

State of Connecticut

Workforce Investment Act Annual Report

July 2007 – June 2008



Opportunity • Guidance • Support



October 2008

A Message from the Commissioner



I am honored and pleased to once again provide the opening message for the State of Connecticut's Workforce Investment Act (WIA) Annual Report. This report, for Program Year 2007, highlights our many achievements over the past year and provides an avenue for local boards to showcase their exemplary programs. Additionally, the report will introduce you to the newest initiatives being pursued statewide.

Program Year 2007 was both an exciting and rewarding year for Connecticut. Working with the Connecticut Employment and Training Commission and local boards, we continued our work to address the needs of incumbent workers and low skill/low wage workers, and took steps to improve upon the availability of performance data and reporting capabilities. We continue to look for ways to enhance our efforts. Program Year 2007 also brought the advent of some exciting ventures, including film industry training. This program offers the chance for Connecticut to introduce others to the beauty of our state while providing new work opportunities to our customers.

During the next and future years, we look forward to moving ahead with other exciting ventures on both the statewide and national levels. This state is proud to advance the principle of talent development and looks forward to transforming and further improving the service delivery system in Connecticut so that we can continue to benefit the citizens and employers whom we are dedicated to serve.

Patricia H. Mayfield
Commissioner
Department of Labor

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On the cover: Connecticut's five workforce investment areas include North Central (photo from www.ct.gov, Photo Gallery, used by permission of the State of Connecticut), Eastern (photo by Mary M. Ziomek), South Central (photo from www.nhpt.org, used by permission of The New Haven Preservation Trust), Southwest (photo by Kathy A. Weydig, www.kathyweydig.com), and Northwest (photo from www.wdconline.org, used by permission of Waterbury Development Corporation).

State of Connecticut
Workforce Investment Act Annual Report
July 1, 2007 – June 30, 2008

The dedication and commitment of Connecticut's workforce investment partners in enhancing the lives of citizens of the state and supporting the economy through workforce initiatives resulted in significant achievements during Program Year 2007. In keeping the goals of the Workforce Investment Act at the center of attention, workforce partners initiated creative programs, fostered innovative projects, promoted available services, and developed plans for new and continuing activities. The success of local initiatives, combined with the state's performance outcomes for the year, demonstrate the state's dedicated support of a strong workforce and future growth.

Governor's Initiatives

The Jobs Funnel

For individuals hoping to begin a career in the construction field, Jobs Funnel projects continued to help meet that goal. The projects, made possible by public-private joint efforts, create career opportunities in the construction trades for city residents. In addition to the State of Connecticut, partners in the Hartford project include the City of Hartford, Northeast Utilities, the Hartford Foundation for Public Giving, Capital Workforce Partners, Making Connections, and several trade unions. The New Haven Jobs Funnel project includes partners from the State of Connecticut, City of New Haven, Yale University, building trades, STRIVE New Haven, Empower New Haven, Gilbane Construction, and Dimeo Construction Company. The Waterbury Construction Career Initiative brings together community-based organizations, the *CTWorks* One-Stop, the school system, building trades and other service providers.

Services provided through the Jobs Funnel projects include outreach/recruitment, assessment, case management, pre-employment preparation (consisting of math, remediation, life skills workshops, customized training, and/or pre-apprenticeship training), job placement, and retention support services. These three funnels have provided services to approximately 8,400 individuals, with over 2,300 placed in a variety of employment opportunities including construction and non-construction jobs in both union and non-union settings and apprenticeship training programs. The average starting hourly wage for the construction workers is \$16.00.

Connecticut Walgreens Project

Construction on Walgreens' newest full-service distribution center in Windsor, Connecticut is expected to be completed in November 2008 and the company's goal is to hire one-third of the center's workforce from the disability community. Walgreens has been working with state agencies and other entities to plan for the recruitment, training, and support of a workforce of people with various levels of ability. This project has presented significant opportunities for partnerships and the role of the Office for Workforce Competitiveness (OWC)¹ has been key, with OWC serving as a liaison and providing a great deal of support in creating the relationships.

¹ The Office for Workforce Competitiveness (OWC) serves as the Governor's principal workforce development policy agency.

The *CTWorks* system has also played a critical role, assisting in the recruitment of both management and general warehouse positions. *CTWorks* staff collaborated with staff from the FutureWorks One-Stop Center in Springfield, Massachusetts in recruitment efforts. Most of the management staff has been hired, job fairs have been held, and staff training has begun. A training center is located in the distribution center and is operated by Community Enterprises, an agency specializing in employment services for people with disabilities, via a contract with the Bureau of Rehabilitation Services.

The focus of this effort is combining efficiency with making a difference in the lives of people with disabilities. As a reasonable accommodation for those whose disabilities tend to impact their ability to learn and/or retain skills, ample time is provided to learn complex jobs. In addition, the building's design and its systems were developed to be conducive to employing a significant number of people with disabilities at all levels of the operation. With many accomplishments already in place and continued project development, the goal is for shipments to start in January 2009.

Connecticut Film Industry Training Program

Since July 1, 2006, when the state's first-ever tax incentive program for film and digital media became effective, Connecticut has become a prime production location. More than 50 production companies have filmed movies, commercials, television shows, and documentaries and spent more than \$400 million in the state.

In an effort to further grow the state's film industry, the State of Connecticut, through the Office for Workforce Competitiveness and in partnership with the Commission on Culture & Tourism's Film Division, awarded state funding to three institutions in June 2008 to establish the Film Industry Training Program, the first of its kind in Connecticut. By establishing a skilled in-state film workforce, the training program will provide an additional incentive for producers to select Connecticut as the location for their films and television shows. The state's strengthened film infrastructure will support a range of film and production projects, making it easier for production companies to execute long-term projects in Connecticut.

The training program is offered at three sites that were selected through a competitive solicitation process: Middlesex Community College in Middletown, Norwalk Community College in Norwalk, and Quinnipiac University in Hamden. The program is designed for individuals who want to learn the basics of feature film and episodic television production and potentially pursue entry-level freelance work in the industry. Trainees also learn about union membership, which is required to work on the majority of productions in the state.

Connecticut's Youth-Related Initiatives

In "America's Perfect Storm," the Educational Testing Service described three forces that are changing the nation's future:

- Inadequate literacy and numeracy skills among large segments of our student and adult populations;
- An ongoing shift in the demographic profile of our population, powered by the highest immigration rates in nearly a century and the aging of our population; and

- The continuing evolution of the economy and the nation's job structure, requiring higher levels of skills from an increasing proportion of workers.

These three forces are at work in Connecticut as well as the rest of the nation. Recent testing data from the State Department of Education confirm the continuing problem of inadequate academic achievement among minority students. Even though recent testing scores have shown slight improvements in some areas of performance, the fact remains that students in the state's urban areas, many of them African-American and Hispanic, are scoring at disturbingly low levels on basic skills such as reading and math. Given the projection that approximately 40 percent of the state's future workforce will come from these urban areas, the problem of inadequate basic skills remains disturbing. The state's population is aging and large numbers of "baby boomers" will be leaving the workforce for retirement, but younger replacement workers with the skills required to fill those jobs are projected to be in short supply.

The data referenced above, and also common sense, tell us that Connecticut loses when our young people fail to achieve academic success in school and drop out before graduating from high school. They may become involved in risky behaviors, enter the juvenile justice system, and become teen parents with few or no life options for themselves or their children.

Connecticut recognizes that this loss of youth potential weakens our future workforce capacity. This in turn threatens our economic future and harms the social and economic health of the communities where these youth live. It also reduces young people's chances for achieving self-sufficiency, having good careers, and becoming productive citizens.

In recognition of this challenging situation, Connecticut continues to develop an expanded vision for youth. The primary vehicle for developing and implementing this vision will be a new Youth Policy Council (YPC), established in legislation during the most recent session and signed into law by Governor M. Jodi Rell. The YPC is intended to serve as a "center of gravity" for the development and implementation of statewide policy aimed at positive development for all youth, and will continue the work of the Youth Futures Committee. The YPC will also continue to pursue key elements of the work of the state's Youth Vision Team (YVT), which has focused on Connecticut's most at-risk youth.

Another major youth-related entity in Connecticut has been the Youth Committee of the Connecticut Employment and Training Commission (CETC), the state-level Workforce Investment Board. The Youth Committee infrastructure will form the nucleus of the new Youth Policy Council, enabling the close link between youth-related work and the CETC to continue.

Coordinated State Initiatives

Connecticut Workforce Coordinating Committee: Overview 2007-2008

The Connecticut Workforce Coordinating Committee (WCC) is a multi-agency group that represents stakeholders from across Connecticut's public workforce development system. The mission of the WCC is to create a coordinated, user-friendly system that responds to employer needs with fast, flexible and comprehensive education and training solutions.

Established in 2005, 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 membership represents:

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

Regional Coordinating Groups

The activities of the Workforce Coordinating Committee are supported at the regional level by coordinating groups convened by each of the five Workforce Investment Boards. These groups have been meeting on a regular basis and bring together representatives from adult education, community colleges, and Department of Labor business services teams. The regional meetings provide a forum for exploring collaborative opportunities, refining the service delivery referral process, developing a smooth continuum between the adult education and community college systems, and building relationships among workforce development stakeholders.

Twenty-First Century Job Training Projects

Over the last three years, the collective efforts of the Workforce Coordinating Committee have strengthened existing partnerships, institutionalized workforce education services and supported the development of regional workforce coordinating committees. Based on this work, the Connecticut Department of Labor set aside funds in Fiscal Year 07-08 to “develop and pilot

innovative adult basic skills training to build system flexibility and capacity.” Four innovative projects were supported with these dollars. Brief program summaries follow:

Workforce Alliance – Career Advancement in Healthcare

Program Partners: Workforce Alliance, Yale-New Haven Hospital, New Haven Adult Education, Gateway Community College

Post School-at-Work (SAW) programming for 11 Yale-New Haven Hospital SAW graduates to ensure participant success in skill acquisition and career ladder opportunities. Strong focus on academic skills enhancement, case management and instructor-led introductory class sessions for the on-line Medical Terminology course.

Capital Workforce Partners – Allied Health Project

Program Partners: Capital Workforce Partners, Hospital for Central Connecticut, St. Francis Hospital, Connecticut Children’s Medical Center, Eastern Connecticut Health Network, Capitol Region Education Council, Vernon Regional Adult Education, Capital Community College, Manchester Community College, Tunxis Community College

A career ladder or lattice system that assists health care organizations to grow their own workforce through the utilization of a School-at-Work (SAW) model and pre-SAW programs in basic skills. This approach creates a continuum of career and clinical skills training programs for Certified Nursing Assistants (CNA) in long-term and/or rehab centers.

Eastern CT Workforce Investment Board (EWIB) – Early Childhood Educator Initiative

Program Partners: EWIB, New London Adult Education, Three Rivers Community College, Electric Boat

The first cohort of individuals received occupational skills training to provide them with the necessary tools and training to reach the first rung of a clearly defined career pathway for designers/drafters at Electric Boat. A second cohort received basic skills upgrading in areas of deficiency to prepare them for the occupational skills training component leading to a career path as designers/drafters.

The Workplace, Inc. – Pathways to Education and Careers

Program Partners: The Workplace, Greenwich Hospital, Bridgeport Hospital, Trefz Corp./McDonald’s, Literacy Volunteers of Southeastern Fairfield County, Housatonic Community College

English as a second language and basic math instruction that provide individuals with the prerequisite skills to train for clinical positions in the health care industry and increase communication skills that would offer additional work opportunities for incumbent workers.

Over the last two years, the Department of Labor's investment in these projects has created educational and occupational opportunities for low wage and low skilled workers while piloting collaborative workforce development models and forging innovative partnerships.

During the year, the WCC participated in strategic planning and worked closely with other workforce development entities to enhance partnerships statewide. The WCC also redrafted its purpose statement as follows:

The purpose of the Workforce Coordinating Committee is to maintain a regional focus to develop and implement workplace education opportunities by:

- generating and sharing new ideas for workplace education;
- sharing and updating the committee membership on current projects and successes;
- mobilizing responses to new grants, emerging needs, and trends;
- developing and enhancing relationships among agencies;
- defining and strengthening system capacity across the state;
- enhancing marketing of workplace education to businesses in our communities; and
- informing policy language and policy development.

Additionally, throughout the year, the WCC supported a number of grant initiatives including the Department of Labor's Early Warning System, the Connecticut Community College's SMART grant, and the Workforce Investment Boards' STEM initiative.

Connecticut Commission on Aging's "Redefining Retirement Years" Initiative

Since the Connecticut Commission on Aging (COA) was created by the General Assembly in 1993, this independent agency has been an advocate for the state's older adults, including both present and future generations. The commission also serves as an objective, credible source of information for the legislature, the Governor, state agencies, individuals, and organizations across Connecticut. The COA's mission has become increasingly important as the state's population of older adults continues to soar. Connecticut is home to one-million baby boomers—nearly one-third the total population—and the number of residents aged 75 and over is expected to increase by 54 percent within the next two decades.

