

# State of Connecticut



## Workforce Investment Act

### Annual Report

July 2006 – June 2007



*October 2007*

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## *A Message from the Commissioner*



It is my honor and pleasure to provide the opening statement for the State of Connecticut's Workforce Investment Act (WIA) Annual Report for Program Year 2006. This report highlights our achievements over the past year, which has been another highly successful one for WIA in Connecticut. In addition, this report provides the reader with the latest and most important statewide initiatives Connecticut is pursuing while also providing local boards with an opportunity to showcase their program achievements.

During PY 2006, the Connecticut Department of Labor and its workforce partners initiated and improved upon programs for both workers and employers in Connecticut. Amongst these were our efforts to assist incumbent workers. We have also continued to improve our internal performance and reporting systems to better meet the needs of all those in the workforce community.

During the next and future years, we look forward to moving ahead with new and exciting ventures on both the statewide and national levels. This state is proud to advance the principles embodied in programs like WIRED and looks forward to further improving upon the service delivery system in Connecticut so that all of our citizens and employers can benefit from our efforts.

Patricia H. Mayfield  
Commissioner  
Department of Labor

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On the cover: *The Charter Oak at Hartford* (circa 1846 by Hartford native Frederic Edwin Church), Florence Griswold Museum, Old Lyme, CT (gift of The Hartford Steam Boiler Inspection and Insurance Company). Hartford's Charter Oak Tree, although no longer standing, has been a symbol of Connecticut's strength and commitment to freedom since 1687 when colonists used the tree as a hiding place for a charter that gave the colony a measure of self-governing authority rather than turn the document over to the British.

## **Governor's Initiatives**

Connecticut's achievements and performance outcomes during Program Year 2006 (PY06) once again demonstrate the state's workforce investment partners' commitment to meeting the goals of the Workforce Investment Act. During the year, workforce partners initiated new programs and innovative plans for the benefit of both individuals and employers while continuing to offer and build upon established programs and services. Connecticut has remained focused on workforce initiatives and advancements that support continued growth and a strong economy while creating comprehensive, coordinated services that enhance the lives of citizens of the state.

### **The Jobs Funnel**

In PY06, Jobs Funnel projects continued to be an asset for many individuals hoping to begin a career in the construction field. The projects represent joint, public-private efforts to 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.

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 services have been provided to approximately 7,100 individuals, with over 1,800 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.

### **Career Ladder Pilot Program**

The Connecticut Career Ladder Program aligns education and training programs along a continuum that leads to career advancement in occupations with projected workforce shortages as forecasted by the Office of Workforce Competitiveness (OWC)<sup>1</sup>. Initial focus has been in the areas of early care and education and allied health.

The Career Ladder Advisory Committee engages employers, professional associations, and workforce development entities in this effort. Subcommittees develop pilot projects to create and expand career ladders in the identified areas of focus. Lessons learned from these efforts will be used for statewide expansion.

### **Allied Health Workforce Policy Board**

The Allied Health Workforce Policy Board, chaired and staffed by OWC, addresses the state's current and future supply and demand for allied health professionals, developing specific

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<sup>1</sup> The Office of Workforce Competitiveness (OWC) serves as the Governor's principal workforce development policy agency.

recommendations to the General Assembly as required by statute. Current efforts focus on the identification of the necessary faculty and clinical placements to meet workforce training needs.

### **Connecticut's Initiatives for Youth Systems "Re-Form"**

In "America's Perfect Storm" the Educational Testing Service spoke of three forces which are changing our 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
- The continuing evolution of the economy and the nation's job structure, requiring higher levels of skills from an increasing proportion of workers.

Connecticut data confirms the trend toward inadequate academic achievement; based on 4<sup>th</sup> grade reading performance in 2001, 22.2% of students were at basic levels or below. In 2006, 20.2% of students were at the basic level or below. In addition, based on 2006 Connecticut Mastery Test performance at 8<sup>th</sup> grade, 47% of black students were below proficiency in reading, 50% of Hispanic students were below proficiency, and 13% of white students were below proficiency.

Both the data outlined above, and common sense as well, tells 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 communities where these youth live. Finally, this reduces young people's chances for achieving self-sufficiency, having good careers, and becoming productive citizens as adults.

In recognition of this challenging situation, Connecticut has developed an expanded vision for youth, from "vulnerable" youth to "all" youth:

*Youth Vision Team:* Connecticut's most at-risk youth will have access to a collaborative, sustainable, and performance-focused system that prepares them for success in education, the global demand-driven economy, their families, and their communities.

*Youth Futures Committee:* All Connecticut youth will achieve the knowledge, skills and behaviors necessary to complete high school college-ready and then attend college or attain employment.

In addition, there is a recognition of a clear need for high school redesign, based on a number of factors: a lack of competency-based high school exit criteria that is based on "talent" development; inadequate curriculum articulation from high school to post-secondary education; data systems that do not allow for tracking individual student performance PreK-16; the largest "achievement gap" between low-income and higher-income students in the nation in reading

and mathematics; insufficient targeting of resources to experiences in science, technology, engineering and math; and a need for stronger public accountability focus linked to increased fiscal support for public education.

In response to the above factors, Connecticut has:

- Developed an expanded vision for youth, from “vulnerable” youth to “all” youth – Our early focus was on the most at-risk youth in foster care, juvenile justice and WIA; as we move forward, we continue to attend to the needs of vulnerable youth, but within the broader context of “positive youth development” for all state youth, ages 14-21.
- Increased collaborative youth work from individual agency efforts to cross-agency working groups – Our initial focus included the Department of Children and Families, Court Support Services, and the CETC youth committee along with the workforce investment boards. The formation of the Youth Vision Team expanded the initial effort and brought three branches of government and over 35 agencies together by joint agency agreement. The Connecticut legislature then created the cross-agency, cross-branch Youth Futures Committee, which is in the process of developing recommendations for statewide policy and a strategic planning process at the local level.
- Made accountability explicit, from counting programs to tracking youth outcomes – The Workforce Investment Act required employment and education outcomes; the Jim Casey Connecticut grant added a broader set of youth outcomes in 2004. The Youth Vision Team has subsequently adopted youth outcomes related to education and employment which cross a number of systems; the Youth Futures Committee has codified youth outcomes in statute and adopted a Results-Based Accountability budget framework.

From an educational perspective, a PreK-16 framework to address the need for redesign is in place:

- The new Connecticut “Talent Pipeline” framework begins with preschool and continues through post-secondary education.
- The Early Childhood Education Cabinet has outlined conditions necessary for all young children to enter school fully ready and to achieve academic mastery by age nine. The Early Childhood Research and Policy Council developed a first-ever Early Childhood Investment Plan in 2006.
- As mentioned earlier, the Youth Futures Committee’s work will bring policy attention to positive youth development at age 14.
- The new Connecticut PreK-16 Education Council is tasked in the next two years to develop a longitudinal student identifier data system to track progress, challenges and remediation from entry to education through college and beyond.

As we move forward, we are looking at evaluating youth outcomes from Connecticut’s youth work and learn model. The Youth Vision Team agency partners provided funds for a research-based outcomes study of foster care and juvenile justice youth in Connecticut’s youth work and

learn model, and the Office of Workforce Competitiveness has designed a tracking study to identify data challenges in obtaining young adult data on vulnerable youth.

Two additional ongoing efforts address data sharing resolutions and collaborative data architecture development: the PreK-16 Council's Data Development Working Group is preparing recommendations for December 2007 to address student tracking recommendations, and the Office of Workforce Competitiveness and the Bureau of Rehabilitation Services are developing an 18-month collaborative data infrastructure project to identify options for federated, cross-agency data architecture.

### **Coordinated State Initiatives**

#### **Connecticut Workforce Coordinating Committee: Overview 2006-2007**

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 Workforce Investment Boards:
  - Capital Workforce Partners
  - Eastern Connecticut Workforce Investment Board
  - Northwest Regional Workforce Investment Board
  - Workforce Alliance
  - The WorkPlace, Inc.

Our collective efforts over the last two years have strengthened existing partnerships, institutionalized workforce education services, and supported the development of regional workforce coordinating committees.

### *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.

### *21st Century Job Training Projects*

Over the last two 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, CTDOL set aside funds in Fiscal Year 06-07 to “develop and pilot innovative adult basic skills training to build system flexibility and capacity.” Three innovative projects are currently underway; brief program summaries follow:

#### Workforce Alliance – Healthcare Initiative

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

Project aims to enhance participants’ potential for success in terms of basic skills acquisition, continuing education, and career growth. Basic reading, writing, math, computer, and medical terminology skill levels will be increased and/or achieved, along with the workplace competencies required by the employer and industry.

#### Capital Workforce Partners – Healthcare Initiative

*Program Partners:* Capital Workforce Partners, Hartford Hospital, St. Francis Hospital, Eastern Connecticut Health Network, Capitol Region Education Council, Vernon Regional Adult Education, Capital Community College, Manchester Community College

Like the program coordinated through the Workforce Alliance, this project aims to enhance participants’ potential for success in terms of basic skills acquisition, continuing education, and career growth in healthcare.

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

*Program Partners:* EWIB, Thames Valley Council for Community Action, Inc. (TVCCA), Norwich Adult Education, Three Rivers Community College

This program targets Early Childhood and Head Start employees, specifically teacher aides and assistant teachers, who are long-time employees and who may



be resistant to beginning the certification process. The goals of this program are to enhance the basic skills of participants to prepare them for community college coursework and certification as Child Development Assistants (CDAs).

#### *CETC Workforce Committee*

Earlier this year, the Connecticut Employment and Training Commission (CETC) established a Workforce Committee to explore various issues with respect to Connecticut's dual economy and low-wage workers. Their charge is to provide policy guidance to the CETC on these and other workforce-related matters.

A liaison from the Workforce Coordinating Committee serves on the CETC Workforce Committee and an adult education consultant from the Connecticut Department of Education, who facilitates the WCC, is also a member of this group. Both committees will be working to identify priorities for the coming year and to ultimately provide guidance to the CETC on workforce education and training policy, planning, and programming intended to promote the career development and advancement of the state's emerging, low-wage and incumbent workforce.

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

Fifteen years ago, the Connecticut Commission on Aging (COA) was established as an independent advocacy voice within state government, working to address the needs of Connecticut's burgeoning elder population. The Commission's role is particularly vital now, as the state's population is on the verge of unprecedented growth, longevity, and diversity. The Commission is composed of seventeen voting members, appointed by the Governor and members of the legislature, who are knowledgeable about areas of interest to the elderly. In addition to the voting members, commissioners of eight state agencies, including the Connecticut Department of Labor (DOL), are ex officio members of COA.

In January 2006, the Commission proposed the establishment of a Redefining Retirement Years Subcommittee. Membership on that committee is drawn from the Commission members, including the DOL Commissioner, and it also includes representation from the Office of Workforce Competitiveness on behalf of the Connecticut Employment and Training Commission (CETC).

Since their formation in January 2006, the Redefining Retirement Years Subcommittee has completed a series of nine focus groups to investigate the changing demographic structure of the state's workforce. The 55 participants of the focus groups included employees and retirees of private for-profit and non-profit businesses, and active and retired employees of state agencies. Findings from the focus groups will be published in a "white paper" in the fall of 2007, and may ultimately help influence public education, guide advocacy with state policy makers, and spur new initiatives that could strengthen the workforce and Connecticut's economy.

