfolio process which now better utilizes assessments to align the jobseeker with in-demand training. Through the use of nationally recognized products, staff are effectively assessing customers' needs in conjunction with employer demands.

The One-Stop also reached out to more businesses during PY11. These efforts have been to both educate and train the incumbent workforce and develop new strategies for growth. Continual work with employers and partner agencies ensures that customers have viable choices for both training and employment. The One-Stop has transformed itself into a hub of employment services for both the job seeker and the employer, and continued system redesigns will be made by The WorkPlace, Inc. to stay on the cutting-edge and continuously add value.

Health CareRx Academy

Last fall, The WorkPlace, Inc. received two federal competitive grants for training opportunities in healthcare. The WorkPlace, Inc. was awarded more than \$4.8 million from the U.S. Department of Health and Human Services (HHS) and more than \$4.9 million from the U.S. Department of Labor (DOL). The grants created and support the Southwestern Connecticut Health CareRx Academy, which will be funded by the grants for four years. The Academy is a regional partnership of hospitals, colleges, businesses, labor, and numerous community-based organizations that is designed to provide access to a variety of direct care and electronic records training opportunities. Those eligible to enroll include the long-term unemployed and individuals who receive state assistance or are otherwise low income. In addition to the occupational skills training, work-readiness training and other supports are provided.

All Health CareRx Academy training leads to a certificate or degree and prepares individuals to pass a state or national license exam. For low-income individuals, training includes, but is not limited to, Patient Care Technician, Medical Billing and Coding Specialist, Certified Nursing Aide, Pharmacy Technician, and Dental Assistant. For long-term unemployed individuals, training includes Cardiovascular Technician, Registered Nurse, EMT, Radiation Therapist, and Radiologic Technician.

The Health CareRx Academy screens and assesses individuals for participation, selecting those who have demonstrated a commitment to a career in healthcare and to the level of training entailed. Each graduate gets exposure to the healthcare environment, receives mentoring and coaching from healthcare professionals, and utilizes assessments designed to help leverage their skills and focus their efforts for improvement. Employers seeking potential employees benefit by working with the Academy, as they gain access to a pool of employment-ready, skilled talent.

During PY11, the Health CareRx Academy enrolled 132 individuals in the HSS Health Professions Opportunity Grant and 110 individuals in the DOL H1-B Technical Grant. Of those participants who have completed training, 55 have been placed in employment, the majority in healthcare jobs. One of the highlights during PY11 was coordinated placement efforts through

the Step Up program. Funded by CTDOL, Step Up offers wage reimbursements and wage subsidies for up to six months to qualified employers who hire eligible individuals. This, in addition to tax credit programs, provides an excellent incentive for employers to hire.

Veterans Workforce Investment Program

On July 1, 2011, the Veterans Workforce Investment Program (VWIP) began its final year of a three-year program 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 100 veterans were enrolled by staff in year three of the program and received services that included assessment, counseling/vocational guidance, training, case management, and placement assistance. Individuals placed into employment received an average hourly wage of \$17.94. Veterans were placed in jobs in the deconstruction, environmental, and energy efficiency/assessment industries, trucking industries, and trade including plumbing, electrical, turbine engine and sheet metal mechanics. Other placements for veterans were in sales, business/accounting, management, and medical fields.

Youth

The 2011 "Summer Earn and Learn" program looked to build upon prior summer youth programming. With reduced funds and an increased demand, the focus shifted to career exploration for in-school youth. The WorkPlace, Inc.'s seven-week summer program provided one week of 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.

Having received more than 1,600 applications for 330 seats, a lottery and an interview process were instituted. On average, youth worked 25-30 hours per week, and all youth were paid \$10 per hour. More than 46,000 hours of employment opportunities were provided. In addition, approximately 4,900 hours of work-readiness (soft skills) training were delivered to at-risk youth.

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 69 worksites, 28 of which were at for-profit businesses in the healthcare, retail, financial, and service industries.