The Commission is composed of seventeen voting members, appointed by the Governor and members of the legislature, who are knowledgeable about issues affecting older adults. In addition to the voting members, ex officio members of COA include eight legislators and commissioners of eight state agencies, including the Connecticut Department of Labor (CTDOL).

In January 2006, the COA formed its Redefining Retirement Years (RRY) Subcommittee to raise the visibility of the vital role older workers play in Connecticut's workforce. The Subcommittee's membership is drawn from COA members, including the CTDOL Commissioner, and it also includes representation from the Office for Workforce Competitiveness on behalf of the Connecticut Employment and Training Commission (CETC).

To investigate the changing demographic structure of the state's workforce, the Redefining Retirement Years Subcommittee has completed a series of nine focus groups since January 2006. The 55 participants of the focus groups included public and private-sector employees and retirees as well as employers. Based on findings from the focus group sessions, the COA in late 2007 issued an in-depth study entitled "Redefining Retirement Years: Productive Engagement of the Older Workforce." According to the CETC, one of the partners in the project, the state faces a workforce crisis due to widespread shortages of skilled workers. As noted in COA's 2007 Annual Report, "Road Map For the Future - New Directions in Long-Term Care," the CETC also found that, "Connecticut's population is aging faster than that of most other states, its population is not growing and the state is a net exporter of recent college graduates." In addition, the annual report states that according to RRY's report, 20% of Connecticut's workforce will be over the age of 55 by 2010.

COA's Vice-Chair, Waldo C. Klein, who also chairs the Subcommittee and wrote RRY's report, is quoted in COA's 2007 Annual Report as follows:

Findings and recommendations in the redefining retirement study "...are an essential part of developing a strategy to retain the work and worth of older adults as a key part of maintaining a vibrant and competitive workforce in the coming years."

"As we share the research with the many organizations and individuals who are concerned about this issue...we believe it will contribute toward shaping the workforce of the future."

The RRY report is available in the "Publications" section of the COA's website at www.cga.ct.gov/coa.

Incumbent Worker Training Initiative

Connecticut's Incumbent Worker Training (IWT) Program, funded by two state funding streams and a portion of the WIA 15% reserve funds, provides the state's businesses with the necessary resources to invest in the state's workforce and improve employee skills, thereby maintaining economic strength and viability. Each training project requires a minimum 50% cash and/or in-kind contribution by employers. The project's major focus is on small to medium-sized businesses that would not be able to make this investment in staff training without the assistance of this fund. The funding focuses on skills upgrade e. The type of training can range from moderate-term, on-the-job training to an Associate's Degree.

The Connecticut legislature approved \$500,000 of state funds in 2007 to be used for IWT. In addition, based on final USDOL allotments, \$301,425 of the Governor's WIA 15% reserve funds were set-aside for IWT. This funding was to be used to serve allied health and manufacturing companies. Over 3,300 people received training with this funding. The employer contribution was \$1,626,256. The total amount available for IWT during the past year, not including employer matches, was \$1,801,957.

The specific training offered differed from area to area depending on the needs of the businesses. Some of the courses offered included, but were not limited to:

- ✦ Streamlining Supply Management
- ✦ Introduction to Process Innovation
- ✦ Technology Software
- ✦ Advanced Hydraulics
- ✦ Advanced Surface Modeling
- ✦ Advanced Quality Techniques
- ✦ Supervisory Skills for Lead Persons in Manufacturing
- ✦ Spanish Survival Course
- ✦ Hazard Communication
- ✦ Blueprint Reading
- ✦ Shop Math, Levels 1 & 2
- ✦ Lean Tools Training

CTDOL has been working closely with the Workforce Investment Boards (WIBs) to engage employers in IWT projects. In the North Central and Eastern workforce investment areas, there are business services teams made up of CTDOL staff and business services staff representing the WIBs. In the other areas, partnerships are being developed. The CTDOL Management Information Business Services System is being used as the main tool of communication by all partners.

The Connecticut legislature also appropriated \$1,000,532 to support the Twenty-First Century Skills Training Program for the second year. The program's purpose is to provide just-in-time, demand-driven skill training resources for businesses and their current or future employees in order to promote job growth, job retention and job creation. Specifically, these funds are earmarked for the development and integration of basic skills training linked to technical skills training for specific businesses. Funding may be used across many more areas than just manufacturing and allied health. A portion of the funding was used for Innovative Adult Basic Skills, which supported the collaboration between the adult education community and the community college system.

Between October 2007 and June 2008, the Twenty-First Century Skills Training Program served and/or trained 2,861 people in fifty-two projects. There was \$1,000,532 spent from the allocated funding, and employer contributions of \$1,146,907, for a total of \$2,147,439 spent on high-skill training in the Twenty-First Century Skills Training Program.

STRIVE (Support and Training Result in Valuable Employees)

A new line item was included in Connecticut's July 1, 2007 – June 30, 2008 state budget to fund the STRIVE program. Based on a tested national model, STRIVE is an intensive job-readiness program that entails orientation, four weeks of STRIVE training, case management, employability attitudinal workplace preparation, personalized job search assistance and at least two years of support services. Priority of service is given to ex-offenders, non-custodial parents, veterans and people with disabilities.

The program is run by community-based organizations in Bridgeport, New Haven and Hartford. Each local agency, under contract with CTDOL, received \$100,000 to serve STRIVE participants during PY07. Over the last year, a total of 456 people were enrolled in the program, 150 were placed in jobs and 99 continued in those jobs after ninety days.

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

In State Fiscal Year 2007, the Connecticut Department of Labor transferred \$285,000 through a memorandum of agreement to Quinebaug Valley Community College to fund the STRIDE Program, a transitional support workforce development program offered at York Correctional Institution, Connecticut's only institution for female offenders, and Bergin Correctional Institution, a facility for male offenders. To be eligible for the program, an incarcerated individual must have a confirmed release date prior to June 2009, be a non-custodial parent of a child under age 18, and have a child or children who are now or have been on state assistance. Additionally, inmates must be within 90 days of release, or, 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 reintegration 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 for transitional supports
- Transportation for job-related activities
- Career mapping for the future
- Understanding of work-related values and long-term goal development
- Post-placement support

The program also links participants to community-based transitional services that support employment goals.

During the 2007-2008 State Fiscal Year, 242 individuals were recruited for the STRIDE Program and 123 were served. A total of 54 individuals were placed in full or part-time jobs and 48 retained employment.

Adult Literacy Leadership Board

The Connecticut General Assembly passed legislation to establish the Adult Literacy Leadership Board during the February 2008 session. With its enactment, the Office for Workforce Competitiveness was directed to establish the board effective July 1, 2008. The Adult Literacy Leadership Board, designated as a standing committee of the Connecticut Employment and Training Commission, will be responsible for reviewing and advising the commission on workforce investment and adult literacy programs and services. A three-year strategic plan must be developed by the board and recommendations must be reported annually through the commission. Among its many duties, the board must establish results-based accountability measures for the adult literacy system as well as standards for adult literacy service providers. The board will consist of seven voting members and ten ex-officio nonvoting members.

Discussion of the Cost of Workforce Investment Activities

Connecticut has once again completed another successful year under WIA. This success has come despite the fact that Connecticut, along with the rest of the nation, has faced adverse economic problems that have made our achievements even more rewarding.

During the past year, Connecticut served 5,411 individuals while expending \$26,096,195 in WIA funds.

Provided in the following pages is information on activities and expenditures over the past program year (July 1, 2007 through June 30, 2008) for each funding stream. Tables included in this section of the report contain information regarding “participants served” and “participants exited”. The participants numbers included in this section are based upon the adult WIA performance participants counted for the period July 1, 2007 through June 30, 2008. The total WIA dislocated workers and youth are also WIA performance participant for that same period. Exiters shown in this analysis represent the period April 1, 2007 through March 31, 2008 as this is the latest period where complete exiter results are available. This is necessary due to the new soft exit requirements.

Information on entered employment in the adult, dislocated worker, and youth sections that follow is based upon participant data recorded in the *CTWorks* Business System (CTWBS) at date of exit.

Local Adult

The adult population served during PY 07 continued to be predominantly female (63.4%) with most ranging in age from 22 to 44 (69.1%). The adult minority population served was 68.1% during PY 07. Additionally, 25.3% were single parents and 11.7% were dropouts, while most (85.7%) were also low income. These participants were provided with 2,242 (31.6%) core services, 2,977 (41.9%) intensive services and 1,886 (26.5%) training services.

Local Adult: PY 07 Participants Served and Cost Per Expenditures

\$5,851,401

Participants Served	2448	Cost Per Participant	\$2,390
Participants Exited	879	Cost Per Exiter	\$6,657

Local Adult: PY 06 Participants Served and Cost Per Expenditures

\$5,757,590

Participants Served	2238	Cost Per Participant	\$2,573
Participants Exited	721	Cost Per Exiter	\$7,986

Local Adult: PY 07 versus PY 06 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY 06	1985	2794	1705	6484
PY 06 % of Total	30.6%	43.1%	26.3%	
PY 07	2242	2977	1886	7105
PY 07 % of Total	31.6%	41.9%	26.5%	

An analysis of the data for the PY 07 adults versus PY 06 shows cost per participant and exiter figures have increased since last year. We believe that the increased costs are a result of the need for participants to receive longer-term and more intensive services in order to succeed.

The types of activities offered during PY 07 versus PY 06 show a slight upward trend in core and training services, while intensive services have decreased slightly. We find it encouraging that despite all the funding rescission issues, local Boards continue to offer services at the same or greater level.

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

Local Dislocated Workers

The percentage of men in the dislocated worker program in PY 07 decreased slightly from 47.5% to 45.4%. More than 72% of the participants served in PY 07 were between the ages of 30 to 54. Over 47% of those served were minorities. More than 36% were low income and over 12% were single parents.

More than two thirds of those exited during PY 07 had entered employment by the time of their exit. The types of services provided during PY 07 were similar to PY 06 with a slight decrease in intensive services and a slight increase in core and intensive services.

Local Dislocated Workers: PY 07 Participants Served and Cost Per Expenditures

\$6,807,280

Participants Served	1701	Cost Per Participant	\$4,002
Participants Exited	780	Cost Per Exiter	\$8,727

Local Dislocated Workers: PY 06 Participants Served & Cost Per Expenditures

\$6,225,795

Participants Served	1727	Cost Per Participant	\$3,605
Participants Exited	721	Cost Per Exiter	\$8,635

Local Dislocated Workers: PY 07 versus PY 06 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY 06	1443	2240	1286	4969
PY 06 % of Total	29%	45.1%	25%	
PY 07	1564	2224	1328	5116
PY 07 % of Total	30.6%	43.5%	25.9%	

The dislocated worker program cost data for PY 07 versus PY 06 shows an increase in both participant and exiter costs. We believe the reason for these increased costs are longer and better training for participants and exiters.

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

Local Youth

The PY 07 WIA youth programs operated in Connecticut served a higher percentage of females (63.2%), with the margin increasing by almost 4% over last year. Additionally, over 90% of those served were between the ages of 16 and 21. The barriers faced by youth during PY 07 included: 87.4% literacy skills deficient, over 12% with a disability, and over 22% pregnant or parenting youth.

Local Youth: PY 07 Participants Served and Cost Per Expenditures

\$6,959,393

Participants Served	1262	Cost Per Participant	\$5,515
Participants Exited	530	Cost Per Exiter	\$13,131

Local Youth: PY 06 Participants Served and Cost Per Expenditures

\$6,083,322

Participants Served	1160	Cost Per Participant	\$5,244
Participants Exited	696	Cost Per Exiter	\$8,740

The cost per participant has gone up slightly from PY 06. A more significant increase has taken place with the cost per exit. We believe this can be attributed in part to the continuing movement towards serving more out of school youth and less younger youth. Additionally, program exits decreased substantially, as local Boards continued to work longer with the most hard to serve clients to address their needs before choosing to exit the client.

Younger Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY 06	1024	1085	211	2320
PY 06 % of Total	44.1%	46.8%	9.1%	
PY 07	1098	1196	205	2499
PY 07 % of Total	43.9%	47.9%	8.2%	

Older Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY 06	866	479	4	1349
PY 06 % of Total	64.2%	35.5%	.3%	
PY 07	963	677	6	1646
PY 07 % of Total	58.5%	41.1%	.4%	

Over the past year, older youth activities were heavily concentrated (99.6%) on work-related and academic activities. This has occurred as the major focus of youth activities has moved to older youth.

Performance Comparison

During PY 07, Connecticut again performed well against its negotiated measures. Despite rising unemployment and other economic difficulties, Connecticut met all of its standards and nearly qualified for incentives. While our required standards are lofty, we believe we are well positioned to continue our success into the future.