Commission subcommittee members shared their preliminary findings in a workshop presented at the Connecticut Learns and Works Conference held at the Water's Edge Resort in May 2007.

Interest in the “Redefining Retirement Years” topic was exceptionally high, prompting conference organizers to offer two sessions on the workshop. The issue is particularly pertinent to members of the baby boom generation who may wish to remain in the workplace longer, retrain for new employment opportunities, or seek more flexible workplace options. Building on this successful presentation, subcommittee members plan to explore other avenues of presenting this information to the public and business organizations.

The work of this subcommittee is part of a larger COA initiative, which also included a statewide educational and networking forum, “Exploring Civic Engagement and Volunteerism.” The forum provided an opportunity for participants to explore the challenges and opportunities of attracting baby boomers with decision-makers from business and government, non-profit agencies, service providers and professionals. The keynote speaker was Judy Goggin, senior vice president and director of Civic Ventures, a think tank that is “reframing the debate about aging in America and redefining the second half of life as a source of social and individual renewal.” This conference was presented in recognition of the fact that, whether in the public or private sector, an organization’s future success depends on understanding, attracting, and engaging Connecticut’s fastest-growing population – the state’s one million strong baby boom generation.

### **Incumbent Worker Training Initiative**

The mission of the Incumbent Worker Training (IWT) Program is to maintain the economic strength and viability of the state’s businesses by providing employers with the resources to invest in the state’s workforce and improve employee skills. The major focus is on small to medium-sized businesses that would not be able to make the investment in staff training without the assistance of this fund. Funding focuses on skills upgrade; types of training range from moderate-term on-the-job training to an Associate’s Degree.

Funding for Connecticut’s Incumbent Worker Training Program consists of two different state funding streams as well as a portion of the WIA 15% reserve funds. A minimum employer contribution of 50% of the total cost of training is required for each contract. The total amount of state funding available for IWT during the past year, not including employer contributions, was \$827,637.

In 2006, the Connecticut legislature approved \$500,000 of state funds to be used for IWT. In addition, based on final USDOL allotments, \$327,637 of the Governor’s WIA 15% reserve funds was set-aside for IWT. This funding was to be used to serve allied health and manufacturing companies. Over 3,900 people received training with this funding. The employer contribution was \$1,961,638.

CTDOL has been working closely with the workforce investment boards 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 boards. In the other areas, partnerships are being developed. The Business Services system is being used as the main tool of communication for all partners and use of the system has been expanding.

The specific training differed from area to area depending on the business needs in each region. Some of the courses offered were:

- ✦ Blueprint Reading
- ✦ Supervisory Skills Upgrade
- ✦ Lean Training
- ✦ Value Stream Mapping
- ✦ ISO 9001 Training
- ✦ Medical Terminology
- ✦ Shop Math Levels 1 & 2
- ✦ Customized ESL
- ✦ Sales and New Equipment Training
- ✦ Patient Care Technician Training
- ✦ Quality Control Standards and Inspection
- ✦ English for the Workplace
- ✦ CNC Set Up and Operation
- ✦ CNC Programming
- ✦ Business Management Software
- ✦ ISO Audit Training
- ✦ Communications
- ✦ Radiographic Testing
- ✦ CAT Scan Operator
- ✦ ISO Project Management
- ✦ Clinical Preparation

The Connecticut legislature also appropriated \$1,000,000 to establish the 21<sup>st</sup> Century Skills Training Program. The program's purpose was to provide just-in-time, demand-driven skill training resources for new and expanding businesses and their current or future employees in order to promote job growth, job retention, and job creation. CTDOL's Business Services Unit administered the program and wrote the contracts.

The 21<sup>st</sup> Century Program funding was similar to the IWT funds and in many situations was used in the same way. There were, however, two essential ways in which this funding was different than the IWT package described above. Besides allowing funding for allied health and manufacturing companies, other clusters/industries could receive training funds. These areas included bioscience, tourism/hospitality, maritime, construction and finance/information technology fields. In addition, collaboration with other organizations was an integral part of the program. Organizations including, but not limited to, the Department of Economic and Community Development (DECD), State Department of Education (SDE), community colleges, business associations, labor organizations and workforce investment boards worked together to identify high growth occupations in the state and economically vital industries that could access this funding.

Between October 2006 and June 2007, over 3,400 individuals in 61 projects received training with 21<sup>st</sup> Century Program funding. Employer contributions totaled \$1,163,523.

### **Report on Our Piece of the Pie (OPP)**

In PY06, a pilot "Work and Learn" program was developed with the community-based organization Our Piece of the Pie, the Office for Workforce Competitiveness, CTDOL, the Bureau of Rehabilitation Services (BRS), and the Department of Children and Families to serve at-risk foster youth with disabilities. Foster youth between the ages of 16 and 21 were eligible as long as they were not enrolled in the public school system and were identified as having some form of disability. WIA 15% funding was used as part of the funding for this innovative project which was set up as a fifteen-month program. This project meets a need for research on serving older foster youth who have at least one disability.

As part of the project, an agreement was made between OPP and BRS to work together and develop an individual plan for each youth. One immediate result was that BRS staff learned more about youth and workforce development while OPP staff learned more about working with youth with disabilities.

Specific youth-oriented outcomes, and specific measures associated with those outcomes, were used to determine and document the degree of success for individual youth. The program also worked to achieve specific system-oriented outcomes in categories such as data collection, leveraging resources, youth involvement, and infrastructure linkages. To develop effective ways to document outcomes, OPP staff has done extensive work with an evaluation consultant.

The program, which has accomplished many of the hoped for outcomes and helped individual youth attain many of the goals and objectives established for the project, has been extended and will end on September 30, 2007.

### **Discussion of the Cost of Workforce Investment Activities**

Connecticut has completed another highly successful year under the Workforce Investment Act (WIA). We have done so despite the fact that this past year was difficult due to the many changes resulting from the full implementation of the policies for the common measures. We believe that our continued success bodes well for the future as we continue to integrate our workforce investment systems in Connecticut

During the past year, Connecticut served 5,125 individuals while expending \$25,063,545 in WIA funds.

Provided in the following pages is information on activities and expenditures over the past program year (July 1, 2006 through June 30, 2007) 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 July1, 2006 through June 30, 2007. The total WIA dislocated workers and youth are also WIA performance participant for that same period. Exiter s shown in this analysis represent the period April 1, 2006 through March 31, 2007 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 06 continued to be predominantly female (64.5%) with most ranging in age from 22 to 44 (69.2%). The adult minority population served was 66.1% during PY 06. Additionally, 22.4% were single parents and 12.6% were dropouts, while most (88%) were also low income. These participants were provided with 1,985 (30.6%) core services, 2,794 (43.1%) intensive services and 1,705 (26.3%) training services.

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 05 Participants Served and Cost Per Expenditures

\$5,743,144

Participants Served	2307	Cost Per Participant	\$2,489
Participants Exited	971	Cost Per Exiter	\$5,915

Local Adult: PY 06 versus PY 05 Types of Activities

	<b>Core*</b>	<b>Intensive*</b>	<b>Training</b>	<b>Total</b>
PY 05	2011	2841	1783	6635
PY 05 % of Total	30.3%	42.8%	26.9%	
PY 06	1985	2794	1705	6484
PY 06 % of Total	30.6%	43.1%	26.3%	

An analysis of the data for the PY 06 adults versus PY 05 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 06 versus PY 05 show a slight upward trend in core and intensive services, while training services have decreased slightly. We find it encouraging that despite all the programmatic and reporting changes, local boards have continued to provide the same level of services.

\*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 06 went up from 45.5% to 47.5%. More than 73% of the participants served in PY05 were between the ages of 30 to 54. Over 45% of those served were minorities. More than 32% were low income and almost 10% were single parents.

Over 85% of those exited during PY 06 had entered employment by the time of their exit. The types of services provided during PY 06 were similar to PY 05 with slight decreases in core and intensive services and a slight increase in training services.

Local Dislocated Workers: PY 06 Participants Served and 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 05 Participants Served & Cost Per Expenditures

\$6,101,904

Participants Served	1707	Cost Per Participant	\$3,575
Participants Exited	763	Cost Per Exiter	\$7,997

Local Dislocated Workers: PY 06 versus PY 05 Types of Activities

	<u>Core*</u>	<u>Intensive*</u>	<u>Training</u>	<u>Total</u>
PY 05	1579	2378	1257	5214
PY 05 % of Total	30.3%	45.7%	24.1%	
PY 06	1443	2240	1286	4969
PY 06 % of Total	29.0%	45.1%	25.9%	

The dislocated worker program cost data for PY 06 versus PY 05 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 06 WIA youth programs operated in Connecticut served a higher percentage of females (59.6%), with the margin increasing by almost 5% over last year. Additionally, over 70% of those served were between the ages of 16 and 21. The barriers faced by youth during PY 06 included: 86.9% literacy skills deficient, over 13% with a disability, and almost 23% pregnant or parenting youth.

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

Local Youth: PY 05 Participants Served and Cost Per Expenditures

\$7,156,590

Participants Served	1526	Cost Per Participant	\$4,690
Participants Exited	871	Cost Per Exiter	\$8,217

The cost per participant and cost per exiter has increased somewhat during PY06. We believe these changes are primarily a result of increased services to out-of-school youth.

Younger Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY 05	1638	1377	486	3501
PY 05 % of Total	46.8%	39.3%	13.9%	
PY 06	1024	1085	211	2320
PY 06 % of Total	44.1%	46.8%	9.1%	

Older Youth Activities

	<u>Work Related</u>	<u>Academic</u>	<u>Summer Related</u>	<u>Total</u>
PY 05	1095	416	11	1522
PY 05 % of Total	72%	27.3%	.7%	
PY 06	866	479	4	1349
PY 06 % of Total	64.2%	35.5%	.3%	

Over the past year, older youth activities were heavily concentrated (99.7%) on work-related and academic activities. This has occurred as the major focus of youth activities has moved to older youth.

Performance Comparison

Connecticut has met all of its performance measures for PY06, which puts us in position to receive federal incentive funds. The excellent performance is even more remarkable as we have achieved this during a time of change in reporting requirements along with ever increasing goals. We intend to continue to achieve lofty goals while also addressing the unique needs of Connecticut.



**PY 05 Actual versus PY 06 Actual Performance**

Increases in PY 06 over PY 05 actuals are indicated in bold type.