Eastern (Eastern CT Workforce Investment Board - EWIB)

The Value of Retraining

The lingering economic downturn that has gripped the nation and the state has hit the Norwich-New London labor market area particularly hard. Given this backdrop, the Eastern CT

Workforce Investment Board (EWIB) sought to ensure that its resources were targeted to serve job seekers navigating an environment of scarce job availability. Accordingly, EWIB examined 353 dislocated workers from eastern Connecticut who had received training between March 1, 2008 and June 30, 2010 and found employment to see how the employment outcomes measured up to the results reported in a national study by The Hamilton Project, “Unemployment and Earning Losses: The Long-Term Impacts of the Great Recession on American Workers.” EWIB found that the dislocated workers from the area who were retrained, regardless of whether the training was on-the-job (OJT), in the classroom or technology-based, earned a 4% higher wage replacement rate than those in the national study by The Hamilton Project.

Looking for lessons to help other job seekers, EWIB found a clear pattern showing that when skills used in a worker’s prior position could be upgraded to reflect current technology, reasonably successful outcomes would follow. Of the 353 dislocated workers studied, 80% secured employment between January 1, 2009 and December 31, 2011, and 89% remained employed after nine months on the job. These workers earned, on average, \$17.94 per hour, or \$36,843 annually, compared to the a national study by The Hamilton Project that reported dislocated workers who found a job made an average of \$36,400 annually two years later.

During PY11, with challenging economic times continuing to affect Connecticut’s communities and funding streams, EWIB sought ways to stretch scarce resources to support training. One way this goal was accomplished was via the advancement of on-line training that has a lower cost. This avenue enabled 1,096 customers to complete 3,900 courses in the 2011-2012 program year. EWIB also had success training job seekers through OJT programs supported by CTDOL’s National Emergency Grant and WIA formula funding. Regional employers are also motivated by the State of Connecticut-funded jobs program, Step Up. During the first few months of implementation, qualifying employers had hired 66 eligible individuals from the area through Step Up.

Ticket to Work

The Ticket to Work (T2W) Program is designed to expand the options available for Social Security disability beneficiaries to access the services and supports necessary to obtain, regain or maintain employment, reducing dependency on federal benefits. T2W customers receive one-on-one services and guidance on program benefits from a trained disability resource professional, as well as help navigating the services of *CTWorks*. With the Bureau of Rehabilitation Services co-located in three of the four *CTWorks* Centers in the region, EWIB prioritized the continuation of the services of the Disability Program Navigator after federal funding ended to serve this customer base. To help support this service, the *CTWorks* Centers in the area became Social Security Administration-approved “Employment Networks” and, therefore, eligible for outcome payments from the Social Security Administration when disability beneficiaries became successfully employed.

To better provide services to the *CTWorks* customers receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI), EWIB took part in a pilot program of the Institute for Community Inclusion at UMass Boston. EWIB was provided assistance in developing a business plan to incorporate the T2W Program into the *CTWorks*. EWIB completed its business plan in September 2011 and, as part of the pilot, tested customer

recruitment strategies and the electronic enrollment and payment processes for One-Stops. Also as a result of the pilot, EWIB discovered that 5% of new customers at the CTWorks in the region each month receive SSI or SSDI and are eligible for the T2W Program. As of June 30, 2012, EWIB was serving 49 active ticket holders.