PY 06 Actual versus PY 07 Actual Performance

		<u>PY 06 Actual Performance</u>	<u>PY 07 Actual Performance</u>
ADULTS	Entered Employment	80.5%	78.4%
	Employment Retention Rate	84.4%	87.5%
	Average Earnings	\$12,298	\$11,463
	Employment & Credential Rate	68.8%	64.7%
DISLOCATED WORKERS	Entered Employment	88.7%	86.8%
	Employment Retention Rate	91.3%	93.6%
	Average Earnings	\$16,726	\$16,945
	Employment & Credential Rate	75.8%	70.4%
OLDER YOUTH	Entered Employment	80.9%	82.1%
	Employment Retention Rate	89.5%	88.1%
	Average Earnings	\$4,306	\$4,158
	Employment & Credential Rate	59.5%	58.3%
YOUNGER YOUTH	Retention Rate	85.7%	83.7%
	Skill Attainment Rate	83.6%	89.2%
	Diploma/ Equivalent Rate	78.2%	62.6%
SURVEY	Participant	76.1	76.2
	Employer	76.1	75.03

State Evaluations of Workforce Investment Activities

Connecticut Employment and Training Commission – One-Stop Career System Review

The Connecticut Employment and Training Commission (CETC) created the Ad Hoc One-Stop Career System Review Committee of the Connecticut Employment and Training Commission and charged it with analyzing the operations of Connecticut's One-Stop Career system, assessing its efficiency and effectiveness in meeting the needs of customers (jobseekers, workers and employers) and developing recommendations to improve its performance for CETC's consideration and action. The committee conducted its work from January - May 2008.

The committee reviewed data regarding Connecticut's One-Stop Career system customers, services provided to them, and outcomes. Based upon the data and the committee's analysis, the committee made a series of recommendations to the CETC which were adopted unanimously on June 19. In adopting the recommendations, CETC went on record in support of specific guiding principles to direct the work of the evolving One-Stop system, goals to frame proposed improvement initiatives, and specific strategies to be pursued to achieve those goals.

CETC Endorsed "Next Generation" One-Stop System Guiding Principles

- Focus on skill development and pathways to quality employment.
- Focus on meeting the workforce needs of the state's employers.
- Use cost-effective methods to reach and serve customers.
- Integrate and align system services.
- Encourage and support local/regional innovation.
- Maintain rigorous accountability standards.

CETC Endorsed "Next Generation" One-Stop System Improvement Goals

- Deploy system resources more strategically.
- Better meet the needs of the (large numbers of) low-income/low-wage job-seeking customers currently being served through the system.
- Better meet the talent-driven demands of the state's employers for appropriately skilled workers.
- Invest in technology to serve customers (job-seekers and employers) more effectively and efficiently.

CETC Endorsed "Next Generation" One-Stop System Strategies

- Reduce the duplication of services across state agencies and improve the integration of services within the One-Stop system. Focus initially on enhanced coordination of the One-Stop system with the state's Human Services Infrastructure system.
- Make the One-Stop system the entry-point to pathways leading to higher quality jobs.
- Increase the system's focus on long-term skills development to address employers' talent needs.
- Use technology to provide a deeper level of service to a broader customer audience at reduced costs.

CETC Chair Wallace Barnes accepted the recommendation to facilitate dialogue with key partners on implementation strategy, anticipating a September progress report to CETC.

Compliance Monitoring and Data Validation Overview

Compliance Monitoring

In compliance with USDOL Uniform Administrative Requirements and WIA Regulations at Section 667.410(b)(1), all five regional Workforce Investment Boards were monitored in 2007-2008. This year's compliance monitoring review focused on internal controls within each organization and determined that their financial management provided adequate controls. Financial management included financial reporting, cash management, allowable costs, payroll controls, audit requirements, procurement, and property controls. WIA client files were sampled and reviewed for eligibility verification for adults, youth, and dislocated workers in all five areas. The results showed that the files were well-documented and complete in accordance with WIA regulations.

The state's Temporary Assistance for Needy Families program, Jobs First Employment Services (JFES), was monitored in conjunction with WIA compliance monitoring within each of the five Workforce Investment Boards. Conformity to JFES program policies and procedures, maintenance of required records, determinations of participant eligibility and supporting documentation, and the assessment and documentation of the need for training services all appeared to be adequate. Client files, reviewed for completeness of information and conformance with JFES program policies, have continually shown improvement.

All other grants administered by CTDOL were also monitored in each of the Workforce Investment Boards during the 2007-2008 monitoring review process, in accordance with contract requirements. All appeared to have adequate controls. Participant payroll for the State Summer Youth Employment Program at two of the WIBs was also monitored. This review determined that adequate controls are in place to safeguard the funding of this program.

Overall, the five Workforce Investment Boards were found to be compliant with federal and state administrative requirements.

Data Validation

In the fall of 2007, upon the successful submission of PY06 performance data to USDOL, monitors from the Connecticut Department of Labor WIA Administration Unit began conducting data validation reviews of that program year. The purpose of this review is to ensure the accuracy of data reported to USDOL Employment and Training Administration (ETA) on WIA participants' program activities and outcomes, improve program management and monitoring, and improve program results.

WIA participant files from all five Workforce Investment Board areas were reviewed against individual PY06 data validation records which were drawn through a random sampling process. A total of 1,008 records were reviewed. Upon completing the reviews, which were conducted in accordance with USDOL ETA policy, all WIBs were informed of results in their area. 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. Data validation results were submitted by CTDOL to the USDOL ETA by the February 1, 2008 deadline.

Semi-Annual Reports

During PY07, WIA administrative staff continued to improve upon the administrative review process. The review contains the following format for all local Boards:

- | | |
|---------------------------------------|--|
| ✦ Actual WIA Performance To Date | ✦ Use of Youth 5% Window |
| ✦ Fund Utilization Review | ✦ Data Inconsistencies |
| ✦ Use of Individual Training Accounts | ✦ Local Monitoring Reports |
| ✦ Incumbent Worker Training | ✦ Meeting Reporting Timeline |
| ✦ Status of Data Validation | ✦ Customer Satisfaction Results (annually) |
| ✦ Timeliness of Contract Submissions | |

CTDOL's WIA area liaisons gather and consolidate pertinent information and, after analyzing the results, produce a snapshot report of WIB performance. This review process has resulted in improvements in Boards meeting state deadlines on fiscal and programmatic reports. As we continue this process, the elements contained in the review may be modified, but the primary focus will remain the improvement of our service delivery system.

WIA Participant and Employer Survey Results

During the past calendar year, Connecticut continued to go beyond the required WIA satisfaction questions to address issues around services provided to participants and employers through our One-Stop system. The results from the survey on a statewide basis were as follows:

Participants

- 76% of participants surveyed reported that they are working.
- 92% of participants surveyed reported that they would be very likely or somewhat likely to recommend our services to others.
- 89% of participants surveyed reported that they would be very likely or somewhat likely to visit the *CTWorks* Center again if they needed employment services.

Employers

- 96% would recommend the services.
- 97% would use the services again.

We continue to be encouraged by the results we have seen and will share local results with all of the WIBs with the goal of utilizing the results to obtain further improvement in services.

Performance Measurement System

CTDOL's Performance Measurement Unit conducts quarterly and annual reporting for the WIA system. The unit is accountable for maintaining the DRVS software and related "extract" files and reports. In addition, the Performance Measurement Unit works closely with the CTWBS Unit to develop and ensure the accuracy of data files necessary for reporting and also works in conjunction with the program units to perform Data Element Validation.

PY07 was the first full program year in which Connecticut was able to incorporate Federal Employment Data Exchange System (FEDES) wages into its performance calculations and by late-PY07, Connecticut signed onto the Wage Record Interchange System (WRIS) agreement. The PY07 WIA Annual Report will be the first time that Connecticut will be utilizing state wages, FEDES wages, and WRIS wages to generate its yearly performance results.

Report Card for Employment and Training Programs

The *Report Card for Employment and Training Programs*, referred to as the Legislative Report Card, provides a summary of results associated with an array employment, training and education programs that are considered by the Connecticut Employment and Training Commission (CETC) to be integral parts of the state's workforce development efforts.

The 2007 report continued the process to integrate the report into the broader planning efforts of the Connecticut Employment and Training Commission. As in past years, an introductory summary provided highlights of the major trends across the workforce development programs. These included:

- Connecticut's economy continues to show strength in the short term while facing significant challenges in meeting the demands of a global economy.
- Post-secondary education provides the best path to economic security for young adults.
- Women are more likely than men to benefit from post-secondary degrees.
- Community college graduates have realized the greatest increase in benefits afforded by post-secondary education.
- Degrees conferred in science, technology, engineering and math have increased only slightly.
- Employment and training programs that do not focus on providing post-secondary education provide modest gains in earnings at best and fail to consistently raise individual earnings above the low income threshold of \$20,000 per year.

The analysis provides the program outcome data in the context of the economy and labor market in Connecticut, the conditions of which can greatly influence employment opportunities and outcomes. Specifically identified in the 2007 report were population, education, and employment conditions and trends that are influencing the State's workforce and the work-related outcomes of workforce system clients.

In 2007, the CETC formally adopted a Results-Based Accountability (RBA) framework to track progress on efforts to develop, use and enrich the talent in Connecticut's workforce. This approach to connect results for the State as a whole with outcomes at the program level will be incorporated into Connecticut's Legislative Report Card as well as other workforce

development system plans and reports. In line with this approach, the CETC identified four broad quality-of-life results to which workforce-related investments should contribute:

- A competitive 21st century economy,
- A highly skilled, competitive, 21st century workforce,
- Connecticut adults who are financially self-sufficient, and
- Connecticut students ready for work and post-secondary education following high school graduation.

Six data indicators were identified to track progress towards these results and were reported for the first time in the 2007 report. To move the indicators in a positive direction, the CETC identified eight strategies to help workers achieve economic self-sufficiency, enhance workers' basic skills, and improve the progress of students into post-secondary education:

- Advance skills of incumbent workers,
- Make basic skill training accessible to all,
- Ensure college and workforce readiness through priorities of science, technology, engineering and/or math (STEM) learning,
- Foster economic growth through collaboration with business and entrepreneurs,
- Improve career pathways through lifelong learning,
- Integrate work and career experience into public education,
- Strengthen data collection and reporting for program improvement and policy development, and
- Pursue opportunities for collaboration, linkages, and leveraging or blending of resources.

The work that has taken place on the Legislative Report Card remains a work in progress, with additional changes, expansions and refinements a part of ongoing discussion and development.

Continuing Workforce Activities

CTWorks Business System

The *CTWorks Business System* (CTWBS) supports the operational and management needs of the State of Connecticut in the administration of employment services under the Workforce Investment Act, Jobs First Employment Services, and Wagner-Peyser. CTWBS's case management and reporting functions are utilized by several hundred staff from all five Workforce Investment Boards, the Connecticut Department of Labor, and the Connecticut Department of Social Services.

The 2007 Program Year brought some significant changes to the *CTWorks Business System*. Functionality to support the tracking of the participation rate of Jobs First Employment Services (JFES) clients was implemented. CTWBS and JFES staff members worked together to develop and test the new functionality, which was accomplished before the deadline date. The CTWBS and JFES staff then developed training manuals and trained staff. The CTWBS staff also worked closely with JFES and Workforce Investment Board staff to create participation rate reports to aid JFES managers and supervisors in managing staff and clients.

Rapid Response and National Emergency Grants

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

During the period of July 2007 to June 2008, the RR Unit received and responded to forty-one (41) WARN Notices, met with one hundred eighteen (118) employers and unions where present, and presented to more than 6,080 workers. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 2,875 dislocated workers, including human resources managers and union representatives. The RR Unit also helped organize and attended sixteen company-sponsored or statewide job fairs.

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

The State of Connecticut continued to administer two NEGs in the past year, one with Electric Boat in Groton and the other with the Stop & Shop warehouse in North Haven. A total of \$2,471,018 was received to serve workers from Electric Boat, which experienced continual layoffs. The program has served 561 workers, 85 workers have received occupational training, and 481 have entered employment. The Stop & Shop warehouse in North Haven closed in June 2006 and eight hundred fifty workers were laid off. The state was awarded a total of \$845,000 to serve these workers. From June 2006 through June 2008, 244 workers were served, 164 received training, and 219 entered employment.

Employment and Training

During Program Year 2007, Connecticut's One-Stop Career Centers, located in 14 *CTWorks* offices statewide, provided more than 45,000 employment services to Connecticut residents and 4,500 intensive services to veterans. This year, in addition to providing such employment services as job search, résumé writing, interviewing, career exploration, and labor exchange activities, enhancements were made to the Résumé Basics, Job Search Strategies and Interviewing Techniques workshops. While these enhancements were piloted in Hamden, Ex-Offenders, Older Workers and Résumé Advanced specialty workshops were launched statewide. For staff, training and networking sessions on topics such as Autism Spectrum Disorders Overview, Job Corps Informational Session, and TAA Updates were conducted.