		<b><u>PY 05 Actual Performance</u></b>	<b><u>PY 06 Actual Performance</u></b>
<b>ADULTS</b>	Entered Employment	79.9%	<b>80.5%</b>
	Employment Retention Rate	81.8%	<b>84.4%</b>
	Average Earnings	\$5,462	\$12,298*
	Employment & Credential Rate	75.9%	68.8%
<b>DISLOCATED WORKERS</b>	Entered Employment	87.4%	<b>88.7%</b>
	Employment Retention Rate	86%	<b>91.3%</b>
	Average Earnings	\$127*	\$16,726*
	Employment & Credential Rate	77.2%	75.8%
<b>OLDER YOUTH</b>	Entered Employment	79.9%	<b>80.9%</b>
	Employment Retention Rate	84.9%	<b>89.5%</b>
	Average Earnings	\$4,257	<b>\$4,306</b>
	Employment & Credential Rate	71%	59.5%
<b>YOUNGER YOUTH</b>	Retention Rate	78%	<b>85.7%</b>
	Skill Attainment Rate	81.9%	80.6%
	Diploma/ Equivalent Rate	78.1%	<b>78.2%</b>
<b>SURVEY</b>	Participant	74.2	<b>76.1</b>
	Employer	74.4	<b>76.1</b>

\*During PY 05, this measure was an earnings change.

## **State Evaluations of Workforce Investment Activities**

### **Quarterly Reports**

During the past year, WIA administrative staff implemented a quarterly administrative review process. The review contains the following format:

- |  |                                 |
|--|---------------------------------|
| ✦ Actual WIA Performance To Date                     | ✦ Common Measures Performance   |
| ✦ Fund Utilization Review                            | ✦ Use of Youth 5% Window        |
| ✦ Use of Individual Training Accounts                | ✦ Data Inconsistencies          |
| ✦ Incumbent Worker Training                          | ✦ Local Monitoring Reports      |
| ✦ Status of Data Validation                          | ✦ Meeting Reporting Timeline    |
| ✦ Status of Contracts                                | ✦ Customer Satisfaction Results |
| ✦ Review of Participant Characteristics and Services |                                 |

CTDOL's WIA area liaisons gather pertinent information and, after analyzing the results, will issue a report that may require corrective action to be taken. This review process assists in maintaining focus on achieving positive results throughout the year. CTDOL plans to continuously review the elements within the reports so that they can serve as useful evaluation tools years into the future.

### **Compliance Monitoring and Data Validation Overview**

Compliance monitoring, as set forth in OMB Circular A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of Higher Education, Hospitals, and Other Non-Profit Organizations" was conducted at all five regional workforce investment boards, in accordance with WIA Regulations at Section 667.410(b)(1). Participant payroll was also monitored for the State Summer Youth Employment Program at two workforce investment boards.

This year's compliance monitoring results showed that financial management, including allowable costs, cash management, financial reporting, audit requirements, procurement and property controls, was adequate. For the WIA client files sampled, eligibility verification for adults, youth and dislocated workers was complete and well documented in all five workforce investment boards, in accordance with WIA regulations. Jobs First Employment Services client files, reviewed for completeness of information and conformance with State TANF-Jobs First Employment Services program policy and procedures, have continuously improved.

In compliance with the USDOL Uniform Administrative Requirements, the 2006-2007 year has shown continued improvement in adopting and following WIA policies and procedures. Conforming to State TANF-Jobs First Employment Services program policies and procedures, maintaining required records, determining and documenting participant eligibility, and assessing and documenting the need for training services appear to be adequate.

Overall, the five workforce investment boards were found to be in compliance with federal and state administrative requirements.

During 2006-2007, Connecticut Department of Labor monitors conducted data validation reviews in all workforce investment board areas. The monitors reviewed data from Program Year 2005, examining a total of 991 records. Upon completing the reviews, which were conducted in accordance with USDOL Training and Employment Notice 09-06, all five boards were informed of results in their area and follow-up visits were made to discuss and clarify various items. To emphasize continuous improvement, a new formal policy on the data validation process was issued.

### **WIA Participant and Employer Survey Results**

In addition to the required WIA satisfaction questions, Connecticut surveys both its participants and employers served through our One-Stop system to determine if the program is meeting their needs.

During calendar year 2006, survey results from participants found that on a statewide basis, more than 72% of participants reported themselves as working and more than 90% felt that they would be somewhat or very likely to recommend One-Stop services to another individual or use those services again in the future.

On the employer side of the survey results, over 95% of employers surveyed said they would recommend One-Stop services to employers with similar needs and more than 90% said they would use those services again if the need arose.

These statistics are encouraging to our efforts to satisfy the needs of both participants and employers. We plan on sharing local results with all WIBs in anticipation of utilizing the data to further improve our services to all of those who benefit from the One-Stop system.

### **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.

In PY06, Connecticut was not a participant in the current Wage Record Interchange System (WRIS) agreement and, therefore, performance evaluations do not incorporate updated, out-of-state wage records for participants. However, during the final quarter of the program year and for the WIA Annual Report, Connecticut was able to incorporate Federal Employment Data Exchange System (FEDES) wages into its reporting for the first time.

### **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 employment results associated with an array of programs that are considered by the Connecticut Employment and Training Commission (CETC) to be integral parts of the state's workforce development efforts.

To prepare the employment outcomes for the Report Card, program administrators provide individual records to the Department of Labor's Office of Research for use with the unemployment insurance wage record files to generate consistent and comparable information on employment-related outcomes. The employment outcome information for the report includes five years of information, allowing the reader to look for trends in the characteristics of program participants and in program performance that can only be seen when data have been consistently collected and displayed over time.

Provided with the Report Card is an analysis that presents information on the workforce investment programs in the context of strategic themes developed by the CETC. These themes can be broadly described as:

- Helping workers achieve wage levels that allow for economic self-sufficiency,
- Enhancing the skills of workers needed to foster economic competitiveness, and
- Supporting the pipeline of talent to meet employer needs.

The analysis stresses that the program outcome data should be viewed in the context of the economy and labor market in Connecticut, the conditions of which can greatly influence employment opportunities and outcomes.

In June 2006, the CETC approved the replacement of the existing Performance Accountability Workgroup with the formation of a standing Performance Committee charged with responsibility for creation of the CETC's annual report in a manner that will "*strengthen the tracking of performance of workforce development entities and programs, and report publicly on outcomes in an easily understandable and accessible manner, to enhance accountability for achieving critically important results.*" The Committee is to make recommendations and enhancements that will improve the readability and accessibility of information included within the report, prepare a set of recommendations that will serve as a foundation for development of the report that will meet the information needs of a broad audience, and prepare a set of protocols and recommendations that will serve as the basis for aggregating and displaying data and facilitating its use.

Under consideration by the new Committee is a performance and accountability tool that is currently being used by the Connecticut General Assembly's Appropriations Committee. The focus of Results Based Accountability is the connection it makes between desired results at the population level and outcomes at the program level. For example, an indicator of economic self-sufficiency as a desired population-level result could be the percent of adults at or above 200% of the poverty level. At the program level, the employment outcome measures reflecting the percent of program clients that entered employment and their weekly earnings could be aligned with that desired result for the population.

In its considerations for the next Report Card, the Performance Committee is working to identify the desired population-level results (tied to CETC strategic goals), their indicators, the workforce investment strategies to support them, and the program outcomes related to the strategies.

## **Continuing Workforce Activities**

### ***CTWorks Business System***

During Program Year 2006, the *CTWorks Business System* (CTWBS) continued serving the case management and reporting needs of over 800 users from five workforce investment boards, the Connecticut Department of Labor and the Connecticut Department of Social Services. CTWBS supports the operational and management needs of the State of Connecticut in the administration of employment services under the Workforce Investment Act (WIA), Jobs First Employment Services (JFES) and Wagner-Peyser.

The past year brought many updates to CTWBS. Federal common measures were implemented in CTWBS in a timely manner and CTDOL and workforce investment board staffs were successfully trained in the new system functions designed to support the common measures. Additionally, CTDOL Program Support staff has finished incorporating Job Central, Connecticut's new job bank, into the *CTWorks Business System* and CTWBS staff, working with JFES staff, are currently developing functionality to aid in tracking the participation rate of JFES clients.

### **Rapid Response**

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 DOL units, other agencies, and programs for special intervention or supportive services applicable to dislocated workers.

During the period of July 2006 to June 2007, the RR Unit received and responded to 45 WARN Notices, met with 87 employers and unions where present, and presented to more than 5,280 workers. Employment sites where face-to-face contact was not possible were provided packets of information, benefiting an additional 2,649 dislocated workers, including human resources managers and union representatives. The RR Unit also helped organize and attended ten 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.

Sometimes there are significant layoffs in a local area, but the number of people laid off is not sufficient to justify requesting a NEG. The state reserves some of the 25% Rapid Response

funding for the local boards to receive some additional funding in these circumstances. This funding may also be used as bridge funding for large layoffs before NEG funds are available. In January 2007, RR received two WARN notices from Mortgage Lenders Network in Middletown, Connecticut. A total of 565 people were laid off. Rapid Response 25% funds were given to Workforce Alliance, Connecticut's South Central workforce investment board, to serve these laid-off individuals.

The State of Connecticut was awarded a \$1,000,000 NEG in June 2005 by USDOL to plan for the closing of the Naval Submarine Base in New London. The base was subsequently removed from the Base Realignment and Closure (BRAC) list and left open. Shortly thereafter, Electric Boat (EB) announced layoffs of approximately 2,000 employees that year. It was shown that the EB layoffs were directly related to the BRAC closings on the east coast. The initial \$1,000,000 NEG funds were then re-programmed to serve the workers dislocated from EB.

In November, Connecticut was awarded up to an additional \$2,361,227 NEG with an initial increment of \$1,001,196. This was to serve the additional 336 workers affected by a second round of layoffs at EB. With this addition, over 470 participants would be served.

The Stop & Shop warehouse in North Haven closed in June 2006 and 850 workers were laid off. In the late spring, the state submitted a request for a NEG to offer re-employment services to the affected workers. In June 2006, the state was awarded an initial increment of \$550,167 to serve these workers and in June 2007 an additional increment of \$294,833 was awarded to the state to continue to serve them. Services will be continued through June 2008.

### **Integrated Case Management Services**

During PY06, case management services continued to be provided to participants of the state's TANF program, Jobs First Employment Services (JFES), by sub-contractors of each workforce investment board, which are under contract with the Department of Labor. The North Central, South Central, Southwest and Eastern WIBs integrated One-Stop case management services with the JFES program. In these areas, One-Stop case managers provided case management services to JFES participants as necessary. This integration was designed to streamline services by providing participants with one point of contact for both programs, minimize overhead costs by providing all program services through one provider, and assure easier access to the variety of One-Stop services for JFES participants.

Also during the program year, bi-monthly case manager supervisor meetings continued to be held, and WIA case management topics were included on the agendas. At these meetings, policy and procedures were discussed, issues were resolved as necessary, ideas were shared, and any concerns were addressed. By incorporating WIA, these meetings served as a single forum for the discussion of like matters.

### **Job Corps**

Job Corps offers low-income 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 DOL, local workforce investment boards, state and local agencies, and other organizations. Over \$1.3 million of in-kind services are provided to the Job Corps by the Connecticut Department of Labor and other state and local agencies. DOL 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.

### Silent Witness Exhibit

Using some of the many trade skills acquired as students in Facilities Maintenance at the New Haven Job Corps Center, Ashley Dubose and Corey Batiste worked on the design and fabrication of figures for the Silent Witness Exhibit. The exhibit is part of a nationwide movement to call attention to domestic violence and serves as a memorial. The figures represent victims of domestic violence and those at risk.