Youth

Summer Jobs 2011

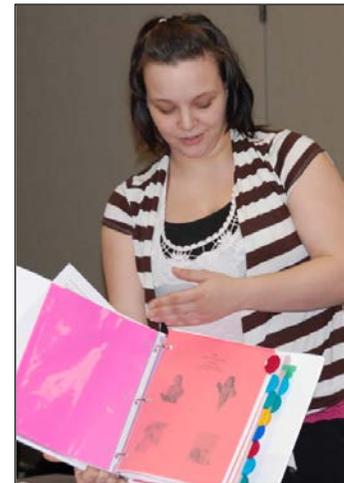
With five funding sources to support a summer jobs program, the Eastern CT Workforce Investment Board was able to provide 400 area youth with employment opportunities. The Allied Health Policy Board provided funding to continue the successful Healthcare Pipeline Program, the Bureau of Rehabilitation Services offered funding for a second year to serve in- and out-of-school youth with disabilities, and new funding was secured from the Department of Children and Families to serve youth in foster care. In addition, funds for summer youth programs were allocated to the WIB by the State of Connecticut and WIA. Under WIA, funds assisted youth who met income requirements and had barriers to employment.

In PY11, over 150 worksites throughout eastern Connecticut were available for summer youth employment opportunities. Town halls, libraries, community agencies, retail stores, recreation departments, day care facilities, hospitals, and restaurants offered job experience in positions such as office assistant, camp counselor, recreation aide, and landscaping assistant. The youth worked 25 hours per week for 6 weeks, earning approximately \$1,200.

Youth Success

Lauren withdrew from high school when a personal struggle affected her life. To avoid partying and unfavorable social scenes at school that Lauren quickly realized were not the answers to her problems, Lauren left one education path behind but eventually turned to EWIB's Out-of-School Youth-funded program at EASTCONN which, according to Lauren, "saved her."

Lauren came to the Out-of-School Youth (OSY) program with a fear of learning new things and was reluctant to push herself to succeed. Since enrolling in the youth program in June 2011, all that has changed. Lauren has passed four of the five portions of her official GED test and she has completed EASTCONN's 21st Century Customer Service Course. In the OSY classroom, Lauren voluntarily assumed a leadership role which is encouraged by OSY staff. She began instructing and supporting other students as they worked on their employability portfolios, a requirement in OSY to obtain WIA training dollars for post-secondary education. Lauren also played a key role in leading the class in the development of an OSY website under the auspices of the OSY teacher.



*Lauren presents to
EASTCONN's board*

With her case manager, Lauren is exploring career options in nursing or teaching while she juggles work, children and completion of her GED. She attributes her success in OSY to the

program's flexibility and its focus on responsibility. Additional support provided by OSY included funding for driver's education classes, which resulted in Lauren obtaining her driver's license. Care for Kids and Rides for Jobs assistance also benefited Lauren in working toward her goals and meeting her commitment to be a positive role model for her children.

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 and since 2010 in New Britain, became available to residents of Bristol in April 2012. With three locations now providing many "funnel-trained" individuals, employers benefit by having skilled job applicants and graduates gain the potential for great jobs, good income and career opportunities. In twelve years of program operation in the North Central WIB area, approximately 2,500 individuals have been trained through the Jobs Funnel.

Connecticut Manufacturing Job Match Initiative

The Connecticut Manufacturing Job Match Initiative was launched in November 2011 as an effort by Congressman John Larson in conjunction with the Connecticut Department of Labor, the Connecticut Center for Advanced Technology (CCAT), Capital Workforce Partners, CCSU Institute of Technology & Business Development, and the Connecticut Board of Regents for Higher Education to match unemployed manufacturing professionals with local businesses that were hiring. A thriving manufacturing sector is essential to a strong economy and this initiative bolsters efforts to strengthen the industry by making well-suited workforce connections.

CWP collaborated with CCAT and CTDOL in planning two manufacturing job match events. Staffs of CWP and its partner agency, KRA Business Services, prescreened job seekers who were identified from a completed on-line registration form and resume. The individual's information was then compared to job qualifications submitted by employers attending the job match event. CCAT, which created the on-line registration process, made the initial qualification determinations and invited candidates to the job match event and pre-screened

interviews. Job seekers were interviewed by all employers in a speed-interviewing format. CWP participated in both job match events and also participated in a veteran's job match event held in May 2012. CWP attended debriefing sessions to assist in identifying enhancements for job match events. CWP is collaborating with other organizations to hold another job match event planned for late 2012.