Specialized services were offered by CTDOL to unemployment insurance claimants who were identified as likely to exhaust benefits, unlikely to return to their previous occupations, and in need of job search assistance services to successfully transition to new employment. The program, Enhanced Reemployment Services, served more than 5,000 individuals. Orientation sessions included labor market information, career guidance, information on CT JobCentral, an overview of One-Stop Center services, and UI benefit rights and responsibilities. Many claimants also received more direct, individualized employment services and training to facilitate their return to employment.

Integrated Case Management Services

Participants of the state's Temporary Assistance for Needy Families (TANF) program, known as Jobs First Employment Services (JFES), continued to receive case management services during PY07 from sub-contractors of each Workforce Investment Board, which are under contract with the Department of Labor. Four of Connecticut's WIBs, North Central, South Central, Southwest and Eastern, have integrated One-Stop case management services with the JFES program, allowing for the streamlined provision of such services to JFES participants as necessary with One-Stop case managers. By integrating services, participants are provided with one point of contact for both programs, overhead costs are minimized, and easier access to the variety of One-Stop services for JFES participants is assured.

Job Corps

Job Corps offers youth the opportunity to receive educational and vocational training, and thereby gain 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. Over \$1.5 million of in-kind services are provided to the Job Corps by the Connecticut Department of Labor and other state and local agencies. CTDOL staff in the Job Corps centers coordinate a variety of state and local services and programs to maximize benefits to all students. Numerous workshops are provided on-site at Job Corps, career counselors are available at One-Stops for Job Corps students to receive individualized services, and, on a regular basis, students visit One-Stop facilities to utilize available resources. Job Corps also works closely with program graduates and employers to make successful employment matches.

A variety of trades are offered at two Connecticut Job Corps locations. New Haven Job Corps Center offers Culinary Arts, Advanced Baking and Pastry, Health Occupations (Certified Nursing Assistant), Facilities Maintenance, Carpentry, and Stationary Engineering (HVAC). Trades available at the Hartford Job Corps Academy include: Business Technology/Hospitality, Manufacturing, and Certified Nursing Assistant.

An Oasis in New Haven



“Thriving” describes not only this garden oasis, but the New Haven Job Corps Center students who helped create it. The vegetable and perennial garden, which also boasts a newly-renovated working greenhouse, is situated at the Job Corps Center in New Haven. The idea for the greenhouse and surrounding gardens is part of the Job Corps Center Beautification Project, a collaborative effort that includes the UConn Cooperative Extension System Master Gardener Program in New Haven County, the Area Cooperative Education Services (ACES), and CTDOL.

The Job Corps Building and Maintenance students also participated by adding a stone pathway leading to the Oasis and installing an automatic sprinkler and hidden watering systems. The Culinary students planted herbs and vegetables that they use in their cooking. Additionally, ACES was offered space in the garden and greenhouse to cultivate vegetables and flowers while providing training to their developmentally challenged adults as part of their Gardening for Life project.

The benefits to Job Corps students are immeasurable and include newly gained knowledge of horticulture, landscaping, and outdoor maintenance. The garden is a great place for Job Corps students to come and enjoy a quiet time in a pastoral setting and to forget about the school books for a little while. Future expansion plans for the garden include decorative benches for relaxation and a reflective wall composed of wild roses and clematis.

Raul Sanchez - Hartford Job Corps Academy Graduate

Twenty-one year old Raul Sanchez’s Job Corps experiences and dedicated efforts to join the military paid off. He now has an opportunity to see the world and continue his education. Based in Germany, Raul is a Human Resources Specialist for the United States Army. His education plans include college night classes.

For four years Raul considered enlisting, but he was not qualified. Undeterred, Raul set a path to the military career he wanted. “I decided to chase after my goals. I needed to get qualified for the Army, so I enrolled at Job Corps,” said Raul, pictured here. Job Corps has forged a strong partnership with the Army and, during Raul’s first month at Job Corps, Army Recruiter Maurice V. Stapleton gave an Army Careers presentation to Raul’s Career Preparation class.



Corporal Stapleton soon became a mentor for Raul, who enlisted in the Army’s Delayed Entry Program while completing his high school studies and career technical training at Job Corps.

Raul sums it up best in his own words:

“Job Corps really prepared me for the Army. I developed a strong sense of self-discipline at Job Corps. I learned to set academic and career goals with timelines

and I worked at my own pace until I graduated. Living in the dorms at Job Corps helped me to adjust easily to living at the Army barracks. I even found that the Computer Skills training at Job Corps helped me with my Army Human Resources training. Most importantly, I learned to finish what I started!"

Mock Interview Program

Students of the Hartford Job Corps Academy are perfecting their job interview skills with the help of volunteers from the Connecticut Department of Labor. Since the Mock Interview Program began in November 2007, over 50 students have benefited from the experience which involves bi-monthly visits to the Department of Labor in Wethersfield to participate in interview simulation.

More than thirty CTDOL staff members volunteered and were trained in the expectations of the program. In addition to devoting their time and knowledge to help the students prepare for job interviews, CTDOL staff developed program curriculum. Also, following each 20-minute structured job interview, students are given feedback on how they answered the questions, their interview attire, and all-around preparation. The program has been very successful for students and rewarding for the CTDOL volunteers who get the chance to connect with students and provide on-going, job-related support.



*Jack Guerrera of CTDOL interviews
Job Corps student Donald Bonds*

Mentoring “Lite” Program

The Connecticut Department of Labor’s Mentoring “Lite” Program for students of the Hartford and New Haven Job Corps was a huge success in PY07. The program, which began as a pilot, is designed to foster supportive relationships through positive structured activities. Program services include mock interviews, helping students at a job fair, job shadow experience, and résumé critiquing.

Forty-five CTDOL Mentoring “Lite” volunteers have been devoting their time and knowledge to help Job Corps students by teaching them skills to become employable and independent, and live effective and productive lives. Through this program, students are involved in a variety of activities that provide positive support and encouragement to assist students in achieving their highest potential. The program also creates opportunities for CTDOL staff to gain skill development through new experiences, become involved in career-oriented support activities that have a positive impact on young adults, and create a network of resources for youth development activities.

Serving People with Disabilities

The Equal Opportunity Unit, in collaboration with the Governor’s Committee on Employment of People with Disabilities, published a new website that provides disability resources for both job seekers and employers. This website (<http://www.ctdol.state.ct.us/gendocs/pwd.htm>), launched in November 2007, includes information on assistive technology, tax credits, workplace accommodations and disability employment initiatives in Connecticut.

During PY07, as in past program years, CTDOL supported the Youth Leadership Forum (YLF), an event held each summer for high school students with disabilities. CTDOL's grant of \$2,500 assisted the YLF in providing activities designed to teach the students leadership skills, improve their social and communication skills, and help them learn to overcome obstacles they may face.

CTDOL also continues to provide membership and clerical support to the Governor's Committee on Employment of People with Disabilities. The Committee's mission is to address the workforce development needs of individuals with disabilities. The Commission on the Deaf and Hearing Impaired, Bureau of Rehabilitation Services, Department of Social Services, as well as other state agencies and community-based organizations also continue to work in conjunction with CTDOL toward the goal of improving the lives of people with disabilities.

Serving Our Veterans

More than 1,200 veterans and over 80 employers attended a *Heroes4Hire* job fair on July 17, 2007. Sponsored by the Office for Veterans Workforce Development (OVWD), this was the first of two very successful job fairs held for veterans during Program Year 2007. Another *Heroes4Hire* job fair at Rentschler Field in East Hartford drew more than 1,600 veterans and over 85 employers on January 29, 2008. In addition to having the chance to meet with representatives from companies looking to fill job openings, veterans were provided with information on veterans' benefits, vocational rehabilitation, résumé critique assistance, education and career options, and career development guidance.

The OVWD also provided transitioning services to Connecticut's National Guard and Reserve troops returning from Operation Iraqi Freedom and Operation Enduring Freedom in Afghanistan. At demobilization briefings, services were provided to over 260 troops and information on ex-military unemployment benefits, federal training programs including WIA-funded programs, education, and employment programs was provided. This process is very important to our troops and, unlike other conflicts the U.S. has been involved in, this is the only time in history that these services have been provided prior to the service members' discharge from active duty. This is a team approach with staff from the U.S. Department of Veterans Affairs, State Veterans Affairs, USDOL, and the Connecticut Department of Military.

In addition to the demobilization briefings, the OVWD facilitated 44 Transitional Assistance Program (TAP) workshops at the United States Navy Submarine Base in New London for over 450 members of the Armed Forces who were in the process of separating from the military. The TAP workshops cover résumé writing, interviewing skills, transferable skills, budgeting and how to search for employment using the job bank.

The OVWD staff also provided services to veterans in need at Stand Down, held in September 2007 at the State Veterans' Home in Rocky Hill. Stand Down is held to provide services to homeless, chronically unemployed veterans, and veterans who are having difficulty adjusting in society.

The OVWD is funded 100% by the USDOL-VETS program and the PY07 budget was \$1,669,000. The OVWD unit provided services to over 2,600 veterans during PY07.

Notable Projects and Events

Connecticut Learns and Works Conference

The 14th annual Connecticut Learns and Works Conference, held on May 16, 2008, again sold out with 300 attending this daylong event. This statewide conference provides counselors, employment and training specialists, and business individuals interested in workforce issues a greater understanding of changes occurring in the workplace that will affect jobs and careers in the future. This year's conference, titled *Next Generation Careers: Preparing for Success*, featured Career Development expert Richard Bolles, author of the New York Times bestseller "What Color is Your Parachute?"

The event was co-sponsored by the Connecticut Department of Labor, the State Department of Education, and the Connecticut Learns and Works Committee. The workshops presented at this year's conference offered stimulating and insightful topics to participants as follows:

- ✦ Preparing Financially Disadvantaged & Under-Prepared Students for College Success
- ✦ Financial Literacy for Students: A Wise Investment
- ✦ Next Generation Careers Project – New Directions for Career Decision-Making
- ✦ Transition Toolkit – Resources for Working with Students With Special Need
- ✦ The Multicultural Workplace
- ✦ Great Jobs in the Insurance and Financial Services Sector
- ✦ Next Generation Manufacturing – Nanotechnology and More

Richard Bolles was extremely impressive in discussing seven key factors for being successful in your career. Bolles discussed ways in which you can best understand your likes and interests, and use that understanding to help ensure a successful career.

National Association of State Workforce Agencies (NASWA) Annual Conference

The Connecticut Department of Labor hosted the 71st National Association of State Workforce Agencies (NASWA) Annual Conference in September 2007. The workforce conference, "Connecticut...Hills to Shore and So Much More" hosted over 200 colleagues from across the country. In addition to workshops ranging from meeting the workforce needs of today's business community to funding state unemployment insurance programs, the conference focused on veterans. The Naval Submarine School's Silver Dolphins Drill Team and the United States Coast Guard Academy Chorale opened the conference, followed by keynote speaker Charles "Chick" Ciccolella, Assistant Secretary of the U.S. Department of Labor's Veterans Employment and Training Services.

NASWA members include state labor commissioners and high-level management officials who oversee unemployment insurance, employment services, and labor market information programs across the nation. NASWA members work to strengthen the public workforce system and pursue funding to support programs and services under the public workforce system to help the United States compete globally.

The conference was a successful forum for sharing innovative ideas and looking at ways to improve existing workforce practices. Attendees were also introduced to the many sights and

activities Connecticut can offer, as well as products made, manufactured, and grown in Connecticut.

The Career Express

The *Career Express* continued to offer workforce and job skills development services throughout Connecticut in PY07. The mobile career center is equipped with several computer workstations, high-speed Internet access, an audio-visual system, plasma TV and SMARTBoard, and is also outfitted with a hydraulic wheelchair lift, making it fully accessible to persons with disabilities.



The *Career Express* provided services to 4,721 visitors in PY07. Staff assisted 144 job seekers with on-line applications at employer recruitment events, provided assistance with résumés and job search strategies for 234 job seekers at various mental health and substance abuse treatment facilities, and 49 individuals in re-entry programs received advice on interviewing, résumés, and assistance with job searches. During the 2007 program year, a total of 323 individuals received job search assistance at site visits to homeless shelters and soup kitchens through the Homelessness and Supportive Housing Initiative, including Project Homeless Connect events in Danbury, Hartford, New Britain, New Haven, New London, Norwich, and Torrington. CTDOL information and services were also provided to more than 1,277 individuals at career fairs and employer-sponsored events and job fairs for employees of companies preparing for layoffs. A total of 137 veterans were served at numerous events held throughout the year, including job fairs, a benefits fair at the Legislative Office Building, and Stand Down 2007.

In addition to Internet job search and on-line application assistance offered on board the *Career Express*, a variety of workshops were offered. Topics included job search strategies, application and interviewing techniques, résumé writing, career exploration and research, and labor market information. A total of 2,647 students from high schools, technical and vocational schools, colleges, Hartford and New Haven Job Corps Academies, and adult education programs throughout Connecticut attended the workshops.