Corey Batiste, a displaced resident of hurricane Katrina from New Orleans, explains, "I understand what it means to have your life shattered and your family broken up. Working on the domestic violence project had special meaning to me as it has expanded my understanding of the complexity and darker side of human relationships. My hope is that this project gets the word out; that violence in nature is unavoidable, but the violence between people can be and must be stopped." Ashley Dubose, who also worked on the fabrication of figures for this project and recognized the seriousness of the domestic violence issue, says, "I believe it's important for this message to reach the people who need it most, the people who suffer needlessly from physical violence, and the people who commit this crime against the innocent. I'm glad I could do my part." Work on the project began in May and a fall launch is planned for the exhibit.



*Job Corps student Corey Batiste sands a wood figure in preparation for the Silent Witness Exhibit while fellow student Ashley Dubose paints.*

### UCONN Street Law Program

During March, April and May 2007, forty-seven Hartford Job Corps Academy (HJCA) students participated in the UCONN Street Law Program. With the help of UCONN Law School students, this legal education program provides “practical legal knowledge, mentoring and skill enhancement by bringing practical law to students at varying academic levels.” Students of the law school work with social service professionals and other resources in the community to “develop life-skills workshops that assist teens in the evaluation of future education and employment opportunities.” The curriculum includes an introduction to the First Amendment and its freedoms, with a focus on understanding the freedom of speech.

### **Serving People With Disabilities**

During Program Year 2006, the Connecticut Department of Labor continued its commitment to serving individuals with disabilities and enhancing their lives through numerous events and activities.

CTDOL contributed a total of \$5,000 to the Youth Leadership Forum (YLF), a grant that assists the YLF in teaching leadership skills and improving the social and communication skills of high school students with disabilities.

On October 5, 2006, DOL co-sponsored the third annual Gift of Opportunity Symposium with Aetna. The event, held at the Crowne Plaza Hotel in Cromwell, promoted employment opportunities for workers with disabilities and emphasized to employers the benefits of hiring people with disabilities.

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 DOL toward the goal of improving the lives of people with disabilities.

### **Serving Our Veterans**

The Office for Veterans Workforce Development (OVWD) held two very successful job fairs for veterans during Program Year 2006. The first *Heroes 4Hire* fair was held on January 30, 2007 with more than 1,000 veterans and over 70 employers attending. The second job fair was held on July 17, 2007 and was even more successful, with over 80 employers and 1,200 veterans in attendance. 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.

In addition to sponsoring the job fairs, the OVWD signed a memorandum of understanding with the Connecticut Department of Military to provide 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 965 troops and information on ex-military unemployment benefits (UCX), 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.

The OVWD staff also provided services to veterans in need at Stand Down, held in September 2006 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.

### **Notable Events**

#### **Connecticut Learns and Works Conference**

The 13<sup>th</sup> annual Connecticut Learns and Works Conference, held on May 18, 2007, sold out with 275 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 *Challenges and Changes: Skills for Tomorrow's Workforce*, featured two notable authors, Barbara Reinhold from Northampton, Massachusetts, and Claudia Shelton, a West Hartford native. This event is 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:

- |  |                         |
|--|-------------------------|
| ✦ Bridges to Self-Sufficiency for Vulnerable Youth | ✦ Digital Portfolios    |
| ✦ Innovative Initiatives in CT High Schools        | ✦ Finding Your Future   |
| ✦ Manufacturing is Still Alive in CT               | ✦ Redefining Retirement |
| ✦ For Career Success, Know Your Blind Spots        | ✦ You're the Boss!      |

Barbara Reinhold, author of *Free to Succeed* and *The Toxic Workplace* set the tone of the conference with her keynote address on changing demographic realities of the first four-generation workforce in a global economy.

#### **Gift of Opportunity Symposium**

The 2006 Gift of Opportunity Symposium was held on Thursday, October 5, 2006, at the Crowne Plaza Hotel in Cromwell. The purpose of the symposium was to educate employers about the benefits of hiring qualified workers with disabilities and to remove some of the stereotypes that some companies have traditionally held about what is involved in employing a

person with a disability. A total of 283 individuals from the business community registered for the event. These individuals represented small, medium and large companies throughout Connecticut.

Mike Hydeck, morning anchorman from WFSB Channel 3, was the master of ceremonies for the event and Commissioner of Labor, Patricia Mayfield, gave opening remarks. John Lancaster, Executive Director of the National Council on Independent Living, gave the morning keynote speech, discussing some of the issues employers face in hiring people with disabilities. A presentation by Jeannie Hamilton from Walgreens highlighted the company's plans to build a new distribution center in Connecticut in 2007 where one third of the 600 employees will be people with disabilities. Lana Smart from the National Business Disability Council then discussed the Emerging Leaders program. This internship program enables companies to host high performing college students with disabilities (3.5 GPA or higher) for summer work with the possibility of being hired on a permanent basis. Following this presentation was one by Jane Rath from Earnworks who described how her organization can help companies find qualified workers with disabilities to fill their job openings at no charge.

An interactive discussion was held with a panel of disability employment experts who responded to anonymous questions submitted by the audience about disability employment-related issues. The panel included John Lancaster, Jane Rath, as well as representatives from the Bureau of Rehabilitation Services, State Department of Special Education, and the Kennedy Center. The panel fielded questions about ADA, accommodations to employees, transportation issues, universal design, and many other issues.

The afternoon keynote speaker was 2004 ESPY award winner, Kyle Maynard. Kyle, who was born with a congenital amputation, told his amazing life story including how he has lived life with almost no accommodations and became a champion wrestler. Based on customer satisfaction surveys attendees completed, Kyle was a tremendous success with some individuals indicating that he was the most inspirational person they had ever met and requesting that the symposium bring him back again.

The symposium also included a disability resource fair where companies could receive literature and direct questions to representatives of a dozen different organizations that provide supports to businesses hiring workers with disabilities.

The event was a tremendous success that could not have occurred without the generous support of the Aetna Foundation.

## **Current and Future Projects**

### **Capacity Building**

During Program Year 2006, Connecticut wrapped up the Capacity Building Initiative for workforce development staff administered by CTDOL. In the fall, CTDOL offered the final Global Career Development Facilitator (GCDF) courses for those workforce professionals who were enrolled in the GCDF certification program. Participants completed the program requirements of 120 hours of combined classroom instruction and independent homework assignments, and have applied for certification.

### **The Career Express**

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



In addition to Internet job search and on-line application assistance offered on board the *Career Express*, workshops on job search strategies, application and interviewing techniques, résumé writing, career exploration and research, and labor market information are also offered. This past year, 2,022 high school, technical school, college, and adult education students, as well as graduating students from the Hartford and New Haven Job Corps attended these workshops. *Career Express* staff also provided job search leads, information about DOL services, and interviewing and résumé writing pointers to 105 individuals at conferences and job fairs for persons with disabilities.

The *Career Express* staff served many visitors in many capacities during PY06. A total of 207 job seekers were assisted with on-line applications at six employer recruitment events, 276 job seekers at various mental health and substance abuse treatment facilities were provided assistance with résumés and job search strategies, and 123 individuals in re-entry programs were provided with interviewing advice, résumés, and assistance with job searches. During the 2006 program year, site visits to homeless shelters and soup kitchens were added to the *Career Express* schedule and, as a result, a total of 179 individuals received job search assistance. DOL information and services were also provided to more than 850 individuals at career fairs and at employer-sponsored job fairs for employees of companies preparing for layoffs. In addition, approximately 100 veterans received job search assistance as well as computer and Internet training conducted by *Career Express* staff.

### **Disability Program Navigator Grant**

In May 2007, The Connecticut Department of Labor was awarded a two-year \$1,180,000 Disability Program Navigator Grant from the USDOL. This grant establishes a state level Lead Program Navigator at CTDOL and six regional Disability Program Navigators located at the *CTWorks* One-Stop Centers. The role of the navigators is to coordinate assistance to people with disabilities in order to "navigate" through the challenges of attaining employment. This grant will also further the collaboration between CTDOL, local workforce investment boards, the Bureau of Rehabilitation Services, employers, and other partners providing programs and services to persons with disabilities.

### **Bridges To Health Careers**

From CTDOL press release "Connecticut Community Colleges Receive U.S. Department of Labor Grant For Bridges to Health Careers Initiative," December 2006:

Meeting the needs of Connecticut's business and industries for a well educated, highly skilled workforce is an essential component of the mission of

Connecticut's twelve Community Colleges. Preparing and placing skilled and credentialed workers in critical workforce shortage areas, such as nursing and allied health, has established Connecticut's system of Community Colleges as primary providers of demand-driven workforce training and education. In response to the college's collaborative efforts and significant achievements in workforce development, the twelve Community Colleges have received a second \$2+ million dollar Community-Based Job Training Grant from the U.S. Department of Labor for a proposed initiative called Bridges to Health Careers.

The three year initiative will impact an estimated 2,752 students participating in allied health continuing education certificates over the course of the grant. Programs include: Certified Nurse Aid, Emergency Medical Technician, Phlebotomy Technician, Pharmacy Technician, Medical Coding & Billing Specialist, Patient Care Technician, and Dental Assistant. This proposal builds on the previous DOL-funded college initiative, Career Pathways in Nursing and Allied Health, by including capacity-building efforts within the Connecticut Community College System's certificate programs. The initiative targets educationally underserved "non-traditional" students and will increase completion rates in allied health certificate programs and open pathways to degrees and higher wage jobs.

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

#### **Northwest (Northwest Regional Workforce Investment Board)**

##### **Manufacturing Alliance Service Corporation and the Northwest Regional Workforce Investment Board (NRWIB) Partnership**

The northwest region continues to address the needs of area manufacturing employers and employees, as the industry continues to utilize advanced technology to remain competitive at a global level. The Manufacturing Alliance Service Corporation (MASC) and the NRWIB have engaged in a variety of programming partnerships designed to increase the number of CNC machine operators. Through ITA's, Incumbent Worker Training grants, and youth programs, the MASC/NRWIB partnership has seen a rise in the number of CNC-trained operators. Area employers have come to rely on this training program to find and train the current and future workforce.

##### **Allied Health Incumbent Worker Training Initiative**

As the healthcare industry continues to lead the way in job growth in the northwest region, efforts continue to upgrade skills of entry-level and mid-level allied health workers in the area. Incumbent Worker Training funds were made available to area healthcare employers. Waterbury Hospital, Danbury Hospital, and St. Mary's Hospital each were awarded funds designed to promote upward mobility for entry-level employees and provide advanced training for nurses. American Medical Response Ambulance Company participated in the funding as well, training livery drivers to be certified EMT's.

### Faith - Based Organization Collaboration

Engaging those most in-need within the community has been a continuing effort for the Northwest Regional Workforce Investment Board. The board continues to work in partnership with the Greater Waterbury Interfaith Ministry (GWIM), providing job placement counseling services at the St. John's Soup Kitchen. Partnering with the Waterbury Continuum of Care, NRWIB was awarded funding to provide job placement and training services to the area's homeless population through a Homeless Reintegration Grant.