One-Stop Center Design

In the summer of 2011, CWP implemented a new One-Stop design when it moved to its new location in Enfield. CWP also changed the lay-out of its New Britain and Hartford offices. Customers now arrive to find career stations located in the center's new open-space setting. Case management, job development and career assessment professionals are accessible to answer questions, provide career guidance, and facilitate learning at the career stations. Staff members also have smaller work stations equipped with computers, telephones, and headphones to use for contacting customers or working on case management software. The office has "quiet cubicles" which are scheduled for use by staff for private conversations with customers, or for customers who need less distraction while using the center. Customers can access a wealth of technology-based resources at the career stations including simulation-learning programs, computer literacy tutorials, Internet job search resources, and on-line learning courses.

This new space design more actively engages both customers and One-Stop staff in the service process. Customers experience the benefit of immediate services. They can also get right to updating their technical skills, a major goal of the new design. While customers learn how to market themselves to employers utilizing available on-site resources, the new Center layouts have also enhanced how customers interact and learn from each other. Job leads and important tips are exchanged across the career stations. Customers have reported greater satisfaction with their experience at these redesigned *CTWorks* offices.

Youth

All of the youth served in the North Central WIB's Workforce Investment Act Youth program were out of school, and many entered the program without a plan for how to earn the high school diploma they hadn't completed, how to acquire career skills, or how to enter the workforce. The 2011-2012 program provided a positive environment for these youth, allowing them to progress toward educational and career goals.

One of the region's 2011-2012 Workforce Investment Act youth programs was the Office Procedures and Technology Program operated by Our Piece of the Pie (OPP). While this was an occupational skills training program with participants earning certificates in Microsoft Office, work-readiness skills were also learned and paid work experience was provided. Trained staff of the OPP program understand youth development, which is a key foundation to this program. Staff respect and trust youth participants and they also understand the neighborhood, families, traditions and cultures of the youth participants, which helps to engage and retain the youth.

The program provides appropriate youth-to-adult ratios for supervision and programmatic activities are balanced to accommodate different learning styles, which is particularly important

for young adult learners. Youth are able to talk openly with youth development specialists, who act as career planners and coaches, tracking participants' progress, helping them set and reach goals that focus on their strengths, and connecting them to resources for assistance with transportation, housing or other basic needs. Parents and guardians are engaged and offer additional support through their involvement in family activities, graduation ceremonies and other events.

Accountability is another key aspect of the program. Youth receive written codes of conduct and are expected to adhere to those the rules and expectations. The youth are asked to contribute ideas for services and projects, to decorate classrooms and to help to recruit new participants, making the program more fun for them while giving them responsibility. Participants have access to "suggestion boxes" for new ideas or comments. The youth are viewed as key resources and the program builds on their strengths and capabilities.

Another 2011-2012 program for youth provided training in the fields of Medical Administrative Specialist and Pharmacy Technician through the Urban League of Greater Hartford. In addition to the occupational skills training, participants were provided job search assistance, employability skills, and tutoring for the completion of their high school diploma or GED. Youth were given options to participate in internships, volunteer positions, as well as paid training opportunities with hiring potential.

The WIA-funded activities and services provided during PY11 brought many successes for area youth. Capital Workforce Partners' Workforce Investment Act Youth program played a key role in guiding young people with challenges and barriers to sustainable work and career opportunities. As a result, the youth gain the potential for brighter futures.

South Central (Workforce Alliance)

Step Up's Hiring Incentive

The state's new Step Up program, created by legislation (HB 6801 – An Act Promoting Economic Growth and Job Creation in the State) during PY11, offers wage reimbursements and wage subsidies for up to six months to qualified employers who hire eligible individuals. Step Up is an initiative of the Connecticut Department of Labor and the five Workforce Investment Boards, including Workforce Alliance. Step Up promotes job creation by providing incentive opportunities for small businesses in Connecticut to hire eligible unemployed individuals.