CT JobCentral

As part of the labor exchange offered by the Connecticut Department of Labor, CT JobCentral was launched in July 2007. This new job bank replaces America's Job Bank as a web-based system. It provides state labor exchange in alliance with JobCentral, the national labor exchange powered by the DirectEmployers Association and endorsed by the National Association of State Workforce Agencies. This self-service job bank provides a wide range of employment services including job listing distribution to and from state employment websites and participation in a national labor exchange with other states. Job seekers can search jobs representing all types of work and post their résumés online. Employers can post jobs and search résumés for qualified candidates.

Connecticut is one of the first states to launch this web-based system and tremendous progress has been made. Over 3,700 employers were granted access to CT JobCentral as of June 30, 2008. In addition, employers posted more than 18,598 Connecticut job opportunities to the

system and job seekers posted 13,266 résumés. CT JobCentral staff has provided technical assistance to both employers and job seekers, easing the transition from America's Job Bank.

Disability Program Navigator Grant

The Disability Program Navigator Grant, a two-year grant awarded to the Connecticut Department of Labor by USDOL in May 2007, established the role of navigators to coordinate and provide assistance to people with disabilities as they “navigate” through the challenges of attaining employment. Staff includes a state-level Lead Program Navigator at CTDOLE and six Regional Disability Program Navigators (DPNs) located at *CTWorks* One-Stop Centers. The DPNs attend local area disability meetings, job/career fairs, and chamber of commerce events to market the Disability Program Navigator Initiative and the programs and services available at the *CTWorks* Centers, and to network with employers, community agencies, and individuals with disabilities.

DPNs and Bureau of Rehabilitation Services staff are also working together to address customers' employment barriers through the use of “Integrated Resource Teams” (IRT). Through the IRT process, DPNs connect customers to benefits information provided by Community Work Incentive Coordinators and additional partner services available in their local areas. The Disability Program Navigator Initiative has substantially increased the number of individuals with disabilities utilizing the *CTWorks* One-Stop System statewide.

Through the Disability Program Navigator Grant, USDOL also provided additional funds to support the Workforce Innovation in Regional Economic Development (WIRED) Disability Research Project. WIRED, a federal initiative, supports the development of a regional, integrated approach to workforce and economic development and education. The WIRED Disability Research Project specifically entails a workforce-based study of people with disabilities. This project is led by The WorkPlace, Inc. and will cover southwestern Connecticut and Westchester and Putnam Counties in New York.

Bridges to Health Careers Initiative

The United States Department of Labor awarded a second community-based job training grant of \$2,174,000 to the Connecticut Community College System for the period of January 1, 2007 to December 31, 2009. The Bridges to Health Careers Initiative builds upon and expands partnerships and structure from the Career Pathways Initiative in Nursing and Allied Health by expanding capacity-building efforts to the Community College certificate programs.

The primary goal of the Initiative is to increase completion rates in health care certificate programs and open pathways to degrees and higher-wage jobs for underserved students, particularly low income, English-as-second-language, and minority students.

The targeted certificate programs at the Community Colleges are:

- Certified Nurse Aide
- Dental Assistant
- EKG Technician
- Emergency Medical Technician
- Medical Coding and Billing Specialist
- Patient Care Technician
- Pharmacy Technician
- Phlebotomy Technician

A virtual Health Care Career Academy will be created to connect Continuing Education and degree programs across the 12 colleges into a seamless Allied Health continuum and set of flexible career pathways that are accessible to both traditional and non-traditional students. Tuition, academic, social and emotional assistance will be provided for Continuing Education students.

This summary, from the Connecticut Community Colleges website, provides a programmatic overview of the Bridges to Health Careers Initiative. For contact information or to obtain further information regarding the initiative, please visit www.comnet.edu.

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

Northwest (Northwest Regional Workforce Investment Board)

Workplace Success Seminar

All WIA-registered adult and dislocated worker participants who had completed training and were on active job search were invited to attend a half-day “Workplace Success Seminar” in June 2008 offered by Workplace Success Group. The workshop offered participants strategies that included business etiquette, dressing for success, and interpersonal skills. Clients were also schooled in the art of networking and general corporate protocol. Each attendee was given a complimentary copy of “Get Along, Get Ahead: 101 Courtesies for the New Workplace.” Attendees spoke very highly of the seminar and there are plans to repeat it in the spring of 2009.

Danbury Training Opportunities

The need for more training providers and a wider variety of training programs for adult and dislocated workers has long been an issue in the Greater Danbury area. During PY07, the Northwest Regional Workforce Investment Board (NRWIB) continued its efforts to improve access to training and establish an expanded network of training providers and programs. With the appointment of a new president at Naugatuck Valley Community College (NVCC), Dr. Daisy Cocco De Filippis, the growth of the college’s presence in the Danbury area is all but assured. In her first week on the job, Dr. De Filippis requested a letter of support from the NRWIB regarding her proposed expansion of the college’s presence and it has been met with approval. Starting in early 2009, an enhanced number of training programs will be available at NVCC and the NRWIB plans to continue its efforts in the area to improve customer training options.

Fuel Cell Industry Growth

The growth of the fuel cell industry is having a tremendous impact on the northwest corner of Connecticut. Fuel Cell Energy, headquartered in Danbury, has its assembly plant located in Torrington. Job openings numbering over 100 have lead to a partnership with the NRWIB in furthering a fuel cell certificate program at Naugatuck Valley Community College.

“Introduction to Fuel Cell,” which is a shorter training program, and a new welding program designed to meet the industry’s need for workers have been in development since March 2008.

Youth

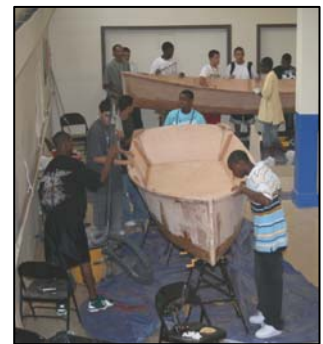
Advanced Manufacturing “Plants A Seed” in Waterbury High Schools

The northwest region continues to address the needs of area manufacturers as the manufacturing industry continues to utilize advanced technology to remain competitive at a global level. “Planting the Seed,” a talent development strategy to engage youth in the pipeline of manufacturing workers, is in full swing. During PY07, the NRWIB piloted the after-school program and 13 students from two city high schools completed 90 hours of manufacturing training. The training included both hands-on classroom training and on-line training through Tooling U and Oxygen. The students also toured Med-Instill, an innovative medical device manufacturer, in New Milford and one of the students was given a full-time summer internship with the company in research and testing. The other students were all provided with 80 hours of internship opportunities in local manufacturing companies. Many of the students went on to be hired as part-time or full-time employees at their internship sites.

Waterbury Police Activity League

The Waterbury Police Activity League (PAL) offers a wide range of activities designed to help area youth lead positive, productive lives and reach their full potential. As part of its efforts, PAL emphasizes the importance of education and learning. Knowing that many area youth hoping to be college-bound were not scoring well in math and English on the Accuplacer exam and spending significant monies and time taking remedial classes, PAL began a pilot program focusing on test preparation for students. Accuplacer is used to determine course selection for college-level credit courses by measuring a student’s basic skill level in English and math. PAL began offering the Accuplacer Prep Program in February 2008 in hopes that concentrated test preparation sessions would result in improved test scores. From February to June 2008, thirteen youth participants attended the twice weekly sessions. Students were administered the Accuplacer exam, worked with certified teachers, and prepared for re-testing. Scores showed marginal improvement and, with beneficial lessons learned during the pilot, PAL plans to continue and further improve upon this program.

PAL also participated in the Summer Youth Employment Program for the first time during the summer of 2008. At the PAL William J. Sullivan Learning Center in Waterbury, over 200 youth from ages 14 to 18 participated in the five-week PAL summer school program. Youth were assigned to one of four institutes which included tutoring, boat building, culinary, and landscaping. In addition, the learning element of each institute involved a hands-on project and field trips. A total of 80 students were trained to provide tutoring to elementary-level summer school students. The other three institutes each had 40 student participants.



Boat building at PAL’s summer school program

Southwest (The WorkPlace, Inc.)

Nation's First Mortgage Crisis Job Training Program

Homeowners caught in the mortgage crisis may be eligible for funding under a new law signed on June 18, 2008 by Governor M. Jodi Rell. The law will set a new national standard to help homeowners caught in the sub-prime squeeze. The intent is to bring relief to Connecticut families caught in the mortgage crisis, prevent predatory lending in the future, and protect the state's fragile economy. As part of "An Act Concerning Responsible Lending and Economic Security," The WorkPlace, Inc. has been named to administer the nation's first job training program to combat the widespread effects of the mortgage crisis. Under a \$2.5 million contract from CTDOL, The WorkPlace and its partners will provide services to people trying to retain their homes.

The Mortgage Crisis Job Training Program will enhance the skills and earning potential of borrowers. The WorkPlace will partner with Capital Workforce Partners to introduce the program statewide and the Connecticut Housing Finance Authority (CHFA) which has a network of credit counselors to help borrowers. Individuals will learn about financial literacy and receive credit counseling as well as offerings in personal financial management. *CTWorks* One-Stop Centers will provide referrals, program information, and assistance. In addition, the *CTWorks* One-Stop Centers will serve as portals for case management and retraining. Individuals are eligible once they become 60-days delinquent on their mortgage. Referrals will be made by CHFA, lenders, or *CTWorks* One-Stop walk-ins who demonstrate an imminent need.

Insurance and Financial Services (IFS) Center for Educational Excellence

The Insurance and Financial Services (IFS) Center for Educational Excellence is a workforce initiative developed by Connecticut's insurance and financial services businesses to help address the industry's short-term and long-term workforce needs. The IFS Center offers an IFS Specialist Certificate Program as well as a range of curricula that includes non-credit courses at various levels, preparation for the National Association of Securities Dealers (NASD) Series licensing exams, and customized training to address specific employer needs. A new degree, Associate of Science in Insurance and Financial Services, was recently approved by the Board of Governors of the Connecticut Department of Higher Education and is the first of its kind to be offered statewide and one of the first in the country.

Seven students completed the IFS Specialist Certificate Program at Norwalk Community College (NCC) during the summer of 2008. One program graduate, Nilda L. Ortiz, had always wanted to go back to school. A supervisor working in finance recovery, she found that the IFS Specialist program provided her a great opportunity to enhance her learning to pursue career growth. Nilda, who works full-time days, went to school at night and found that the IFS Specialist program fit into her schedule. A big plus for her was not having to pay for the program out-of-pocket since the program is funded by the IFS Center.

This program will continue as part of a three-year grant with fall 2008 enrollment available at Norwalk Community College and Capital Community College. Partnership in the IFS Center includes the Insurance and Financial Services Cluster, the Connecticut Department of Economic and Community Development, the Connecticut Community College system, The Business

Council of Fairfield County, Capital Workforce Partners, and The WorkPlace, Inc., with funding from a U.S. Department of Labor grant.

MaturityWorks

Unemployed older workers (age 55+) from Fairfield, New Haven, Middlesex, and Litchfield counties who are looking for work can benefit from participating in *MaturityWorks*, a training and job placement program offered through a partnership among The WorkPlace, Workforce Alliance and the Northwest Regional Workforce Investment Board (family income requirements apply). *MaturityWorks* provides participants with assignments at non-profit host agencies where they can receive on-the-job training and gain the experience and skills necessary for employment. In addition, participants have access to workshops such as resume writing, interviewing tips, and computer learning to assist them with the goal of obtaining permanent full-time or part-time employment. After training, participants work with an on-site job developer to find employment.

Employers are encouraged to partner with *MaturityWorks* and host agencies are always sought. Host agencies are non-profit organizations that partner with *MaturityWorks* in hopes of strengthening and expanding community programs while also providing on-the-job training at no cost to the organization. Wages for on-the-job training are funded by *MaturityWorks*.

Academy for Career Advancement - Work Advancement and Support Center (WASC) Study

The WorkPlace, Inc. is one of four sites in the U.S. selected for a three-year study that focuses on increasing the earnings of low-wage workers. The study, by Work Advancement and Support Center (WASC), seeks to determine to what degree combining access to family support services such as food stamps, child care subsidies, and health insurance with intensive career advancement strategies at One-Stop Career Centers will result in greater job retention, wage progression, and career advancement. The study also examines whether results will show an increased family income, reduced poverty levels, and improved child and family well-being. The grant, from the social policy research organization MDRC, began in June 2006.

In Connecticut, WASC was implemented through The WorkPlace's Academy for Career Advancement, located in the Bridgeport *CTWorks* Career Center. Active recruitment continues. Working individuals from 18 to 62 years of age who earn \$15 per hour or less and reside in southwestern Connecticut are eligible for the study. Additional family income limits apply and study participants are selected by lottery to enroll in the program from a pool of applicants. Since June 2006, of the 341 randomly assigned eligible individuals, 169 were placed in the WASC Study and 49 people are enrolled in training or educational programs.