### Youth

#### E Project

As part of WIA in-school programming, Waterbury Youth Service System (WYSS) developed the Entrepreneurial Project (E Project). Designed to integrate workplace experiences and career information with a learning environment, this project gives concrete skills to teens who may not enter post-secondary education. Students participate in classes twice a week in WYSS's new technology lab and resource center, created through a partnership with IBM and United Way. In addition to learning about construction trades, the students use their newfound skills to make bookcases, custom drums (suited for fireplace ashes, wood pellets or any number of uses), hot plates, wooden and metal planters, and blankets.



*Tatiana Rhoden and Victoria Lakes work on their marketing plan at WYSS*

A very important component of the program is that team leaders, along with the program director, teach the students to take ownership of every aspect of their program. For example, students learn to use spreadsheets to keep track of their funds and the sale of their products. Also, a number of the students were involved in using graphics software to design a program logo. In addition, students are encouraged to use their newly learned marketing skills to make business contacts. These contacts may help with the donation of supplies and materials or may allow counter space for a donation jar at their place of business.

Presently, each student is required to work on the project for a minimum of six hours a week and, since the program is targeted to at-risk truant youths, a no school – no work policy is strictly enforced. An additional component is aimed at getting the youth and their families involved early in prevention programs. Offered in coordination with the Waterbury Prevention Policy Board, the prevention programs focus on teen pregnancy, alcohol and drug awareness, and juvenile justice programs.

### **Southwest (The WorkPlace, Inc.)**

#### The Insurance and Financial Services (IFS) Center for Educational Excellence

The Insurance and Financial Services (IFS) Center for Educational Excellence is a WorkPlace project, funded from a USDOL President's High Growth Training Initiative grant. The

WorkPlace, Inc., in partnership with Connecticut's Insurance and Financial Services Cluster, the Department of Economic and Community Development, Capital Workforce Partners, and Norwalk and Capital Community Colleges, developed the project to address the industry's short-term and long-term workforce needs and provide skills training for incumbent, unemployed, and new workers to enter or advance within insurance, financial services, and banking professions.

The IFS Specialist Certificate, one of four certificates available, is an introduction to banking, insurance, and financial services. Course offerings range from entry-level courses such as business writing, accounting and finance basics to the NASD Series 7 prep course, investment and credit analysis, financial modeling, mergers and acquisitions, and equity and debt financing.

#### *MaturityWorks, A Senior Community Employment Service Program*

*MaturityWorks* is a partnership among The WorkPlace, Workforce Alliance and the Northwest Regional Workforce Investment Board to serve older workers (55+) in Fairfield, New Haven, Middlesex, and Litchfield counties.

*MaturityWorks* provides participants with community service work assignments at non-profit host agencies to receive on-the-job training and experience. 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. *MaturityWorks* has helped over 300 Connecticut individuals in the past 10 months while the national program each year helps 100,000 people across the country to gain and enhance job skills needed for placement into competitive jobs.

#### Workforce Innovation in Regional Economic Development (WIRED)

From The WorkPlace, Inc.'s newsletter, *Mobilizer*, January 2007 issue:

A year ago, Southwestern Connecticut was selected as one of 13 Virtual Regions as part of the WIRED initiative ("Workforce Innovation in Regional Economic Development" from the U.S. Department of Labor's Employment and Training Administration). Since then, The WorkPlace, Inc. and key partners have been following the recommended approach to defining the region's needs, opportunities, and strategies for ensuring the competitiveness and future viability of our economy and our workforce.

On January 17, USDOL announced that the region's project will receive \$5 million over the next 3 years, effectively moving it from planning to implementation. This provides the means to undertake true transformation – creating innovative approaches to workforce and economic development which have both immediate benefits and a lasting legacy. Over the next several months, the Leadership Group will develop strategies and a "regional implementation blueprint" for review by the USDOL.

From The WorkPlace, Inc.'s newsletter, *Mobilizer*, July 2007 issue:

In a milestone celebration on June 15, a regional partnership convened by WorkPlace Inc. received a "green light" on its WIRED implementation plan. WIRED (Workforce Innovation in Regional Economic Development) is a federal initiative designed to support the development of a regional, integrated approach to workforce and economic development and education. By demonstrating that talent development can drive economic competitiveness, WIRED's ultimate goal is to expand employment and advancement opportunities for American workers and catalyze the creation of high-skill and high-wage opportunities.

Our region's implementation plan culminated six months of assessment and strategy development work by a Leadership Group of 70 individuals from business, government and education in Southwestern Connecticut, Westchester, and Putnam County. The CT-NY WIRED collaboration seeks to create a world-class workforce system responsive to the region's economic needs.

The plan outlines strategies for transformation and sustained growth around 4 goals: a regionally-based talent development system, a pipeline of skilled workers for targeted sectors, enhanced regional productivity through mobility and connectivity, and a culture of innovation and entrepreneurship.

## Youth

### Career Connections Teaches Students Web Design; Creates New Career Resource For Bridgeport Youth

From The WorkPlace, Inc.'s newsletter, *Mobilizer*, November 2006 issue:

"Expect great things!" is the mantra of Bridgeport Public Schools. A new youth project hopes to contribute in tangible ways, helping youth to expect great things - online. Career Connections, a joint project of The WorkPlace, Inc. and Bridgeport's High Schools, will teach students to create a website which provides career and employment information in one easy-to-use site. Twenty-four students from Central, Harding, and Bassick High Schools, have recently begun classroom training on web design. The students are in a business magnet computer class.

The Career Connections project was made possible through the cooperation of many individuals in Bridgeport High Schools and through grants from STAPLES and AT&T.

### **Eastern (Eastern CT Workforce Investment Board - EWIB)**

#### On-Line Training Expands to Small Businesses

The continued success of EWIB's on-line training for job seeking customers at *CTWorks-East* has been expanded to incumbent workers through the "e-Training" program. This pilot program, made available with WIA incentive funds, is offered to businesses with less than 100 employees and allows their workers to take advantage of Skillport's more than 2,500 course offerings. As with EWIB's other incumbent worker training efforts, the employer pays one-half

of the training costs. In this case, the cost is a one-year license per participating employee that, once paid, allows the employee to take an unlimited number of on-line training courses. This is one of the many services that the *CTWorks-East* Business Services Team, a partnership of EWIB, the Connecticut Department of Labor, and the region's Chambers of Commerce, brings to the region's business customers.

#### Investing In Staff: Continuous Training Opportunities

To ensure that the customers of the four *CTWorks-East* Centers in eastern Connecticut (Danielson, New London, Norwich, and Willimantic) receive superior service, EWIB has placed a high priority on the availability of continuous training opportunities for staff in the regional system.

Throughout the year, EWIB offers training to the "system" staff where all partners are invited to participate. For example, "Conversational Spanish" was offered this spring to meet the needs of the growing immigrant population in the region. In addition, Healthcare Career Ladder training was available for case managers and career specialists, and Performance Training covered the details on a variety of programs delivered in the area through various funding sources.

The training year culminates with a daylong training event for staff, which brings together all center partners at one location. Staff attended workshops on Labor Market Information, Diversity Training, and Team Building. Investing in the professionals that help eastern Connecticut's workforce continues to be a priority for the Eastern CT Workforce Investment Board.

#### EWIB and *CTWorks-East* Connect with Supportive Housing

The Eastern CT Workforce Investment Board and its New London County sub-region were chosen as a pilot site for increasing the connection of the Supportive Housing community to the *CTWorks* Centers. In a year long pilot under the direction of the Office for Workforce Competitiveness, EWIB and its *CTWorks-East* partners met with staff from the mental health and substance abuse treatment systems, Bureau of Rehabilitation Services, Social Security, and New London County Supportive Housing providers (Reliance House, Sound Community Services, and Thames Valley Council for Community Action).

Much success has come out of this pilot, including the development of a shared understanding of the measures of success for each system. Training was held for the front-line staff from both systems to provide clarity on the expectations of each system. A point person was designated at each of the *CTWorks* Centers as the lead person to assist customers who are homeless or in supportive housing. Additionally, the *CTWorks-East* Business Services Team added Housing Employment Counselors to the distribution list of the weekly job alert e-mail to promote information sharing and communication.

#### Governor's Commission for the Economic Diversification of Southeastern Connecticut

Following Connecticut's successful efforts in 2005 to keep New London's Naval Submarine Base from closing, the governor called for action to broaden, diversify, and thereby secure the region's economy. The Governor's Commission for the Economic Diversification of Southeastern Connecticut was therefore established. EWIB's Executive Director, John



Beauregard, and Connecticut Department of Labor Commissioner, Patricia H. Mayfield, were asked to serve on the Commission's executive body and the two also co-chaired the Workforce & Housing Sub-Committee. As described in the Commission's Interim Report to the governor, the Commission's action items include:

1. Enhancing the economy of southeastern Connecticut by retaining, growing and attracting industry unrelated to national defense; and
2. Making the region more welcoming to the military and enhancing linkages between the submarine base and other military and civilian institutions, both inside and outside the state.

After more than a year's worth of work with dozens of regional and statewide members, the Sub-Committee and Commission submitted their final recommendations to the governor. Recommendations from the Sub-Committee report have been approved and implemented on an on-going basis. The Workforce & Housing Sub-Committee's recommendations that are currently in the implementation stage include:

1. Development of a web-based interface that allows experts in Science, Technology, Engineering and/or Math (STEM) to qualify as Experts in Schools – With nearly half of the state's sixty fastest growing occupations in STEM-related fields, STEM is EWIB's main priority. In doing so, EWIB has:
  - a. Formed a STEM Council to examine and address regional issues related to the current worker pipeline in STEM career field at the K-12+ education levels; and
  - b. Connected STEM employers to the classroom by growing the Experts In Schools initiative through an interactive opportunity to learn many facets of new career interests.
2. Expanding the impact of the successful Incumbent Worker Training Program and upgrading the service delivery model expressly targeting small employers – a primary driver of the regional economy – Fully expended program funds allowed 1,015 workers at 23 different employers throughout the region to receive training. EWIB and CTDOL supplemented this effort with their innovative e-Training model for small employers.
3. Support a full-time professional to implement eastern Connecticut's affordable housing plan, and create a regional housing organization to address entry-level housing shortages that imperil the region's job growth and tax revenues – The creation of the non-profit Southeastern Connecticut Housing Alliance, an innovative public/private partnership supported with contributions from regional businesses and a three-year economic development grant from the state, has lead to efforts to develop more affordable housing throughout the eastern Connecticut region.

## Youth

### Get With the B.E.A.T. (an Out-of-School Youth Program)

*This story is an example of the comprehensive services provided to WIA Out-of-School Youth through the integration of services with the region's Adult Education entities and an embedded case manager.*

Tiffany Mazzarella's journey to successes began with her enrollment in a local WIA Out-of-School Youth (OSY) program in Danielson, Connecticut. Prior to Tiffany's participation in the OSY program, she hadn't been enrolled in the public school system since 7<sup>th</sup> grade when depression and anxiety resulting from school-related experiences lead Tiffany's mom to withdraw her from school and begin home schooling.



*B.E.A.T. Participant  
Tiffany Mazzarella*

At sixteen, Tiffany's mom brought her to Adult Education where Tiffany was interviewed for the WIA OSY program. Tiffany became a participant in Better Education Always Triumphs (B.E.A.T.), a program for youth ages 16-21 which provides opportunities to complete high school, obtain post-secondary education, or secure job training. At the time, it was determined that although Tiffany's reading skills were developed, her math skills were deficient. Additionally, she continued to suffer from the anxiety disorder, which made her reluctant to attend classes. At enrollment, the program providers promised Tiffany that a quiet space to work away from the regular classroom could always be found for her. Tiffany's participation in the WIA program allowed for this unique opportunity. The goal was to diminish her anxiety about being with other students.