By the end of June 2012, 44 employers had hired 90 people utilizing the Step Up program in the South Central WIB area. In addition, 122 job seekers, many of whom were referred directly from the WIA program, attended Step Up job seeker orientations. Attendees of these orientations were also provided with information on how to market themselves to potential employers by making employers aware of the hiring incentive available through the program.

Manufacturing-based jobs filled through Step Up included machinists, operators, inspectors, technicians, shipping/receiving, and other production-related positions. Small businesses have also used Step Up to hire for jobs ranging from carpenters, apprentices, drivers and mechanics,

to account managers, outreach coordinators, and data clerks. All these efforts help grow small businesses, and they are putting unemployed job seekers back to work.

Next Steps

The first year of Next Steps, an ex-offender re-entry program, was exceptionally successful. After years of fighting the uphill battle of placing ex-offenders in employment, often with disappointing results such as lack of job retention and recidivism, Workforce Alliance and *CTWorks* in New Haven built a team of dedicated professionals to take a holistic look at the problem and devise a new approach. Next Steps is not one or two workshops and a quick job placement; members of each Next Steps class attend weeks of all-day sessions that include instruction on life-skills, attitude, personal preparedness for the workplace, and of course, the basics of finding and keeping a job. Since its launch on August 5, 2011, the program found jobs for 252 individuals, more than twice the normal placement rate and, by all reports, the new employees have been working out well.



Anthony Moye, center, one of the architects of the Next Steps program at CTWorks in New Haven, with Kathleen Krolak and Carlos Eyzaguirre of the New Haven Economic Development Corporation at a job fair held by the City of New Haven

Green Jobs

The State Energy Sector Partnership Grant, from the U.S. Department of Labor, funds a green jobs coordinator on-site at *CTWorks* Career Centers in south central Connecticut to offer training opportunities to job seekers interested in green careers in energy efficiency, renewable energy, environmental protection, or transportation. The coordinator also works with employers who seek to upgrade their employees' skills to embrace innovative green methodology and technology, and to respond to changing regulations. The coordinator regularly works with WIA case managers to assess WIA Adults and Dislocated Workers for training and employment possibilities.

Many types of credentialed training were available for participants to choose from. Among the options were courses in LEED (Leadership in Energy and Environmental Design) and Senior Sustainability Professional. An electro-mechanical technician training opportunity leading to

potential employment opportunities in the railroad transportation sector was available, as was a credit-based water management certificate program that provided preparation to participants for state licensing in water treatment and water distribution.

Job Fairs

Joint efforts between Workforce Alliance, area *CTWorks* Centers, community officials, and management staffs of local restaurants resulted in several well-attended regional job fairs. The job fairs, which include job seeker of all ages, featured vendors offering positions ranging from managers to maintenance. Bus transportation was provided and *CTWorks* staff helped the many vendors screen applicants for hire. More than one hundred people were lined up at the doors for the start of each job fair. A major job fair draw was the opportunity to secure one of many positions that became available at Milford's renovated rest areas on Interstate 95. The redesign of the rest areas brought many more food choices and safer service stations, and led to the creation of nearly 600 jobs.



Taquilla Streater and Marcious Kelly register with Crystal Crute (center) at a CTWorks job fair in New Haven

Youth

Summer Youth Employment

The kick-off for the PY11 summer youth employment program was delayed until July 11, 2011, due to budget uncertainties. Youth, ages 14 to 24, from twenty-one of the region's thirty communities participated in the summer jobs program, working in venues ranging from public works departments to private insurance offices. Workforce Alliance's regional share of the statewide summer youth employment funding was \$787,500 and the City of New Haven contributed to the region's youth efforts as well. The total number of participants from all funding sources, 1,055, was down sharply from PY10 when federal stimulus funding was available which allowed for greater numbers to be served. Many of the youth were employed in camp and daycare settings that relied upon the youth programs to provide much-needed help with hundreds of youngsters. Sites included Kids Television, which taught useful skills to the young campers, and Pardee Garden, run by the Sound School, which supplemented city services by having participants cultivate plant beds and build benches for city parks.