Youth

SHIPWorks (Summer Help Internship Program)

For youth interested in the marine industry, SHIPWorks (Summer Help Internship Program) offers the opportunity to gain job training and earn a credential. This program includes job preparation instruction through STRIVE (operated by Career Resources, Inc.) and on-the-job mentoring while students work in various jobs at Derecktor Shipyards. Recruitment for this new program began in May and, over the course of the program, participants learned about

metal fabrication, welding, pipe fitting, insulation, and outfitting. This is a paid internship program and graduates receive a Fire Watch Certificate, an industry-recognized credential that certifies that the recipient has been trained in the fire safety methods necessary for welding in cramped quarters, including the appropriate use of fire-extinguishing equipment. Five local students from Bridgeport's Aquaculture High School completed internships that began in June 2008.

Youth Works

Youth Works, a project of The WorkPlace, Inc. is dedicated to helping youth become valuable, self-reliant members of the community. During PY07, the Youth Works program helped local out-of-school youth (ages 14 to 21), many of whom lacked education and direction, choose and prepare for a career with a future. Services, which are tailored to meet the needs of each individual, include career coaching, GED preparation, occupational training, and job search assistance. Occupational training includes:

- Human Services
- Customer Service
- Hospitality
- Hazwoper Technician
- Emergency Medical Technician (E.M.T.)
- Certified Nursing Aid (C.N.A.)
- Microsoft Office User Specialist (M.O.U.S.)

Eastern (Eastern CT Workforce Investment Board - EWIB)

Employer Driven Training - Drafters for Electric Boat

Electric Boat approached the Eastern CT Workforce Investment Board (EWIB) when they could not fill their growing need for drafters. They had connected with high schools and vocational-technical schools, attended job fairs, and used the *CTWorks* system, but were still looking to fill 100 to 200 positions. They had a pool of applications from individuals who met most of the qualifications but lacked the specific drafting skills.

To accommodate applicants from around the region, meet non-traditional schedules, and provide the training quickly, a blended learning program was devised. Drawing on EWIB's success with on-line learning, the project had a strong on-line component with Three Rivers Community College providing academic content support and tutoring. A Penn Foster Drafting program was selected by Electric Boat, working with the assistance of EWIB's technology provider, Employment and Training Institute (ETI). Applicants who had been interviewed previously and determined to lack only the drafting skills were invited to an orientation. There they were introduced to the on-line training, the content and technical program support provided, and Electric Boat's expectation to hire contingent upon demonstrated successful training completion, interview, drug test, and security clearance.

The program has been a success, meeting the needs of Electric Boat while also allowing for the flexibility of on-line learning for participants, several of whom continued to hold down other jobs. Another benefit is Electric Boat's clearly defined career pathway for designers/drafters and internal apprenticeship program that leads to an Associate's Degree from Three Rivers Community College. As of June 30, 2008, a total of 67 individuals had enrolled, 44 successfully completed the training, and 2 were still in training. Electric Boat conducted 38 interviews and of the 30 offers of employment made, 25 accepted and 23 have started

employment. In addition to using the Penn Foster on-line drafting for potential new hires, Electric Boat utilizes it internally to give workers at risk of being laid off an opportunity to retrain for a new position and avert layoff.

EWIB Begins Regional Innovation Grant

The Eastern CT Workforce Investment Board, spurred by the 2005 Base Realignment and Closure (BRAC) experience and the Governor's Commission for the Economic Diversification of Southeastern Connecticut, applied for and received a USDOL Regional Innovation Grant. The project will target manufacturing, defense, and maritime industries in the area of greater eastern Connecticut, Worcester County, Massachusetts, and Washington County, Rhode Island that are reliant upon high wage, high quality engineering and technical job skills. The funds will support a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of occupations requiring technical and engineering skills. The analysis will include mapping employers and connections to larger economic patterns, investigating the engineering and technical skills pipeline, conducting a fiscal scan, and looking at systems issues contributing to the mismatch between workforce supply and demand. The information will be used to develop a strategic plan that leverages existing resources from agencies, institutions of higher education, local municipalities, Chambers of Commerce, and employers. Ultimately, the project will result in an increase in the supply of engineering degree programs, stronger connections between employers and potential workers through improved training, and opportunities for internships and apprenticeships.

Rides for Jobs Program

As coordinator of the Rides for Jobs Program for recipients of Temporary Assistance for Needy Families (TANF), EWIB was challenged to find employers that hire entry level workers on or close to the public transportation routes. In an effort to make it easier for case managers and customers to know which businesses are located along eastern Connecticut's various routes, Eastern Connecticut Transportation Consortium, Inc. (ECTC), the area's transportation broker, and *CTWorks* East's Business Services Team compiled a list of employers.

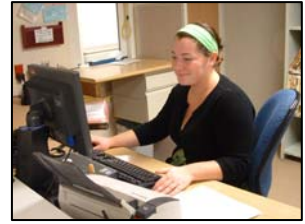
The Transit Matrix is a searchable database that contains over 700 entries that are updated periodically. Employers can be searched by town, company name, or both. The Matrix specifically denotes whether the business is directly on the route or if it is within four blocks of the fixed route. A hyperlink to maps of the various fixed routes is included to show where the route actually travels. The Transit Matrix was designed to help TANF and TANF-eligible customers find employment that they will be able to maintain when transportation subsidies end. The Transit Matrix can be accessed from the Rides for Jobs link at www.ewib.org.

Youth

Meeting Future Healthcare Workforce Needs

Who will be the nurses, lab technicians, radiologists, or nuclear medicine technologists serving the aging population of eastern Connecticut in the next ten years? They may be from among the 32 youth participants in the first Eastern CT Health Pipeline Program who worked at Backus, Day Kimball, Lawrence & Memorial, and Windham Hospitals this past summer.

EWIB directed the Health Pipeline Program, connecting students from six area high schools (Killingly, New London, Norwich Free Academy, Norwich Regional Technical School, Plainfield, and Windham) with on-line clinical training and a six-week summer internship at one of the four regional hospitals or other clinical sites. The hospitals selected the on-line courses that students took to prepare them for the internship experience. EWIB approached each high school to get approval for credit for the experience and most agreed.



Haley Connor working in Diagnostic Services

Youth vendors including EASTCONN, New London Office of Youth Affairs, and Norwich Youth and Family Services provided recruitment and case management. Only students who successfully completed the on-line courses were eligible for an internship. Students received assistance during the on-line training from Three Rivers Community College's academic content coaches if they experienced any difficulty with course content. EWIB's technology provider, Employment and Training Institute, provided technical support and tracking of the students' progress. First Aid/CPR Training as well as a health careers workshop were given by the Eastern Connecticut Area Health Education Center (AHEC).



Adrianna Gomes and HR Manager Patricia Hedenberg, at Day Kimball Hospital in Putnam

Forty one (41) students began the on-line training and 33 completed. All these completers, except one who left for a nursing school opportunity, then started and completed their internships. EWIB is undertaking an evaluation of the benefits and results of the program in anticipation of beginning a Manufacturing Pipeline Program in the fall.

North Central (Capital Workforce Partners)

Hope for Ex-Offenders

Brian Clark had reached the point of hopelessness 18 years ago. Having tragically lost his father and his young son within a period of months, he felt angry and alone, lost. Amidst his grief, the path chosen by this Army veteran who hailed from a good family was a bad one. Eventually it would lead him to crime, addiction, homelessness, and prison. Community Partners in Action referred Brian to the One-Stop and today, through his involvement with a number of agencies and organizations under the umbrella of *CTWorks*, Brian has a job and a new life. Job development, life coaching, supplemental services from the Veteran's Unit, résumé preparation, and additional assistance such as securing work clothing, transportation allowances, and incentives for meeting and exceeding program initiatives contributed to Brian's success. Paul Andreotta, his Life Coach at *CTWorks*, proudly refers to Brian as a model for what an ex-offender can become through the programs and services offered at *CTWorks*.

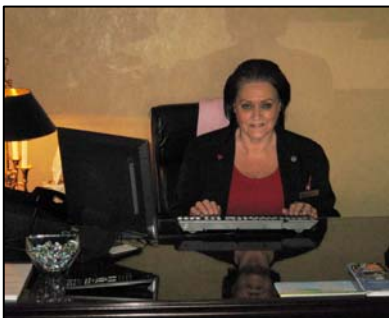


Paul Andreotta of CTWorks and "Workforce Star" award winner Brian Clark

Access to *CTWorks'* One-Stop Career Center services for job seekers – employment, transportation, housing, medical, food, clothing and more – is equally available to ex-offenders and, with this support, others like Brian are turning their lives around. Individuals are tracked for a period of four years to ensure that they not only get on the correct path, but stay on it. Once the person is on track and working, the chances of returning to crime decrease substantially.

Life after prison does not and should not have to devolve into a vicious cycle of recidivism and hopelessness. Brian is grateful that he learned about the services available at *CTWorks*. For his determination and persistence and making the most of *CTWorks'* services to better his life and the lives of those around him, Brian was honored with a “Workforce Star” award by CWP at their annual award breakfast. Brian and many others like him are bright examples of the hope that can exist for ex-offenders and the ability of those who genuinely want to turn their lives around to do just that.

Capital Workforce Partners Workforce Star Award Winner - Christine Adorno



A stroke and open-heart surgery didn't stand in the way of Christine Adorno reaching her goals. After moving to Connecticut with a GED, Christine began nursing studies in hopes of attaining her dream career in the medical field. After eight grueling years of part-time night classes and waitressing days, she earned her R.N. Her career, however, was sidetracked in 2004 when she suffered a stroke. After completing rehabilitation and returning to work, she experienced problems processing information, a common but debilitating side-effect that is often present after a stroke. To compound matters, Christine's doctor found that she had a hole in her heart that required immediate open-heart surgery to correct. This was devastating news because it meant the end of her career as a nurse. As Christine recuperated in the hospital, she thought about finding a means of financial support for her family. She knew that she'd rather find a vocation suited to her physical capabilities than file for disability, but she wasn't sure what vocation it might be.

Christine turned to *CTWorks* for job search assistance, became a participant in the WIA program, and learned that Goodwin College offered a Career Academy training course. Christine enrolled in the program and was soon an outstanding student and eager to put her skills to work. Upon graduating from the program in August 2007, Christine was hired by the Marriott as a Front-Desk Representative. She has since been promoted to a position at the concierge desk and has been certified by the American Hospitality and Lodging Association. She is described by her manager as “an asset to the organization.”

Christine recently returned to Goodwin College to address students of the Hospitality/Retail classes. She was an inspiration to both the staff and students, and will continue to serve as a role model in the coming years. For her achievements and remarkable determination in overcoming physical and emotional obstacles that would have devastated most people, Christine was awarded a Capital Workforce Partners Workforce Star Award at their annual recognition breakfast.

Low Income Families Employment (LIFE) Program

LIFE is a two-year educational and occupational training initiative for currently employed, low-wage workers who want to increase their earning potential and advance in their fields. The program helps participants gain the skills they need to achieve their goals by providing job coaching and additional training. Along with career counseling, LIFE aims to provide participants with supplemental services and incentives to stay with the program. If a participant is having trouble finding day care, for example, or has trouble preparing an income tax return or paying for heat, the LIFE program helps by connecting the participant with solutions. The program is currently available to residents of Bristol, Enfield, Hartford, Manchester, and New Britain, but other cities may be added.

LIFE's success stories include Esther "Sandy" Owusu and Erika Watson:

Esther "Sandy" Owusu

Only three years ago, Sandy Owusu was collecting unemployment after being laid off from her CNA job at a nursing home in East Hartford. Now she's a business owner.

Sandy sought the assistance of *CTWorks* and registered in the WIA program. She also entered the Low Income Families Employment (LIFE) Program. Sandy, a hard-working single mother, pursued training and worked nights at an assisted living facility to support her family. At the nursing home, she noticed that someone would bring in uniforms with the prospect of selling them, and an idea was born. She had always wanted to open a store – why not a store that sold medical uniforms?



Near her home in East Hartford, Sandy often walked past a store that never seemed to be open. When she inquired, she discovered the lessee was eager to close the store – and it was the perfect place to start her dream. Sandy's store, *Scrubs & More*, is now open at that site and she has developed a business plan and built a marketing strategy.

Erika Watson

Two years ago, health concerns facing her newborn son and the unexpected role of single parenting while working part-time at an auto body job led Erika Watson to realize she had to change careers. She turned to *CTWorks* in Manchester, registered for WIA, and learned about the LIFE Program.

Manufacturing was always of interest to Erika, but she didn't know how to get into training and enter the field successfully. The LIFE program was the answer. Erika is now nearing completion of the Precision Manufacturing Certificate program at Manchester Community College, is a teacher's aide for the simulation program at the college, and will likely have numerous job offers upon completion of the program. Erika was celebrated in June as an honorable mention recipient of the Capital Workforce Partners Workforce Star Award.