As Tiffany's confidence grew in the supportive environment provided by the WIA program, she flourished. Tiffany felt that in the OSY program "the teacher is more like a friend" and it wasn't long before she was participating in the classroom. She persisted at math, receiving one-on-one tutoring from program staff and a peer tutor as necessary. Tiffany mastered the algebra and geometry needed to pass the GED test and was awarded her GED. At graduation, Tiffany received awards for attendance and perseverance. More importantly, Tiffany gained leadership skills as a guest speaker at the graduation ceremony!

Tiffany transitioned to Quinebaug Valley Community College's (QVCC's) "Opportunity for Success" program where she embarked upon a college career. To date, Tiffany still attends QVCC and recently returned to her case manager to obtain a recommendation for a pilot program at the college for students planning to matriculate to four-year institutions. She has been accepted into that program and will receive additional support in math and science. Evidence of Tiffany's success can be found in the following, received in an e-mail this past January: "I got two A's last semester, one of which was from my Oceanography class. I really enjoyed that class! I also got a B. I guess because I did so well last semester, I was placed on the Dean's list!" Additionally, Tiffany has obtained employment, which she maintains to date.

### North Central (Capital Workforce Partners)

#### Competent, Capable, and Certified!

Nearly half of Capital Workforce Partners staff and contractors who are employed in the region's One-Stops have attained *Core Workforce Development Skills* competency as measured by the National Association of Workforce Professionals. Capital Workforce Partners made on-line training available through Dynamic Works Institute to encourage staff and service providers to further their professional development. Participation was voluntary and participants varied from administrative support staff to front line service professionals, case managers and job developers. In addition, the Business Services Team Consultants have gone on to also achieve certification in Employer Services. The result of this training initiative is to provide a platform upon which to deliver optimum quality service throughout the system.



*Some of the first course completers (l-r), CWP staff members Mike Green, Shelly Hoang, Steve Long, and Pamela Nabors*

#### Capital Workforce Partners Receives National Recognition for “Building a Business-Driven Workforce Investment System”

Capital Workforce Partners (CWP) received the U.S. Department of Labor's Recognition of Excellence award for its initiative, “Ready, Aim, Hire – A Business Service Delivery System for North Central Connecticut.” The award was presented July 18<sup>th</sup> at the Workforce Innovations 2007 national conference in Kansas City, Missouri. Emily Stover DeRocco, Assistant Secretary of Labor for Employment and Training, presented the honors at this annual conference that provides an opportunity for representatives from the private sector workforce and state and local government, educators, and economic development officials to collaborate on workforce issues. The awards recognize workforce investment system programs from around the country that have achieved outstanding success.



*Commissioner Mayfield (CTDOL), Emily S. DeRocco (USDOL), Kenneth Flanagan (President, Flanagan Industries) and Tom Phillips (President and CEO, CWP)*

Since 2005, Capital Workforce Partners has secured \$1.3 million to deliver skill-enhancement training for 2,200 workers at companies throughout the region. Seven Business Services Team Consultants from CTDOL, Connecticut Business & Industry Association, and the region's Chambers of Commerce are responsible for outreach to the regional business community within targeted occupational sectors identified by the workforce board as having high growth/high wage jobs. The four industry growth clusters that are the focus of the Ready, Aim, Hire! initiative are: allied health, advanced manufacturing, business/finance, and retail/hospitality. In

the last two years, the initiative has resulted in more than 25,000 hours of employee training and a \$675,000 cash match from the private sector to participate in its Incumbent Worker Training program. In addition, Business Services Team Consultants have established relationships between key businesses and the One-Stop system and are responsible for ensuring the quality delivery of workforce development services such as targeted candidate screening and customized labor market information.

Also receiving the award on behalf of Capital Workforce Partners was Kenneth Flanagan, President of Flanagan Industries, a company in Glastonbury, Connecticut that makes engine parts for commercial and military aircraft. Routinely challenged to find skilled and interested manufacturing workers, the company has partnered with a consultant from the Business Services Team along with regional community colleges to build a continual pipeline of talent to help meet the company's growth needs. The company has also capitalized on the Incumbent Worker Training initiative to cross-train and promote existing workers. "This partnership has been invaluable," says Flanagan, "especially for smaller, but growing, companies like ours."

### 3<sup>rd</sup> Annual Workforce Stars Recognition Breakfast

Capital Workforce Partners annually honors "workforce stars" in the following categories:

- Youths and adults - selected based on how well they have maximized the workforce development services available to them to improve their lives and the lives of those around them.
- Service champions in the *CTWorks* delivery system - selected based on their commitment to quality and ability to make a difference in the lives of those they serve.
- Legislators - recognized for supporting policy change that enhances the region's current and future workforce.
- Area businesses – one business in each growth cluster (allied health, advanced manufacturing, business/finance, and retail/hospitality) receives an award for having improved the career paths for their employees and strengthening their workforce for today's competitive demands.

At the 3<sup>rd</sup> Annual Workforce Stars Recognition Breakfast on June 19, awards were presented to recognize outstanding achievements by individuals, while businesses were recognized for successfully utilizing the One-Stop system in the north central region. One of the awards presented was the Belinda Price Memorial Service Provider Award. Belinda, who passed away in 2005, was once a client in the system and later became a case manager. Her wisdom, knowledge and life's devotion to helping others blazed a trail for service providers to follow. The award, given in Belinda's memory, was bestowed this year to Leticia Mangual and Aminata Bangura who were nominated for their leadership, commitment, and exemplary customer service.

Leticia Mangual, of HRA, was nominated for her commitment to the local workforce system demonstrated by her progression from welfare-to-work case manager to site supervisor to One-Stop Director for HRA’s case management program. Her case management unit has maintained consistently high participation rates for Jobs First Employment Services and has met performance goals from the inception of WIA. Under her leadership, all of the case managers at the New Britain and Bristol One-Stops have been retain for at least two years, with some staff on board for nearly 10 years, ensuring continuity for customers and consistent performance for the region. Leticia was noted for setting a positive tone of camaraderie and is always ready to listen in order to help solve a problem or find a better way to deliver services.



*Award winner Leticia Mangual of HRA*

Aminata Bangura, a Youth Case Manager at Bristol Community Organization, was praised for going above and beyond her caseload duties. Aminata insists on working until the job is done and done right. She demonstrates exemplary customer service both to partner agencies and the individuals assigned to her program. Aminata has patience and takes her time with every individual she encounters. She works with them and gives them the tools to be successful, whether in their career or in life. Aminata is noted for being a team player who displays remarkable flexibility and compassion, and for exemplifying what a One-Stop partner should be.



*Pam Nabors, CWP’s Director of One-Stop Services, and Aminata Bangura of Bristol Community Organization*

## Youth

### CWP Career Competencies

Over the last two years, Capital Workforce Partners has worked with employers and other partners to identify the *CWP Career Competencies*. These competencies 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*, used as the foundation for all programming, include:

- |                                |                                       |
|--------------------------------|---------------------------------------|
| ✦ Basic Skills                 | ✦ Customer Service                    |
| ✦ Computer Literacy            | ✦ Problem Solving and Decision Making |
| ✦ Interpersonal Communications | ✦ Personal Qualities                  |
| ✦ 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 At-Risk, Out-of-School Youth

The Urban League of Greater Hartford is the provider of the Pharmacy Technician Program for At-Risk, Out-of-School Youth. 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 youth complete in-depth training. The pharmacy tech program is so successful at preparing youth that pharmacies often offer to hire the youth while they are still participating in the internships, and many receive multiple job offers.

### Resource Centers Just for Youth

Over 2,000 youth and young adults accessed case management, career guidance, post-secondary education and career information, and a variety of job search resources in the youth-friendly environment of the Youth Resource Centers. During the 2006-2007 program year, Capital Workforce Partners integrated services to all youth and young adults served in the One-Stop system. Young parents in the Jobs First program joined low-income, at-risk youth served through the WIA program in the Youth Resource Centers at the Hartford and New Britain One-Stops.

### **South Central (Workforce Alliance)**

#### STEM Teachers Learn from the Professionals, Then Share Their New Knowledge in Class

For several days in June 2007, a Connecticut Public Television (CPTV) studio in Hartford became a classroom of sorts for Fran Castiello and Lucy Fonseca, teachers from Meriden's Thomas Edison Middle School. The two educators were participating in a novel pilot project, STEM Experts in Schools, that connects science and math teachers with business professionals who use science, technology, engineering, and math (STEM) skills every day in their work.



*Teachers Fran Castiello and Lucy Fonseca*

Workforce Alliance is participating in STEM Experts in Schools as a way to encourage middle and high school students to increase the number of courses in math and science they take. Today, most jobs and, certainly, most colleges require high school graduates to have a command of the basics in these disciplines, yet many students forego science and math courses in favor of less demanding subjects.

“STEM Experts in Schools provides teachers an opportunity to perform externships in businesses where they will learn how science and math are applied on a day-to-day basis,” says William P. Villano, Executive Director of Workforce Alliance. “After performing the externship, the teacher will write a lesson plan based on that experience, to be delivered to classes this fall. A representative of the business will make a presentation to students during those classes.”

Fran Castiello, a Technology teacher, and Lucy Fonseca, a Language Arts teacher, helped staff the CPTV presentation of “The Warming of Connecticut” and a live special, in a town meeting format, that followed the airing of the global warming documentary. Castiello and Fonseca, who work together to guide Thomas Edison students participating in the school’s television program, gained invaluable experience to bring back to their classrooms.

Ten teachers are taking part in the first round of STEM Experts in Schools, working at companies throughout Connecticut. Partners in the 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.

#### Dislocated Workers from Mortgage Lenders Network Get Multiple Services from Workforce Development Partnership

Employees who were laid off from Mortgage Lenders Network in the winter of 2007 received a broad array of job hunting and skills development services from a partnership that included Workforce Alliance, the Connecticut Department of Labor, Middlesex County Chamber of Commerce, and the Office of Workforce Competitiveness.

The dislocated employee assistance program included all basic *CTWorks* résumé and workshop services, as well as a series of private and open job fairs in locations throughout the region, including Middletown, Cromwell and Wallingford. Several of these fairs included the Connecticut *Career Express* bus. In a novel arrangement, Workforce Alliance supported the work of a dedicated job developer at the Middlesex Chamber who coordinated most elements of the project, including extensive outreach to the Chamber’s business members seeking jobs for the workers.

Facing tight job competition in the financial services market, many of the laid-off workers are seeking new skills. Also, many of the workers are in their 60’s and require specialized strategies in career and employment search efforts. *MaturityWorks*, a senior community service employment program funded by the federal government, intervened with these individuals. Services, delivered through *CTWorks*, included a job fair and skills training.