Summer youth program participants (l-r) Giovanni Santiago, Lucas Alberino, and Chelsea Harris at Pardee Garden Greenhouses

Youth Council Mentoring Program

PY11 marked the pilot year for Workforce Alliance's Youth Council Mentoring Program (WAYCMP), during which it served eligible high school students who were active participants of WIA-funded youth programs. Beginning in October 2011, the program sought to further the WIA goal of alleviating barriers to employment by alleviating social and academic barriers. This was accomplished in a variety of ways. Participants were matched by WAYCMP members with local college students who provided tutoring. Various novel, educational functions were held to create a nurturing atmosphere for discussions and, at each forum, participants were empowered to develop plans to solve personal and social issues. Additionally, an all-day retreat at Quinnipiac University included campus tours, followed by team-building exercises to make the high school and college youth more comfortable with one another. Small groups explored barrier issues and reported out on their findings. This was one of a number of Saturday events designed to build relationships and create the rapport that is the basis of solid mentoring pairs.

WAYCMP also launched and maintains a blog to foster discussions among participants. The blog is part of a broader social media network that also includes Facebook (www.facebook.com/ctworks4u) and Twitter (www.twitter.com/ct_works) that Workforce Alliance uses to interact with and provide information to its many vendors and customers. It is anticipated that WAYCMP will be expanded to several area colleges and more high schools.

TABULAR SECTION

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

TABLE A - CUSTOMER SATISFACTION RESULTS

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

TABLE B - ADULT PROGRAM RESULTS

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	67.0%	66.0%	616
			933
Employment Retention Rate	84.0%	87.1%	738
			847
Average Earnings	\$10,500	\$11,656	\$8,100,643
			695
Employment and Credential Rate			

TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	59.0%	108	65.8%	25	51.2%	21	52.7%	29
		183		38		41		55
Employment Retention Rate	81.9%	113	78.3%	18	84.2%	16	94.6%	35
		138		23		19		37
Average Earnings	\$9,253	\$962,290	\$9,641	\$163,894	\$8,412	\$117,763	\$11,806	\$389,584
		104		17		14		33
Employment and Credential Rate								

TABLE D - OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
	Entered Employment Rate	68.4%	378 553	62.6%
Employment Retention Rate	87.5%	504 576	86.3%	234 271
Average Earnings	\$11,891	\$5,683,695 478	\$11,138	\$2,416,948 217

TABLE E - DISLOCATED WORKER PROGRAM RESULTS

Reported Information	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	76.0%
Employment Retention Rate	88.0%	91.9%	1,419 1,544
Average Earnings	\$15,000	\$18,993	\$26,362,528 1,388
Employment and Credential Rate			

TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	72.7%	125 172	59.6%	31 52	67.5%	278 412	79.7%
Employment Retention Rate	90.0%	99 110	94.4%	34 36	91.4%	244 267	92.3%	36 39
Average Earnings	\$19,219	\$1,825,766 95	\$14,669	\$469,408 32	\$21,052	\$5,031,484 239	\$20,795	\$748,637 36
Employment and Credential Rate								

TABLE G - OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	77.2%	932	73.6%	740
		1,207		1,005
Employment Retention Rate	92.6%	852	90.9%	567
		920		624
Average Earnings	\$18,809	\$15,648,834	\$19,269	\$10,713,694
		832		556

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education	68.0%	72.4%	420
			580
Attainment of Degree or Certificate	76.0%	79.0%	331
			419
Literacy and Numeracy Gains	30%	53.8%	252
			468