Erika's "LIFE" is on track for long-term success

Youth

CWP Career Competencies

Capital Workforce Partners continued to work with employers and other partners during PY07 to identify and implement the *CWP Career Competencies*, an ongoing process that has been carried out in recent program years. The competencies, which were implemented in all year-round and summer youth programs this year, define the skills required for success in entry-level employment and/or post-secondary education. In regard to the competencies, success is defined as “the ability to obtain, retain, and progress in a work or post-secondary education setting.” The *CWP Career Competencies* include:

- Basic Skills
- Computer Literacy
- Customer Service
- Personal Qualities
- Problem Solving and Decision Making
- Interpersonal Communications
- Job Seeking Skills

The *CWP Career Competencies* are divided among four tiers to enable sequential, comprehensive, and progressive learning of specific competencies in a discrete program. Youth may not progress to the next level until the specific tier level competencies have been attained. By the time youths complete the Tier IV *Career Connections* program, they should have the necessary skills to become workforce certified and be better prepared for their career futures.

Pharmacy Technician Program

For Sashuana Riley, recognizing the importance of having a career, not just a job, and wanting to be a good role model for her daughter were key factors in deciding to further her education. Sashuana received intensive case management services at the One-Stop and was placed in the Pharmacy Technician Program at the Urban League of Greater Hartford.

In the program, at-risk, out-of-school youth are provided occupational skills training, job skills training, internships, and job placement assistance. Elements of the program, specifically designed to meet the needs of youth, include a non-traditional schedule of late afternoon class times and a dedicated youth mentor on staff. Internships with well-known, local pharmacies are available once the in-depth training is complete.

The program is so successful at preparing youth as pharmacy technicians that pharmacies often offer employment opportunities while the youth are still participating in the internships, and many receive multiple job offers. After completing the program, Sashuana landed a full-time job as a Pharmacy Tech at CVS. She is not, however, stopping there. Sashuana, who continues to keep education as her focus, was accepted into UConn’s undergraduate program and has her sights set on a Master’s Degree as well.

Youth Resource Centers

Youth Resource Centers (YRC) provide a multitude of much-needed education and career resources and services in a youth-friendly environment. Targeted assistance includes case management, career guidance, job search resources, career development activities, and information on post-secondary education. The centers, located at the Hartford and New Britain One-Stops, are available to individuals enrolled in the WIA youth and Jobs First Employment Services (JFES) programs.

With its comfortable chairs and a sofa, a brightly colored rug, and walls covered with posters and college pennants, Hartford's YRC is suited to youth. There are eight personal computers that youth can use to set up business-friendly e-mail accounts, research careers, create résumés, conduct a job search, or explore college options. Youth can drop in to the center and use the resources on a self-service basis to check job postings, receive community updates, and conduct job searches. Our Piece of the Pie staffs the center, supervises the youth, and assists them with career development activities. YRC staffing is supplemented by interns participating in the WIA and JFES programs. These assignments keep youth engaged with career development and provide valuable exposure to the working world.

The Human Resources Agency (HRA), a partner in *CTWorks*, operates and staffs the Youth Resource Center at the *CTWorks* One-Stop in New Britain. Individuals who are registered in the youth program may utilize the center on a self-service basis or may obtain one-on-one assistance with a case manager. In addition to employability and career advancement resources, life skills and personal development are emphasized. For those focusing on higher education, experienced staff can provide a wealth of material as well as assistance in applying for Free Application for Federal Student Aid (FAFSA). The center includes a resource library, three computers, and fax and copier machines.

South Central (Workforce Alliance)

Marine Technician Career Training Program

Connecticut's maritime industry is suffering a critical shortage of skilled labor. Considering our access to busy Long Island Sound, few people realize the career opportunities in marine technologies available to recent high school graduates as well as under-employed and qualified unemployed adults. These jobs pay from \$16 per hour to more than \$35 per hour, plus benefits.

In January 2008, Sound Marine Skills, Inc. (SMS), in partnership with Workforce Alliance, Sound School Regional Vocational Aquaculture Center, the Connecticut Department of Labor, and several area full-service marinas and boatyards, began a Marine Technician Career Training Program. Training was provided at no cost to participants and, during PY07, 14 trainees were involved in the program. These trainees became certified in the American Boat and Yacht Council's (ABYC) National Marine Trades Curriculum.



Stephen Metzler was hired as a rigger at Pilot's Point Marina

Trainees studied nautical skills (boat handling and navigation); fiberglass construction/repair; fisheries management; wood joinery; marine systems (plumbing, electrical, fuel, hydraulic, steering and rigging); and inboard, outboard, and diesel engine theory, repair and maintenance. Nine of the trainees gained immediate full-time employment in the field and several others accepted job offers in different fields.

Center for Working Families Taking Shape in New Haven

An outstanding collaborative of funders, educators, and workforce development organizations is creating a center in New Haven that offers a comprehensive approach to help low-income families reach financial stability and move up the economic ladder. The Center for Working

Families (CWF) will provide families with intensive remedial education, enhanced case management support services, employment and training assistance, job placement, linkage to work supports, free tax preparation, financial education and credit repair. The Annie E. Casey Foundation pioneered the concept and development of Centers for Working Families and there are currently seven centers around the nation.

By bundling the best elements of various institutions and delivering a holistic package of programs, CWF can give the working poor a fighting chance to improve their economic and life situations. Customer-smart practices, such as non-traditional hours that include weekends and evenings and case management that directs families to financial health, are among the CWF innovations.

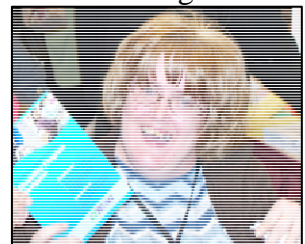
During PY07, the collaborations and framework for New Haven's proposed Center for Working Families were developed, including the grant writing for seed money that has subsequently been awarded. The CWF in New Haven would be located directly adjacent to the *CTWorks* Career Center. Federal and private grants are being sought to help underwrite the project, which received its first cash infusions from the Annie E. Casey Foundation and the Connecticut Department of Labor.

CWF is a project of the Family Economic Success Funders Group, which includes Workforce Alliance, United Way of Greater New Haven, and the Community Foundation for Greater New Haven. Other partners in the project include Gateway Community College, New Haven Adult Education, the State Department of Education, the Department of Social Services, and New Alliance Foundation.

Workforce Alliance's Disability Program Navigator

Since the Americans with Disabilities Act became law, an entirely new set of workers, many with skills and capabilities much-sought-after in the labor market, are contributing to the state economy. The Disability Program Navigator provides a central point of contact for employers and individuals seeking information or assistance in helping people with disabilities enter and remain in the workplace. The program is statewide, with Navigators stationed at the Workforce Investment Boards.

Workforce Alliance's Disability Program Navigator, Laura Micklus, pictured here, was hired in September 2007 and, through June 2008, has served 250 customers. Most were guided to training or skill-building resources and at least 40 customers were matched with jobs. Laura notes that while many of these new workers thought they could only work very limited hours or risk the loss of needed benefits, she was able to help them attain the personal satisfaction of full-time work and still maintain the safety nets they required. In addition to providing one-on-one client assistance, Laura conducts outreach at job fairs and business expos.



Meriden *CTWorks* Career Center's New Site

During the fall of 2007, plans for a new site for the *CTWorks* Career Center in Meriden were developed and set into motion. The plans emphasized the co-location of *CTWorks* with CTDOL and accessibility for disabled individuals. After months of planning and renovation, including

the refitting of the historic structure with an elevator, the new office space was ready for a grand opening.

The new offices of Workforce Alliance's *CTWorks* Career Center at 85 West Main Street in Meriden were officially opened in July with a ribbon-cutting ceremony attended by state and local officials. The Career Center's new location in the same building as the Connecticut Department of Labor office creates a true One-Stop for residents in need of career services. Expanded hours of operation are offered in the new location, including some evening hours, in response to customer need and the demand for services in Meriden.



The new CTWorks Career Center opened with a traditional ribbon-cutting. Left to right: Freeman Holloway, Workforce Alliance; Bill Villano, Executive Director, Workforce Alliance; Workforce Alliance Chairman Joe Mirra, President, BRC; State Representative Chris Donovan; Mike Bartley, CTDOL; CTDOL Commissioner Patricia Mayfield; Meriden Mayor Mike Rohde; and Meriden Councilwoman Hilda Santiago.

Youth

STEM Experts in Schools

During PY07, tours of major businesses in south central Connecticut along with informative technology presentations were highlights of Workforce Alliance's continued participation in STEM Experts in Schools. STEM provides an opportunity to learn how science, technology, engineering and math (STEM) skills are applied in business and does so, in part, by connecting science and math teachers with business professionals who use these skills every day in their work.

By offering STEM Experts in Schools, Workforce Alliance hopes to encourage middle and high school students to increase the number of math and science courses they take. It is emphasized to youth that whether they are headed for higher education or are on a direct path to the world of work, they will find that a command of STEM skills is expected and that math and science are applied on a day-to-day basis in most jobs. To prepare students well, lesson plans include studies in Biology, Algebra 1, Computer Technology, Geometry and Intro to Physics/Chemistry. STEM also requires all freshman teachers to integrate technology into their instruction.

Employer participation in STEM was outstanding this year. Unilever, Sonalyst, WTNH, CPTV, Health Careers Academy, and Innovators Academy participated in the project. Company tours were offered, with some including technology presentations by staff. Student technology presentations were also part of this year's focus. CT Scholars Academy in New Haven also

participated in Workforce Alliance's STEM project for 2007-2008 and teachers and administrators were so enthusiastic that the school has planned a range of activities based on the outcomes.

STEM plans to have students prepare a STEM brochure for the school's website and all incoming 9th grade students are invited to participate in a 5-week, for-credit technology camp that includes career awareness and offers a \$500 stipend upon successful completion. In the coming year, engineers are scheduled to offer presentations on STEM careers and a trip to UConn is planned which will focus on careers in math, science and technology.

Partners in the STEM project include Workforce Alliance, Area Cooperative Educational Services (ACES)/Thomas Edison Middle School, New Haven Board of Education, Connecticut State Scholars, University of New Haven, Gateway Community College, Connecticut Technology Council, and New Haven Manufacturers' Association.

Empowering Youth Through Technology

Knowledge Network, a youth services provider, had remarkable success with its trainees this year. Of the twenty-five youth who began training in Microsoft's full suite of products in Knowledge Network's "Empowerment through Technology" course, all succeeded in obtaining Microsoft Office Specialist Certification. The requirements of the certificate demand a standard number of training hours; however, the young people who took part went far beyond the standard. Not only were youth waiting at the door for Knowledge Network to open for the day, but some even put in double the number of required hours because of the positive and stimulating learning environment provided.

Knowledge Network recruits youth for its program from a variety of areas, including Adult Education and group homes that offer residence for ex-offenders. The program introduces youth, some of whom have difficult histories or attitudes, to a broad array of opportunities in the community and prospects for a successful future. This year, for example, trainees attended the Workforce Alliance Youth Council's annual YouthNet InfoXchange, a networking and information-sharing event for youth service providers. This half-day conference was held at Gateway Community College in North Haven on January 11, 2008. One trainee who attended the InfoXchange was Thomas Wiggins. Thomas has since entered Gateway Community College as a freshman, where he will apply his new skills as he works toward developing a career.



Knowledge Network Director Peter McKenzie (left) and trainee Thomas Wiggins at the 2008 InfoXchange

Frank Milone Hits 40

Forty years of service that is, to the youth and unemployed of south central Connecticut. Frank, who is currently the Manager of Youth Services & Special Projects, has won awards in the past, but this year's honor at the Workforce Alliance Annual Meeting in January 2008 celebrated an entire career of service in workforce development. Frank received his award with the added honor of a standing ovation from the audience.