#### Youth

#### The Workforce Alliance Youth Council Celebrates Two Very Special Young Men: Jose Cuapio and Joel Teron

While other New Haven high school students are playing sports, heading home to video games, or finding other ways to fill their time, two enterprising young men have found a way to make a difference in their community and in their lives. Joel Teron and Jose Cuapio are Workforce Alliance Youth Council board members with remarkable accomplishments both in and out of school.

Joel Teron, a senior at Wilbur Cross High School in New Haven, has served on the board's youth council for three years and has participated in virtually every event and project during those years. Somehow, he has also found time to work. Tired of poorly paying and boring jobs, Joel took it upon himself to take the coursework necessary to become a pharmacy assistant. He is currently employed as a certified pharmacy assistant at Walgreen's Pharmacy. This position is one of the better paying jobs that a high school student working part-time can have, and it positions him for further progress in his career. School and grades have also remained priorities for Joel. He has maintained top grades in all his academic subjects, even while devoting time to project after project. Still, Joel maintains his humility. "I come from a single-parent home, and now I can say to my mother, let me buy the groceries," says Joel.



*Youth Council board member Joel Teron*

Jose Cuapio is an entrepreneur. The recent graduate of the Metropolitan Business Academy, a New Haven magnet school, is attending University of New Haven, which he first visited while on a MOST (Marketing Our Talented Students) field trip. While in high school, Jose represented Connecticut in a national business plan competition sponsored by Smith Barney. As a three-year member of the youth council, Jose has helped organize and run complicated events, including the annual YouthNet InfoXchange that attracts scores of youth services professionals for an all-day conference.



*Jose Cuapio of the Youth Council*

The youth council is an essential component of the workforce investment board, and Jose and Joel bring intelligence, spirit, and commitment to every meeting and project. Their networking skills within the student community have increased the reach and recognition of the youth council. These two young men clearly deserve the special recognition from Workforce Alliance for their diligence and ambition.

### School at Work (SAW) - Building a Career Ladder in Healthcare

School at Work (SAW) "Building a Career Ladder in Healthcare" allows incumbent healthcare workers to build on the skills of entry-level workers, with the goal of promoting access to career paths, enrollment in continuing education/certification in healthcare occupations, and ultimately filling vacancies in higher-skill level positions within hospitals.

SAW utilizes a combination of distance learning and traditional instructor-led classroom methods, and students complete two courses over an eight-month period. One course, "Introduction to Healthcare," offers contextual reading, writing, math, computer technology and communication skills. "Becoming a Healthcare Professional" is designed for individuals who are interested in advancing within clinical pathways and includes medical terminology, anatomy, physiology, management, and privacy and medical ethics. Workforce Alliance partners with Wallingford and New Haven Continuing Education and Gateway Community College to deliver these services.



After two years of funding the program at several regional hospitals using Incumbent Worker Training resources, two of the hospitals began funding the program without subsidy. Yale New Haven Hospital and Masonicare had such positive experiences with the program that they decided to institutionalize it. Many of the potential trainees displayed learning barriers, however, that required pre- and post-SAW developmental skills training. These elements were in addition to the core program. Workforce Alliance supported the pre- and post-SAW training with funds from the Department of Labor's 21<sup>st</sup> Century Fund and 30 trainees completed the pre-or post-SAW training.

Hospital administrators, program participants, and Workforce Alliance are convinced that returns on the investment in SAW will continue long after programs have been completed, as many of the participants have stated that they would not otherwise have developed the skills, confidence, ambition, and motivation to continue their education and pursue higher career goals.

#### Health Occupations Basic Entrance Test (HOBET) Industry-Specific Assessment

In order to facilitate entrance into healthcare professions for One-Stop customers, Workforce Alliance and Gateway Community College (GCC) have created an unprecedented partnership that capitalizes on the respective experience and expertise of each entity; that is, facilitation of workforce development projects for the healthcare industry, and provision of academic assessment, advisement and programming in allied health fields. Using local incentive funds, Workforce Alliance and GCC co-funded a GCC Healthcare Careers Advisor position to build the capacity of One-Stop Career Centers to more comprehensively:

- Assess individuals for suitability in healthcare careers using the Health Occupations Basic Entrance Test (HOBET);
- Provide academic, career and financial aid advisement and counseling;
- Refer individuals to basic education and/or health professions programs that meet their career goals; and
- Improve outcomes for individuals entering the healthcare workforce, the healthcare facilities by whom they are employed, and the patient population that they will ultimately serve.

The Healthcare Career Advisor works within the four regional One-Stop locations, as well as other community locations such as Adult Education and WIA youth program sites, which serves to strengthen the partnership. Assessments were offered at a number of locations in the area including at the *CTWorks* Career Centers and GCC, and a total of 289 One-Stop clients took the Health Occupations Basic Entrance Test.

#### Youth@Work

As Workforce Alliance's longest standing program, Youth@Work provides youth ages 14-19, who often face barriers to academic and workforce success, with enriching summer and year-round employment opportunities. A public-private partnership between the City of New Haven, Workforce Alliance, the Board of Education, the Greater New Haven Chamber of Commerce and Empower New Haven, Inc. serves as Youth@Work's leadership body, provides funding, and promotes Youth@Work to employers and the broader community.

Participating youth engage in innovative career development activities and gain essential work-readiness skills prior to employment. Those who receive a summer job benefit from additional and ongoing support, as well as assistance such as training and orientation, workplace literacy, financial literacy, and comprehensive evaluation and assessment. During the summer of 2006, Youth@Work served 725 youth in New Haven and, as of June 2007, had registered 1,146 young people for summer jobs.

#### YOUTHNET InfoXchange

The Workforce Alliance Youth Council held the second annual YOUTHNET InfoXchange at Gateway Community College's North Haven Campus in January 2007. The InfoXchange attracted just over 100 youth services professionals to meet and network with their peers in youth development. Attendees supplied the event with relevant brochures and other materials that explained and promoted providers and the work they do. InfoXchange also provided a forum to discuss grant making among youth providers and offered a workshop to help organizations learn how to maximize opportunities to gain nationally funded grants.

**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	76.0	76.1	932	2,026	1,329	70%
Employers	76.0	76.1	986	1,368	1,368	72%

**TABLE B - ADULT PROGRAM RESULTS AT-A-GLANCE**

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	79.0%	80.5%	475
			590
Employment Retention Rate	83.0%	84.4%	707
			838
Average Earnings	\$10,647	\$12,298	\$8,423,808
			685
Employment and Credential Rate	69.0%	68.8%	439
			638

**TABLE C - OUTCOMES FOR ADULT SPECIAL POPULATIONS**

	Public Assistance Recipients Receiving		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment	81.3%	174	83.3%	20	72.7%	16	75.0%	21
		214		24		22		28
Employment Retention Rate	79.5%	205	85.7%	30	68.2%	15	85.4%	35
		258		35		22		41
Average Earnings	\$9,796	\$1,929,871	\$13,781	\$385,870	\$12,284	\$159,697	\$16,355	\$539,709
		197		28		13		33
Employment and Credential Rate	61.3%	103	82.6%	19	55.0%	11	61.1%	11
		168		23		20		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	78.5%	307	84.4%	168
		391		199
Employment Retention Rate	85.4%	545	81.0%	162
		638		200
Average Earnings	\$12,474	\$6,561,541	\$11,712	\$1,862,267
		526		159

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	87%	88.7%	645 727
Employment Retention Rate	91%	91.3%	690 756
Average Earnings	\$16,600	\$16,726	\$11,172,733 668
Employment and Credential Rate	72%	75.8%	385 508

**TABLE F - OUTCOMES FOR DISLOCATED WORKER SPECIAL POPULATIONS**

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment	80.0%	56 70	85.0%	17 20	86.0%	98 114	100.0%	9 9
Employment Retention Rate	92.3%	72 78	88.9%	16 18	90.6%	106 117	85.7%	6 7
Average Earnings	\$19,088	\$1,240,725 65	\$14,558	\$218,365 15	\$17,030	\$1,686,007 99	\$12,685	\$76,111 6
Employment and Credential Rate	74.5%	35 47	71.4%	10 14	78.7%	48 61	100.0%	6 6

**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	89.2%	428 480	87.9%	217 247
Employment Retention Rate	91.2%	464 509	91.5%	226 247
Average Earnings	\$16,600	\$7,436,832 448	\$16,981	\$3,735,901 220

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

	Negotiated Performance Level	Actual Performance Level	
Placement in Emp. or Education		68.5%	482
			704
Attainment of Degree or Certificate		32.1%	155
			483
Literacy and Numeracy Gains		21.2%	14
			66

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment	71.0%	80.9%	144
			178
Employment Retention Rate	83.0%	89.5%	171
			191
Earnings Change in Six Months	\$3,350	\$4,306	\$740,669
			172
Credential Rate	55.0%	59.5%	138
			232

**TABLE I - OUTCOMES FOR OLDER YOUTH SPECIAL POPULATIONS**

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment	81.8%	27	0.0%	0	50.0%	10	85.0%	136
		33		0		20		160
Employment Retention Rate	87.1%	27	0.0%	0	57.1%	4	89.5%	163
		31		0		7		182
Earnings Change in Six Months	\$6,196	\$179,672	0.0%	\$0	\$185	\$1,295	\$4,397	\$716,716
		29		0		7		163
Credential Rate	59.5%	25	0.0%	0	43.5%	10	61.2%	128
		42		0		23		209

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

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment	86%	80.6%	722
			896
Diploma or Equivalent Rate	66%	78.2%	154
			197
Retention Rate	80%	85.7%	216
			252

**TABLE K - OUTCOMES FOR YOUNGER YOUTH SPECIAL POPULATIONS**

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment	72.7%	112	81.1%	172	75.3%	192
		154		212		255
Diploma or Equivalent Rate	81.8%	27	72.0%	36	72.0%	36
		33		50		50
Retention Rate	68.9%	31	87.0%	60	88.8%	71
		45		69		80

**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	3.2%	15	\$4,962	\$2,267,799	62.3%	187
		475		457		300
Dislocated Workers	2.9%	19	\$7,749	\$4,835,409	63.1%	267
		645		624		423
Older Youth	9.7%	14	\$2,725	\$362,395		
		144		133		

	12 Month Employment Retention		12 Month Earnings Change/Replacement	
Adults	83.5%	633	\$4,996	\$3,636,739
		758		728
Dislocated Workers	88.1%	628	97.6%	\$10,411,920
		713		\$10,671,287
Older Youth	83.0%	176	\$4,421	\$857,756
		212		194

**TABLE M - PARTICIPATION LEVELS**

	<b>Total Participants Served</b>	<b>Total Exiters</b>
Total Adult (Customers)	32,711	28,523
Total Adult (Self-Service only)	28,746	27,095
WIA Adults	30,997	27,807
WIA Dislocated Workers	1,727	721
Total Youth (14-21)	1,160	696
Younger Youth (14-18)	651	471
Older Youth (19-21)	509	225
Out of School Youth	783	327
In- School Youth	377	369

**TABLE N - COST OF PROGRAM ACTIVITIES**

<b>Program Activity</b>		<b>Total Federal Spending</b>
Local Adults		\$5,757,590
Local Dislocated Workers		\$6,225,795
Local Youth		\$6,083,322
Rapid Response (up to 25%)		\$3,153,522
Statewide Required Activities (up to 15%)		\$3,466,384
Statewide Allowable Activities	Program Activity Description	
	Incumbent Worker Training	\$236,932
	Demonstration Projects	\$140,000
<b>Total of All Federal Spending Listed Above</b>		<b>\$25,063,545</b>