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

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

TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

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

TABLE J - YOUNGER YOUTH PROGRAM RESULTS

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

TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

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

TABLE L - OTHER REPORTED INFORMATION

Reported Information	12 Month Employment Retention Rate		12 Month Earnings Increase/Replacement	
	Adults	84.7%	642 758	\$5,264
Dislocated Workers	92.2%	1,118 1,213	111.5%	\$21,461,221 \$19,246,664
Older Youth				

Reported Information	Placements in Nontraditional Employment		Wages At Entry Into Employment For Those Who Entered Unsubsidized Employment		Entry Into Unsubsidized Emp. Related to Training of Those Who Completed Training Services	
	Adults	4.7%	29 616	\$4,931	\$2,923,949 593	39.8%
Dislocated Workers	3.6%	60 1,672	\$8,146	\$13,342,625 1,638	47.5%	442 930
Older Youth						

TABLE M - PARTICIPATION LEVELS

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	27,185	19,884
Total Adult (Self-Service only)	22,173	16,663
WIA Adults	24,035	17,899
WIA Dislocated Workers	3,246	2,042
Total Youth (14-21)	1,130	682
Younger Youth (14-18)		
Older Youth (19-21)		
Out of School Youth	725	461
In-School Youth	405	221

TABLE N - COST OF PROGRAM ACTIVITIES

Program Activity		Total Federal Spending
Local Adults		\$6,511,871
Local Dislocated Workers		\$8,076,099
Local Youth		\$7,157,084
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)		\$1,142,491
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)		\$1,342,890
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
Total of All Federal Spending Listed Above		\$24,230,435

TABLE O - LOCAL PERFORMANCE

Local Area Name East Region	Total Participants Served	Adults	5676	
		Dislocated Workers	586	
		Older Youth	282	
		Younger Youth		
ETA Assigned # 09085	Total Exitors	Adults	4328	
		Dislocated Workers	433	
		Older Youth	144	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	72.0%	62.5%	Met
	Dislocated Workers	76.0%	68.5%	Met
	Older Youth			
Retention Rates	Adults	84.0%	84.6%	Exceeded
	Dislocated Workers	85.0%	94.0%	Exceeded
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$10,500	\$10,683	Exceeded
	Dislocated Workers	\$15,500	\$16,953	Exceeded
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	77.0%	69.7%	Met
Degree or Certificate	Youth (14-21)	76.5%	70.1%	Met
Literacy/Numeracy	Youth (14-21)	30.0%	54.0%	Exceeded

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)			
Overall Status of Local Performance	Not Met (Below 80% of Target)	Met (80% to 100% of Target)	Exceeded (Above 100% of Target)
	0	4	5

TABLE O - LOCAL PERFORMANCE

Local Area Name North Central	Total Participants Served	Adults	6371	
		Dislocated Workers	1,195	
		Older Youth	193	
		Younger Youth		
ETA Assigned # 09075	Total Exiters	Adults	4564	
		Dislocated Workers	862	
		Older Youth	162	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	66.0%	61.6%	Met
	Dislocated Workers	80.8%	75.3%	Met
	Older Youth			
Retention Rates	Adults	87.6%	87.7%	<i>Exceeded</i>
	Dislocated Workers	88.0%	91.4%	<i>Exceeded</i>
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$10,200	\$11,066	<i>Exceeded</i>
	Dislocated Workers	\$16,338	\$20,315	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	68.0%	71.7%	<i>Exceeded</i>
Degree or Certificate	Youth (14-21)	76.0%	80.0%	<i>Exceeded</i>
Literacy/Numeracy	Youth (14-21)	36.4%	53.5%	<i>Exceeded</i>

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)			
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 2	Exceeded (Above 100% of Target) 7