Frank Milone (left), with Workforce Alliance Executive Director William Villano

TABULAR SECTION

TABLE A - CUSTOMER SATISFACTION RESULTS

	Negotiated Performance Level	Actual Performance — 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	75.0	76.2	817	2,105	1,155	71%
Employers	74.8	75.0	594	830	830	72%

TABLE B - ADULT PROGRAM RESULTS AT-A-GLANCE

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	80.0%	78.4%	421
			537
Employment Retention Rate	84.0%	87.5%	502
			574
Average Earnings	\$11,050	\$11,463	\$5,421,774
			473
Employment and Credential Rate	69.0%	64.7%	376
			581

TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS

	Public Assistance Recipients Receiving		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment	76.8%	106	72.0%	18	61.1%	11	77.8%	14
		138		25		18		18
Employment Retention Rate	87.8%	137	95.2%	20	81.8%	9	92.9%	13
		156		21		11		14
Average Earnings	\$10,534	\$1,337,840	\$12,019	\$228,358	\$9,492	\$85,431	\$13,202	\$158,427
		127		19		9		12
Employment and Credential Rate	57.7%	60	54.5%	12	50.0%	7	50.0%	9
		104		22		14		18

TABLE D - OTHER OUTCOME INFORMATION FOR THE ADULT PROGRAM

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment	79.5%	294	76.0%	127
		370		167
Employment Retention Rate	86.8%	350	88.9%	152
		403		171
Average Earnings	\$11,475	\$3,798,157	\$11,434	\$1,623,617
		331		142

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	88.0%	86.8%	656 756
Employment Retention Rate	90.0%	93.6%	595 636
Average Earnings	\$16,796	\$16,945	\$9,590,824 566
Employment and Credential Rate	73.0%	70.4%	417 592

TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment	86.2%	50 58	85.0%	17 20	80.4%	90 112	100.0%	6 6
Employment Retention Rate	94.4%	51 54	95.0%	19 20	93.6%	73 78	90.0%	9 10
Average Earnings	\$18,136	\$852,369 47	\$16,038	\$256,605 16	\$15,684	\$1,082,168 69	\$20,315	\$182,839 9
Employment and Credential Rate	72.3%	34 47	53.3%	8 15	68.2%	58 85	100.0%	4 4

TABLE G - OTHER OUTCOME INFORMATION FOR THE DISLOCATED WORKER PROGRAM

	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment	86.3%	483 560	88.3%	173 196
Employment Retention Rate	91.9%	409 445	97.4%	186 191
Average Earnings	\$16,765	\$6,521,574 389	\$17,340	\$3,069,250 177

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

	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education		84.6%	318
			376
Attainment of Degree or Certificate		27.1%	16
			59
Literacy and Numeracy Gains		23.8%	76
			320

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	74.0%	82.1%	115
			140
Employment Retention Rate	84.0%	88.1%	140
			159
Earnings Change in Six Months	\$3,650	\$4,158	\$582,077
			140
Credential Rate	58.0%	58.3%	123
			211

TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment	75.8%	25	0.0%	0	88.9%	8	81.5%	106
		33		0		9		130
Employment Retention Rate	84.8%	28	0.0%	0	84.6%	11	87.5%	133
		33		0		13		152
Earnings Change in Six Months	\$4,927	\$162,603	0.0%	\$0	\$3,086	\$37,033	\$4,117	\$551,726
		33		0		12		134
Credential Rate	54.2%	26	0.0%	0	55.6%	5	57.0%	114
		48		0		9		200

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

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment	85.0%	89.2%	570
			639
Diploma or Equivalent Rate	73.0%	62.6%	129
			206
Retention Rate	79.0%	83.7%	211
			252

TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
	Skill Attainment	86.0%	98 114	90.4%	104 115	82.7%
Diploma or Equivalent Rate	50.0%	15 30	75.0%	30 40	43.9%	36 82
Retention Rate	63.9%	23 36	73.6%	39 53	87.4%	90 103

TABLE L - OTHER REPORTED INFORMATION

	Placements for Participants in Nontraditional Employment		Wages At Entry Into Employment For Those Who Entered Unsubsidized Employment		Entry Into Unsubsidized Emp. Related to Training of Those Who Completed Training Services	
	Adults	1.9%	8 421	\$5,234	\$2,146,096 410	48.3%
Dislocated Workers	1.2%	8 656	\$8,166	\$5,095,290 624	55.4%	267 482
Older Youth	5.2%	6 115	\$2,851	\$282,222 99		

	12 Month Employment Retention		12 Month Earnings Change/Replacement	
	Adults	85.7%	557 650	\$5,934
Dislocated Workers	91.4%	597 653	103.1%	\$10,162,484 \$9,856,034
Older Youth	89.8%	150 167	\$4,435	\$638,631 144

TABLE M - PARTICIPATION LEVELS

	Total Participants Served	Total Exiters
Total Adult (Customers)	32,768	23,922
Total Adult (Self-Service only)	28,627	22,265
WIA Adults	31,080	23,147
WIA Dislocated Workers	1,701	780
Total Youth (14-21)	1,262	530
Younger Youth (14-18)	688	310
Older Youth (19-21)	574	220
Out of School Youth	867	367
In- School Youth	395	163

TABLE N - COST OF PROGRAM ACTIVITIES

Program Activity		Total Federal Spending
Local Adults		\$5,851,401
Local Dislocated Workers		\$6,807,280
Local Youth		\$6,959,393
Rapid Response (up to 25%)		\$2,941,127
Statewide Required Activities (up to 15%)		\$3,299,842
Statewide Allowable Activities	Program Activity Description	
	Incumbent Worker Training	\$237,152
Total of All Federal Spending Listed Above		\$26,096,195

TABLE O - LOCAL PERFORMANCE

Local Area Name East Region	Total Participants Served	Adults	6,163
		Dislocated Workers	99
		Older Youth	80
		Younger Youth	163
ETA Assigned # 09085	Total Exitters	Adults	4,635
		Dislocated Workers	33
		Older Youth	18
		Younger Youth	61

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	75.0%	79.5%	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	82.0%	92.7%	<i>Exceeded</i>
	Dislocated Workers	83.0%	86.2%	<i>Exceeded</i>
	Older Youth	72.0%	100.0%	<i>Exceeded</i>
Retention Rate	Adults	84.0%	86.4%	<i>Exceeded</i>
	Dislocated Workers	85.0%	95.0%	<i>Exceeded</i>
	Older Youth	84.0%	70.6%	Met
	Younger Youth	81.0%	78.0%	Met
Earnings Change	Adults	\$10,400	\$10,709	<i>Exceeded</i>
	Dislocated Workers	\$14,800	\$13,467	Met
	Older Youth	\$3,450	\$4,487	<i>Exceeded</i>
Credential/Diploma Rate	Adults	74.0%	79.0%	<i>Exceeded</i>
	Dislocated Workers	73.0%	74.1%	<i>Exceeded</i>
	Older Youth	60.0%	85.7%	<i>Exceeded</i>
	Younger Youth	73.0%	81.5%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	83.0%	86.0%	<i>Exceeded</i>
Employment/Education	Youth (14-21)		87.8%	
Degree or Certificate	Youth (14-21)		60.0%	
Literacy/Numeracy	Youth (14-21)		66.7%	

Overall Status of Local Performance	Not Met <small>(Below 80% of Target)</small>	Met <small>(80% to 100% of Target)</small>	Exceeded <small>(Above 100% of Target)</small>
	0	3	14

TABLE O - LOCAL PERFORMANCE

Local Area Name North Central	Total Participants Served	Adults	10,099
		Dislocated Workers	473
		Older Youth	195
		Younger Youth	97
ETA Assigned # 09075	Total Exiters	Adults	7,728
		Dislocated Workers	215
		Older Youth	59
		Younger Youth	47

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	75.0%	71.0%	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	81.0%	68.9%	Met
	Dislocated Workers	89.0%	83.1%	Met
	Older Youth	74.0%	73.2%	Met
Retention Rate	Adults	85.0%	87.9%	<i>Exceeded</i>
	Dislocated Workers	90.0%	93.6%	<i>Exceeded</i>
	Older Youth	85.0%	82.5%	Met
	Younger Youth	78.0%	86.8%	<i>Exceeded</i>
Earnings Change	Adults	\$11,500	\$11,769	<i>Exceeded</i>
	Dislocated Workers	\$17,500	\$16,691	Met
	Older Youth	\$3,800	\$4,118	<i>Exceeded</i>
Credential/Diploma Rate	Adults	70.0%	60.5%	Met
	Dislocated Workers	73.0%	73.8%	<i>Exceeded</i>
	Older Youth	56.0%	36.8%	Not Met
	Younger Youth	64.0%	52.6%	Met
Skill Attainment Rate	Younger Youth	80.0%	76.7%	Met
Employment/Education	Youth (14-21)		74.7%	
Degree or Certificate	Youth (14-21)		25.0%	
Literacy/Numeracy	Youth (14-21)		22.2%	

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	1	9	7

TABLE O - LOCAL PERFORMANCE

Local Area Name Northwest Region	Total Participants Served	Adults	3,800
		Dislocated Workers	353
		Older Youth	21
		Younger Youth	112
ETA Assigned # 09080	Total Exiters	Adults	3,051
		Dislocated Workers	224
		Older Youth	15
		Younger Youth	54

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	75.0%	79.5%	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	77.0%	68.1%	Met
	Dislocated Workers	84.0%	81.7%	Met
	Older Youth	74.0%	100.0%	<i>Exceeded</i>
Retention Rate	Adults	84.0%	84.2%	<i>Exceeded</i>
	Dislocated Workers	90.0%	91.8%	<i>Exceeded</i>
	Older Youth	83.0%	86.7%	<i>Exceeded</i>
	Younger Youth	81.0%	85.3%	<i>Exceeded</i>
Earnings Change	Adults	\$11,100	\$12,263	<i>Exceeded</i>
	Dislocated Workers	\$17,250	\$17,402	<i>Exceeded</i>
	Older Youth	\$3,300	\$3,515	<i>Exceeded</i>
Credential/Diploma Rate	Adults	69.0%	60.1%	Met
	Dislocated Workers	72.0%	65.8%	Met
	Older Youth	55.0%	91.7%	<i>Exceeded</i>
	Younger Youth	80.0%	100.0%	<i>Exceeded</i>
Skill Attainment Rate	Younger Youth	85.0%	89.9%	<i>Exceeded</i>
Employment/Education	Youth (14-21)		94.2%	
Degree or Certificate	Youth (14-21)		34.5%	
Literacy/Numeracy	Youth (14-21)		11.1%	

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	4	13

TABLE O - LOCAL PERFORMANCE

Local Area Name South Central Region	Total Participants Served	Adults	5,015
		Dislocated Workers	229
		Older Youth	98
		Younger Youth	186
ETA Assigned # 09090	Total Exiters	Adults	3,816
		Dislocated Workers	165
		Older Youth	57
		Younger Youth	84

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	75.0%	76.6%	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	80.0%	90.6%	<i>Exceeded</i>
	Dislocated Workers	89.0%	95.1%	<i>Exceeded</i>
	Older Youth	70.0%	85.3%	<i>Exceeded</i>
Retention Rate	Adults	82.0%	90.9%	<i>Exceeded</i>
	Dislocated Workers	89.0%	97.8%	<i>Exceeded</i>
	Older Youth	82.0%	100.0%	<i>Exceeded</i>
	Younger Youth	77.0%	85.0%	<i>Exceeded</i>
Earnings Change	Adults	\$12,000	\$11,196	Met
	Dislocated Workers	\$16,000	\$17,918	<i>Exceeded</i>
	Older Youth	\$3,600	\$4,930	<i>Exceeded</i>
Credential/Diploma Rate	Adults	69.0%	79.7%	<i>Exceeded</i>
	Dislocated Workers	73.0%	82.0%	<i>Exceeded</i>
	Older Youth	58.0%	66.7%	<i>Exceeded</i>
	Younger Youth	73.0%	71.7%	Met
Skill Attainment Rate	Younger Youth	89.0%	94.1%	<i>Exceeded</i>
Employment/Education	Youth (14-21)		86.0%	
Degree or Certificate	Youth (14-21)		0.0%	
Literacy/Numeracy	Youth (14-21)		2.6%	

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	2	15

TABLE O - LOCAL PERFORMANCE

Local Area Name Southwest Region	Total Participants Served	Adults	6,001
		Dislocated Workers	541
		Older Youth	180
		Younger Youth	130
ETA Assigned # 09070	Total Exiters	Adults	3,914
		Dislocated Workers	137
		Older Youth	71
		Younger Youth	64

		Negotiated Performance Level	Actual Performance Level	Status
Customer Satisfaction	Program Participants	75.0%	73.8%	Met
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
Entered Employment Rate	Adults	77.0%	81.5%	<i>Exceeded</i>
	Dislocated Workers	87.0%	89.8%	<i>Exceeded</i>
	Older Youth	74.0%	85.3%	<i>Exceeded</i>
Retention Rate	Adults	84.0%	87.5%	<i>Exceeded</i>
	Dislocated Workers	91.0%	82.4%	Met
	Older Youth	83.0%	93.8%	<i>Exceeded</i>
	Younger Youth	80.0%	82.9%	<i>Exceeded</i>
Earnings Change	Adults	\$10,400	\$11,041	<i>Exceeded</i>
	Dislocated Workers	\$15,695	\$16,014	<i>Exceeded</i>
	Older Youth	\$3,700	\$3,607	Met
Credential/Diploma Rate	Adults	68.0%	60.3%	Met
	Dislocated Workers	71.0%	63.3%	Met
	Older Youth	63.0%	65.5%	<i>Exceeded</i>
	Younger Youth	66.0%	10.4%	Not Met
Skill Attainment Rate	Younger Youth	84.0%	88.0%	<i>Exceeded</i>
Employment/Education	Youth (14-21)		86.7%	
Degree or Certificate	Youth (14-21)		0.0%	
Literacy/Numeracy	Youth (14-21)		21.1%	

Overall Status of Local Performance	Not Met	Met	Exceeded
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	1	5	11

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.