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>East Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	5,896
		<b>Dislocated Workers</b>	103
		<b>Older Youth</b>	66
		<b>Younger Youth</b>	136
<b>ETA Assigned #</b>  <b>09085</b>	<b>Total Exiters</b>	<b>Adults</b>	5,362
		<b>Dislocated Workers</b>	57
		<b>Older Youth</b>	22
		<b>Younger Youth</b>	75

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>76%</b>	<b>86.1%</b>	<i>Exceeded</i>
	<b>Employers</b>	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>80.0%</b>	<b>88.1%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>86.0%</b>	<b>88.9%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>71.0%</b>	<b>87.5%</b>	<i>Exceeded</i>
<b>Retention Rate</b>	<b>Adults</b>	<b>83.0%</b>	<b>84.4%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>90.0%</b>	<b>84.5%</b>	<b>Met</b>
	<b>Older Youth</b>	<b>83.0%</b>	<b>89.3%</b>	<i>Exceeded</i>
	<b>Younger Youth</b>	<b>81.0%</b>	<b>91.8%</b>	<i>Exceeded</i>
<b>Earnings Change</b>	<b>Adults</b>	<b>\$10,104</b>	<b>\$11,021</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>\$15,976</b>	<b>\$14,556</b>	<b>Met</b>
	<b>Older Youth</b>	<b>\$3,350</b>	<b>\$4,211</b>	<i>Exceeded</i>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>73.0%</b>	<b>78.5%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>72.0%</b>	<b>82.6%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>55.0%</b>	<b>72.7%</b>	<i>Exceeded</i>
	<b>Younger Youth</b>	<b>72.0%</b>	<b>88.9%</b>	<i>Exceeded</i>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>81.0%</b>	<b>85.8%</b>	<i>Exceeded</i>
<b>Employment/Education</b>	<b>Youth (14-21)</b>		<b>70.1%</b>	
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>		<b>66.7%</b>	
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>		<b>80.0%</b>	

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



**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>North Central</b>	<b>Total Participants Served</b>	Adults	9,827
		Dislocated Workers	493
		Older Youth	169
		Younger Youth	104
<b>ETA Assigned #</b>  <b>09075</b>	<b>Total Exiters</b>	Adults	9,061
		Dislocated Workers	250
		Older Youth	83
		Younger Youth	155

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>76%</b>	<b>69.9%</b>	<b>Met</b>
	<b>Employers</b>	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
<b>Entered Employment Rate</b>	Adults	<b>79.0%</b>	<b>76.1%</b>	<b>Met</b>
	Dislocated Workers	<b>89.0%</b>	<b>90.0%</b>	<i>Exceeded</i>
	Older Youth	<b>71.0%</b>	<b>78.9%</b>	<i>Exceeded</i>
<b>Retention Rate</b>	Adults	<b>83.0%</b>	<b>84.7%</b>	<i>Exceeded</i>
	Dislocated Workers	<b>91.0%</b>	<b>90.3%</b>	<b>Met</b>
	Older Youth	<b>84.0%</b>	<b>96.0%</b>	<i>Exceeded</i>
	Younger Youth	<b>78.0%</b>	<b>82.5%</b>	<i>Exceeded</i>
<b>Earnings Change</b>	Adults	<b>\$11,451</b>	<b>\$12,632</b>	<i>Exceeded</i>
	Dislocated Workers	<b>\$17,497</b>	<b>\$17,401</b>	<b>Met</b>
	Older Youth	<b>\$3,350</b>	<b>\$5,344</b>	<i>Exceeded</i>
<b>Credential/Diploma Rate</b>	Adults	<b>72.0%</b>	<b>66.2%</b>	<b>Met</b>
	Dislocated Workers	<b>72.0%</b>	<b>73.2%</b>	<i>Exceeded</i>
	Older Youth	<b>55.0%</b>	<b>39.1%</b>	<b>Not Met</b>
	Younger Youth	<b>66.0%</b>	<b>54.3%</b>	<b>Met</b>
<b>Skill Attainment Rate</b>	Younger Youth	<b>86.0%</b>	<b>51.4%</b>	<b>Not Met</b>
<b>Employment/Education</b>	Youth (14-21)		<b>63.7%</b>	
<b>Degree or Certificate</b>	Youth (14-21)		<b>15.9%</b>	
<b>Literacy/Numeracy</b>	Youth (14-21)		<b>14.3%</b>	

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	2	6	9

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  Northwest Region	<b>Total Participants Served</b>	Adults	5,378
		Dislocated Workers	376
		Older Youth	21
		Younger Youth	114
<b>ETA Assigned #</b>  09080	<b>Total Exiters</b>	Adults	4,751
		Dislocated Workers	182
		Older Youth	18
		Younger Youth	50

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	Program Participants	76%	83.0%	<i>Exceeded</i>
	Employers	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
<b>Entered Employment Rate</b>	Adults	79.0%	70.8%	Met
	Dislocated Workers	87.0%	81.3%	Met
	Older Youth	63.0%	85.0%	<i>Exceeded</i>
<b>Retention Rate</b>	Adults	80.0%	85.1%	<i>Exceeded</i>
	Dislocated Workers	90.0%	93.1%	<i>Exceeded</i>
	Older Youth	74.0%	86.4%	<i>Exceeded</i>
	Younger Youth	86.0%	80.6%	Met
<b>Earnings Change</b>	Adults	\$11,405	\$11,013	Met
	Dislocated Workers	\$17,462	\$17,565	<i>Exceeded</i>
	Older Youth	\$2,900	\$3,870	<i>Exceeded</i>
<b>Credential/Diploma Rate</b>	Adults	68.0%	67.3%	Met
	Dislocated Workers	65.0%	77.4%	<i>Exceeded</i>
	Older Youth	51.0%	52.0%	<i>Exceeded</i>
	Younger Youth	76.0%	91.3%	<i>Exceeded</i>
<b>Skill Attainment Rate</b>	Younger Youth	86.0%	90.8%	<i>Exceeded</i>
<b>Employment/Education</b>	Youth (14-21)		69.9%	
<b>Degree or Certificate</b>	Youth (14-21)		42.5%	
<b>Literacy/Numeracy</b>	Youth (14-21)		22.2%	

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	5	12

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>South Central Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	5,540
		<b>Dislocated Workers</b>	324
		<b>Older Youth</b>	100
		<b>Younger Youth</b>	165
<b>ETA Assigned #</b>  <b>09090</b>	<b>Total Exiters</b>	<b>Adults</b>	5,302
		<b>Dislocated Workers</b>	179
		<b>Older Youth</b>	60
		<b>Younger Youth</b>	157

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>76%</b>	<b>75.6%</b>	<b>Met</b>
	<b>Employers</b>	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>77.0%</b>	<b>92.0%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>89.0%</b>	<b>96.0%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>70.0%</b>	<b>80.0%</b>	<i>Exceeded</i>
<b>Retention Rate</b>	<b>Adults</b>	<b>83.0%</b>	<b>86.7%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>91.0%</b>	<b>92.5%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>82.0%</b>	<b>93.9%</b>	<i>Exceeded</i>
	<b>Younger Youth</b>	<b>80.0%</b>	<b>88.9%</b>	<i>Exceeded</i>
<b>Earnings Change</b>	<b>Adults</b>	<b>\$9,995</b>	<b>\$15,495</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>\$15,214</b>	<b>\$16,788</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>\$3,300</b>	<b>\$4,307</b>	<i>Exceeded</i>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>69.0%</b>	<b>76.6%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>74.0%</b>	<b>76.8%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>55.0%</b>	<b>78.5%</b>	<i>Exceeded</i>
	<b>Younger Youth</b>	<b>75.0%</b>	<b>82.9%</b>	<i>Exceeded</i>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>89.0%</b>	<b>93.3%</b>	<i>Exceeded</i>
<b>Employment/Education</b>	<b>Youth (14-21)</b>		<b>70.5%</b>	
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>		<b>40.2%</b>	
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>		<b>4.8%</b>	

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	1	16

**TABLE O - LOCAL PERFORMANCE**

<b>Local Area Name</b>  <b>Southwest Region</b>	<b>Total Participants Served</b>	<b>Adults</b>	4,251
		<b>Dislocated Workers</b>	432
		<b>Older Youth</b>	155
		<b>Younger Youth</b>	133
<b>ETA Assigned #</b>  <b>09070</b>	<b>Total Exiters</b>	<b>Adults</b>	3,299
		<b>Dislocated Workers</b>	54
		<b>Older Youth</b>	45
		<b>Younger Youth</b>	35

		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	<b>Status</b>
<b>Customer Satisfaction</b>	<b>Program Participants</b>	<b>76.0%</b>	<b>81.2%</b>	<i>Exceeded</i>
	<b>Employers</b>	<i>Employer Survey Results Are Not Calculated on the Regional Level</i>		
<b>Entered Employment Rate</b>	<b>Adults</b>	<b>78.0%</b>	<b>78.4%</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>86.0%</b>	<b>87.9%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>71.0%</b>	<b>81.8%</b>	<i>Exceeded</i>
<b>Retention Rate</b>	<b>Adults</b>	<b>85.0%</b>	<b>82.2%</b>	<b>Met</b>
	<b>Dislocated Workers</b>	<b>91.0%</b>	<b>92.5%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>82.0%</b>	<b>78.6%</b>	<b>Met</b>
	<b>Younger Youth</b>	<b>80.0%</b>	<b>74.1%</b>	<b>Met</b>
<b>Earnings Change</b>	<b>Adults</b>	<b>\$10,092</b>	<b>\$11,052</b>	<i>Exceeded</i>
	<b>Dislocated Workers</b>	<b>\$15,695</b>	<b>\$15,667</b>	<b>Met</b>
	<b>Older Youth</b>	<b>\$3,500</b>	<b>\$3,530</b>	<i>Exceeded</i>
<b>Credential/Diploma Rate</b>	<b>Adults</b>	<b>70.0%</b>	<b>62.5%</b>	<b>Met</b>
	<b>Dislocated Workers</b>	<b>70.0%</b>	<b>72.2%</b>	<i>Exceeded</i>
	<b>Older Youth</b>	<b>62.0%</b>	<b>79.3%</b>	<i>Exceeded</i>
	<b>Younger Youth</b>	<b>66.0%</b>	<b>66.7%</b>	<i>Exceeded</i>
<b>Skill Attainment Rate</b>	<b>Younger Youth</b>	<b>84.0%</b>	<b>75.0%</b>	<b>Met</b>
<b>Employment/Education</b>	<b>Youth (14-21)</b>		<b>87.5%</b>	
<b>Degree or Certificate</b>	<b>Youth (14-21)</b>		<b>69.6%</b>	
<b>Literacy/Numeracy</b>	<b>Youth (14-21)</b>		<b>25.0%</b>	

<b>Overall Status of Local Performance</b>	<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
	(Below 80% of Target)	(80% to 100% of Target)	(Above 100% of Target)
	0	6	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.