TABLE O - LOCAL PERFORMANCE

Local Area Name Northwest Region	Total Participants Served	Adults	3,138	
		Dislocated Workers	547	
		Older Youth	117	
		Younger Youth		
ETA Assigned # 09080	Total Exiters	Adults	2,267	
		Dislocated Workers	201	
		Older Youth	57	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	67.0%	63.6%	Met
	Dislocated Workers	76.0%	70.0%	Met
	Older Youth			
Retention Rates	Adults	78.2%	86.5%	Exceeded
	Dislocated Workers	86.0%	90.2%	Exceeded
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$10,500	\$12,977	Exceeded
	Dislocated Workers	\$17,741	\$18,438	Exceeded
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	77.0%	82.6%	Exceeded
Degree or Certificate	Youth (14-21)	76.0%	70.3%	Met
Literacy/Numeracy	Youth (14-21)	35.0%	56.8%	Exceeded

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)			
Overall Status of Local Performance	Not Met (Below 80% of Target)	Met (80% to 100% of Target)	Exceeded (Above 100% of Target)
	0	3	6

TABLE O - LOCAL PERFORMANCE

Local Area Name South Central Region	Total Participants Served	Adults	4,328	
		Dislocated Workers	490	
		Older Youth	237	
		Younger Youth		
ETA Assigned # 09090	Total Exitters	Adults	3,337	
		Dislocated Workers	316	
		Older Youth	168	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	72.0%	72.5%	<i>Exceeded</i>
	Dislocated Workers	79.0%	87.5%	<i>Exceeded</i>
	Older Youth			
Retention Rates	Adults	85.7%	88.9%	<i>Exceeded</i>
	Dislocated Workers	88.4%	93.0%	<i>Exceeded</i>
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$11,500	\$12,230	<i>Exceeded</i>
	Dislocated Workers	\$16,000	\$18,751	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	70.0%	86.6%	<i>Exceeded</i>
Degree or Certificate	Youth (14-21)	82.0%	88.9%	<i>Exceeded</i>
Literacy/Numeracy	Youth (14-21)	25.0%	63.2%	<i>Exceeded</i>

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)			
Overall Status of Local Performance	Not Met (Below 80% of Target)	Met (80% to 100% of Target)	Exceeded (Above 100% of Target)
	0	0	9

TABLE O - LOCAL PERFORMANCE

Local Area Name Southwest Region	Total Participants Served	Adults	4,521	
		Dislocated Workers	428	
		Older Youth	303	
		Younger Youth		
ETA Assigned # 09070	Total Exiters	Adults	3,393	
		Dislocated Workers	230	
		Older Youth	151	
		Younger Youth		
Reported Information		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants			
	Employers			
Entered Employment Rates	Adults	70.0%	74.7%	<i>Exceeded</i>
	Dislocated Workers	81.0%	81.9%	<i>Exceeded</i>
	Older Youth			
Retention Rates	Adults	85.4%	85.6%	<i>Exceeded</i>
	Dislocated Workers	88.8%	91.3%	<i>Exceeded</i>
	Older Youth			
	Younger Youth			
Average Earnings / Earnings Change	Adults	\$10,500	\$10,906	<i>Exceeded</i>
	Dislocated Workers	\$15,230	\$18,091	<i>Exceeded</i>
	Older Youth			
Credential/Diploma Rate	Adults			
	Dislocated Workers			
	Older Youth			
	Younger Youth			
Skill Attainment Rate	Younger Youth			
Employment/Education	Youth (14-21)	68.0%	56.6%	Met
Degree or Certificate	Youth (14-21)	76.0%	86.4%	<i>Exceeded</i>
Literacy/Numeracy	Youth (14-21)	39.4%	48.0%	<i>Exceeded</i>

Description of Other State Indicators of Performance (WIA Section 136(d)(1) - Insert additional rows if there are more than two other state indicators of performance)			
Overall Status of Local Performance	Not Met (Below 80% of Target) 0	Met (80% to 100% of Target) 1	Exceeded (Above 100% of Target) 8

Map of Connecticut's Workforce Investment Board Areas

Capital Workforce Partners

Northwest
Regional
Workforce
Investment
Board

Eastern CT
Workforce
Investment
Board - EWIB

Workforce Alliance

The WorkPlace, Inc.

